

PLAN 2030

CITY OF HIGHLAND PARK MASTER PLAN



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Adopted May 2021

Resolution of Adoption

CITY OF HIGHLAND PARK MASTER PLAN

CITY OF HIGHLAND PARK PLANNING COMMISSION



WHEREAS, the City of Highland Park Planning Commission has the responsibility and is empowered by Public Act 33 of 2008, as amended, to make and adopt a Master Plan for the physical development of the City and to amend the Plan as needed, and

WHEREAS, the City of Highland Park City Charter created the Planning Commission for the purposes stated in Public Act 33 of 2008, as amended, and

WHEREAS, the City of Highland Park has retained planning consultants to assist the Planning Commission with the technical studies necessary to update the City of Highland Park Master Plan, and

WHEREAS, the City of Highland Park Planning Commission held a public meeting on the proposed new Master Plan for the City on May 11, 2021, at the City of Highland Park Planning Commission meeting.

WHEREAS, the Planning Commission recommends the new Master Plan necessary for the continued development and the appropriate redevelopment the City,

NOW THEREFORE BE IT RESOLVED, the Highland Park City Council hereby adopts this Master Plan for the City of Highland Park, along with the text, maps, figures, charts, graphs and other descriptive materials contained in the Plan.

Motion by: Commissioner Cleophus Pye
Seconded by: Commissioner Barbara Willis
Ayes: 4; **Nays:** 0; **Absent:** 3

Resolution declared adopted:



Commissioner Paul Motley, Vice Chair, Acting Chairman

Resolution of Adoption

RESOLUTION TO APPROVE THE ADOPTION OF THE

2021 HIGHLAND PARK MASTER LAND USE PLAN

FOR THE CITY OF HIGHLAND PARK



WHEREAS, a formal request for recommendation to the Highland Park Master Land Use Plan was presented to be passed by City Council for formal adoption; and

WHEREAS, the Planning Commission has held two public hearings, presented and published the draft of the Master Plan, and posted it to the City's website in compliance with the terms set forth to the Highland Park City Charter; and

WHEREAS, the Planning Commission has recommended that the Highland Park Master Land Use Plan be approved and formally adopted for the City of Highland Park.

NOW THEREFORE BE IT RESOLVED, that the City Council approves and adopts the Highland Park Master Land Use Plan; with Norma Lewis' named added in memorial.

Ayes: 5; **Nays:** 0

Certified by the Office of the City Clerk of the City of Highland Park:



Cidia Wicker-Brown, Deputy City Clerk

Dated: May 21, 2021

Approved as to Legal Form

Is/William R. Ford
City Attorney



The first Model-T rolled off this Ford Motor Company factory in Highland Park, Michigan, just one of the historic gems now waiting redevelopment.

MAYOR

Honorable Hubert Yopp

CITY COUNCIL

Carlton D. Clyburn Jr., President
Rodney Patrick, President Pro-Tem
Deblon Jackson, District 1
Kendrich Bates, District 2
Derrick Armstrong, District 3
Norma Lewis, in memorial

CITY CLERK

Brenda Green

CITY TREASURER

Janice Bibbs

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Cathy Square

30TH DISTRICT COURT

Judge Brigette Officer-Holley

CITY ATTORNEY

Terry Ford

FINANCE

Eleanor Williamson

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Highland Park is in the heart of the Detroit Metro Region, just north of Arden Park, North End, and Midtown.

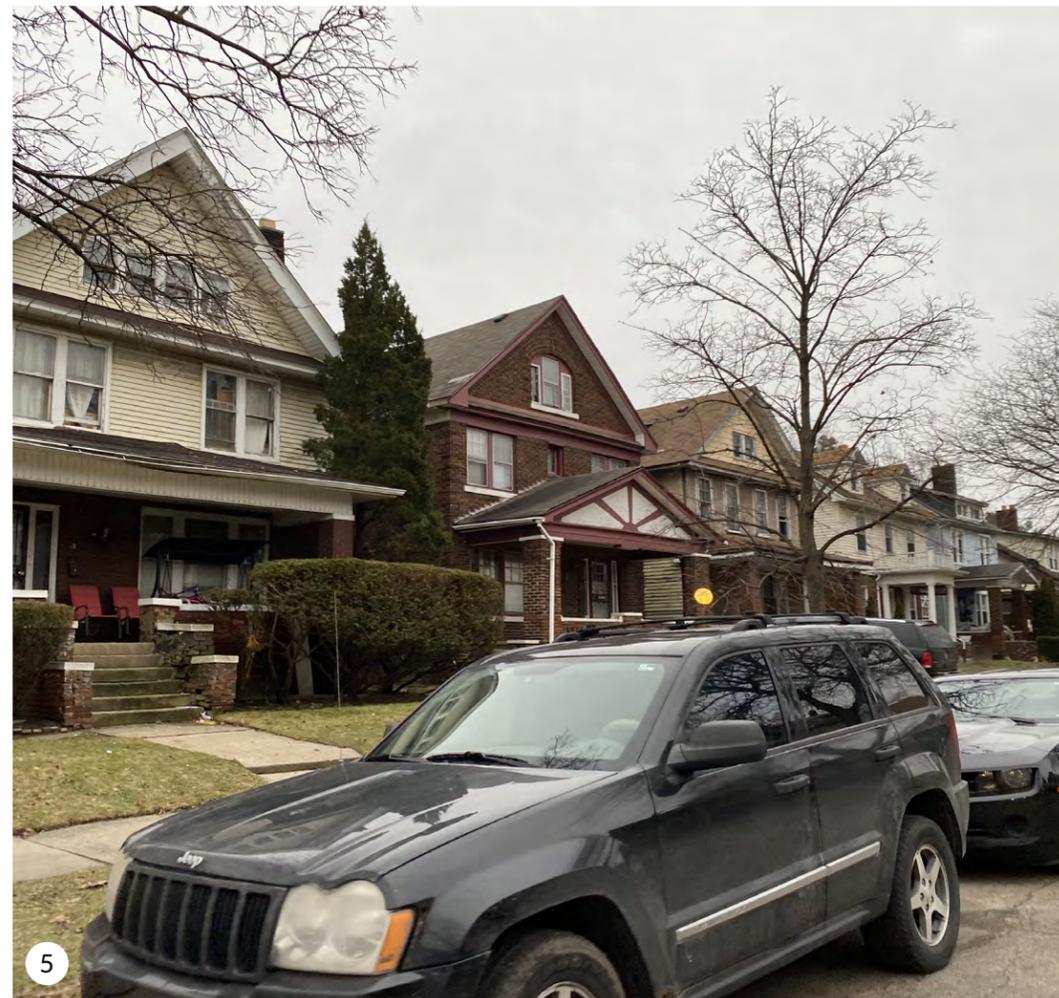
The City of Highland Park is the birthplace of the Model T and the first paved mile of highway, and is surrounded by the Detroit metro. That legacy continues with Woodward Avenue, known as Michigan's Main Street and designated as a National Scenic Byway, which forms the spine of the city. Access to Interstate 75 (The Chrysler Freeway), Michigan 10 (Lodge Freeway), and Michigan 8 (Davison Freeway) provide regional connections, including a 20 minute drive to the Detroit Metro Airport.

The City of Detroit's historic Midtown District and Boston Edison neighborhood are one mile south of Highland Park with Wayne State University three miles south. These areas are some of the region's most promising growth areas for jobs, residential and commercial development, boasting walkable, mixed use forms.

C O N T E X T

Challenges and Opportunities

THE BASIS FOR COMMUNITY VISION



The City of Highland Park Master Plan 2030 takes direction from history updated by today's opportunities and challenges, to establish the community's goals, along with the policies and actions needed to achieve these goals with clear development decisions over the next ten years. This course of action will help the City to be resilient in the face of change and encourage the flexibility necessary to encourage local entrepreneurship. This plan affirms the ongoing vision for mixed use, walkable

development and neighborhood stabilization. The plan also affirms a vision for many of the more challenged areas within the City to allow a flexible approach to land use that may result in residential redevelopment, urban agriculture, green infrastructure, clean manufacturing, and open space.

This plan is focused on improving the quality of life for the current residents of Highland Park. Some of these efforts include ongoing support of complete streets standards to ensure that the entire city is walkable and pedestrian-friendly for individuals of all abilities. They also include use of empty parcel as community gardens and neighborhood parks.

The M-1 streetcar service connects downtown and midtown Detroit, just south of Highland Park and plentiful bus routes complete the transit connection. Detroit DOT bus routes through Highland Park include the #4 line of the regional ConnectTen Route, the #38 Key Route, along with #15, #23 and #42 neighborhood routes. SMART bus routes include #461 Fast Woodward, #462 Fast Woodward, #445, #450, #460, and #465. Optimizing existing transit connections with an eye to future possibilities is a key goal.

Challenges for Highland Park include the regional economy exacerbated by the COVID-19 pandemic, the need for local jobs, and the financial stability of the City. Strengthening links between Highland Park and regional economic growth activities should help with these challenges. This plan update is an important step in becoming ready for current redevelopment opportunities with policy direction as well as recommended zoning updates to implement the collective local vision.

Highland Park consists of a compact street grid covering 1,856 acres, however much of this does not have productive uses today. This limits maintenance and upkeep of the infrastructure, including roads, water, stormwater, and sewer, and the expansion of services such as police, fire, parks, and schools. This plan seeks to encourage new businesses and residents by making it easier to live, work, and do business in Highland Park in order to grow the property tax base.

Development History

Highland Park history is an important guide to updating today's policies and is reproduced with edits from *Highland Park: A New Beginning Master Plan, 2001*. The history and growth patterns of the City of Highland Park are tied to Detroit and the automobile industry. Highland Park plays a special role in the evolution of the automobile and the American labor movement and is a unique enclave with an independent government, proud of its heritage and place in history.

EARLY HIGHLAND PARK

Judge Woodward began to platt the Highland Park area in 1818, naming it Woodwardville. This area was geographically suitable as high ground between Detroit and what is now Royal Oak. The village changed its name to Whitewood later, due to the local supply of lumber.

The Wayne County Atlas of 1876 shows the development of the Detroit Milwaukee Railroad (now the Grand Trunk line) along with Pontiac Plank Road (Woodward), English Settlement Road (Glendale) and (Alexander) Hamilton Road. The plats indicate 20 to 40 acre tracts fronting Woodward and larger tracts along Hamilton up to 160 acres.

This platting is the foundation of the subdivision and street development of Highland Park. In early Highland Park days, the region evolved into an industrial city with rail cars, carriages, and stoves. The geography encouraged expansion to the west and north following established road, rail, and survey lines, which point naturally to Highland Park.

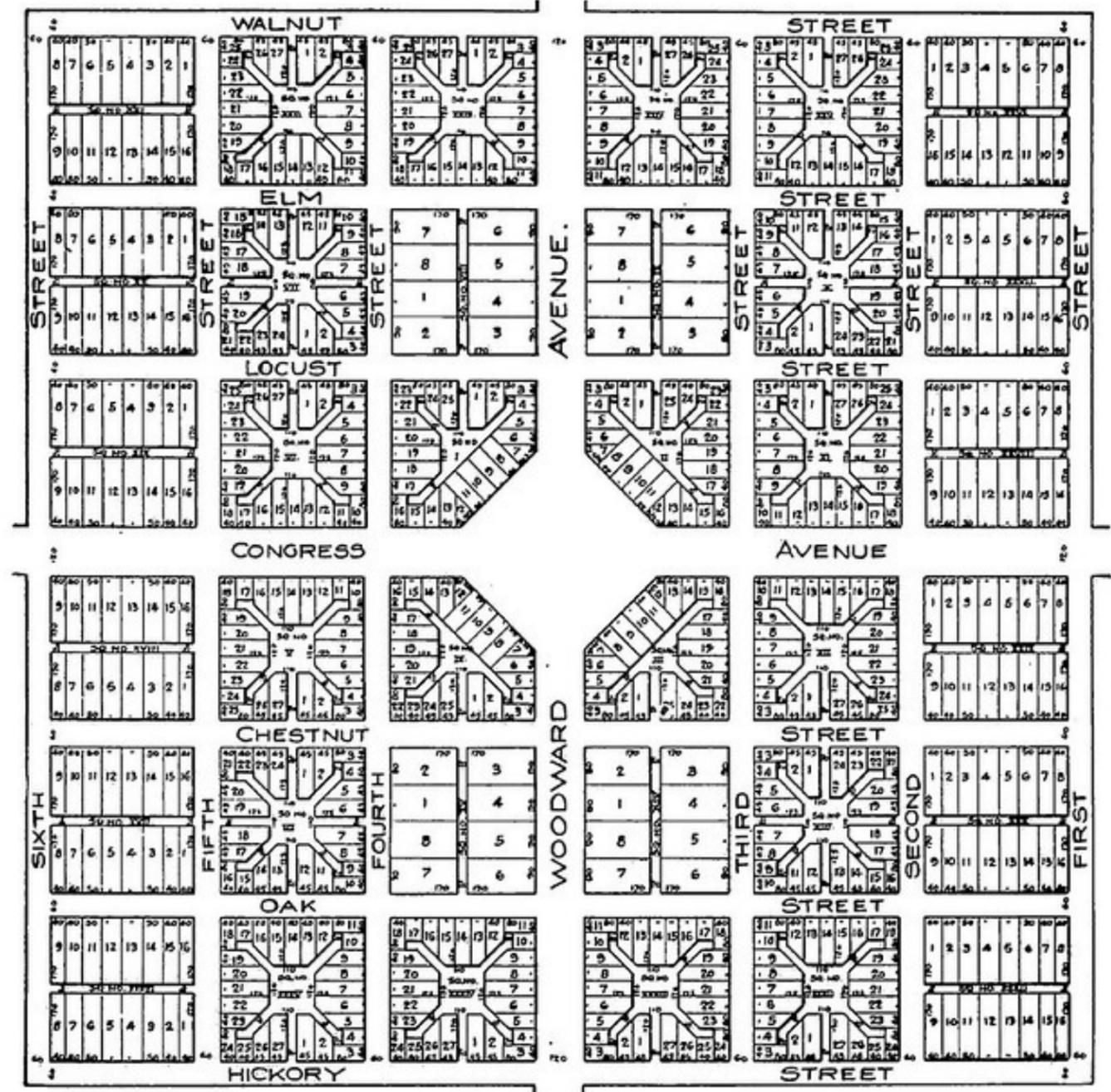
In 1887, Captain William H. Stevens purchased most of the land in the Highland Park area. He began developing the village by building a brick waterworks on Woodward between Colorado and McLean. He built a large stone house on Woodward between Rhode Island and Massachusetts

on the site of the McGregor Library. In 1888, the platting and sale of the first subdivision began.

The community of Whitewood was changing from a decentralized farming community around a major road to a more developed, formally organized entity. Captain Stevens and other town leaders took a major step when the village of Highland Park was platted in 1889, including the 1818 platt of Woodwardville. The name originated from a high ridge of land at Woodward and Highland, now graded away. The platting further organized the existing block and elongated grid pattern of streets and gave the village a strong and separate identity from the surrounding farms.

PLAT OF THE VILLAGE OF WOODWARDVILLE

.....SCALE.....1 INCH = 250 FEET.....



FORD'S MODEL T

In 1900, the Highland Park census indicated a population of 427 people. In 1907-08, Henry Ford purchased 160 acres north of Manchester between Woodward and Oakland to build a new factory to manufacture his automobiles. On that site in 1910, a factory designed by the architect Albert Kahn was built to produce the Ford Model T. The complex was platted as the Birthplace of Mass Production subdivision

with a four-story factory that initiated assembly line production. This facility was heralded as one of the most important pieces of industrial architecture for its innovative and efficient design and the buildings have been called “masterpieces of understated, functional elegance”. The facility is now on the National Register of Historic Places.

Ford employees saw the advantages of living in Highland

Park and the 1910 census rose to 4,210 residents and up to 46,499 by 1920. The employment at Ford rose from 450 in 1908 to 36,000 by 1916. A variety of homes were built for the many families that flocked here from modest bungalows and cottages to stylish arts and crafts homes and large colonials. Schools and civic institutions were established. Woodward developed as a commercial thoroughfare and was fully paved. The

Detroit Street Railway operated an electric streetcar line on Woodward with a terminal yard across from the Model T plant. Amid all of this development, Highland Park established itself as a city in 1918, reinforcing an earlier charter in 1912 that established orderly development and behavior in the city. A community college, a hospital, and Lawrence Institute of Technology were soon established.



The Birthplace of Mass Production Subdivision, Ford Motor Company



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Ford was interested in producing his own steel and needed more space with greater rail and water access to accept and process these raw materials. The Rouge Plant was opened in 1926 and much of the automobile production was transferred there from Highland Park. A direct linkage still remains with

the construction of Oakman Boulevard which extends from Highland Park through Detroit into Dearborn and the Rouge Manufacturing Complex.

CHRYSLER CORPORATION

In 1925, Chrysler purchased the Brush-Maxwell plant and began expansion of that facility. Although most of the attention was focused on the Ford Plant, Chrysler began to develop its area of Highland Park into ultimately over 150 acres, larger than the Model T site. Located directly adjacent to the Grand Trunk Rail Line between Massachusetts and Farrand Park, the site was linked directly to several other Chrysler properties such as Dodge Main, Lynch Road, and the Huber Foundry in Detroit, as well as several others extending to the northern suburbs.

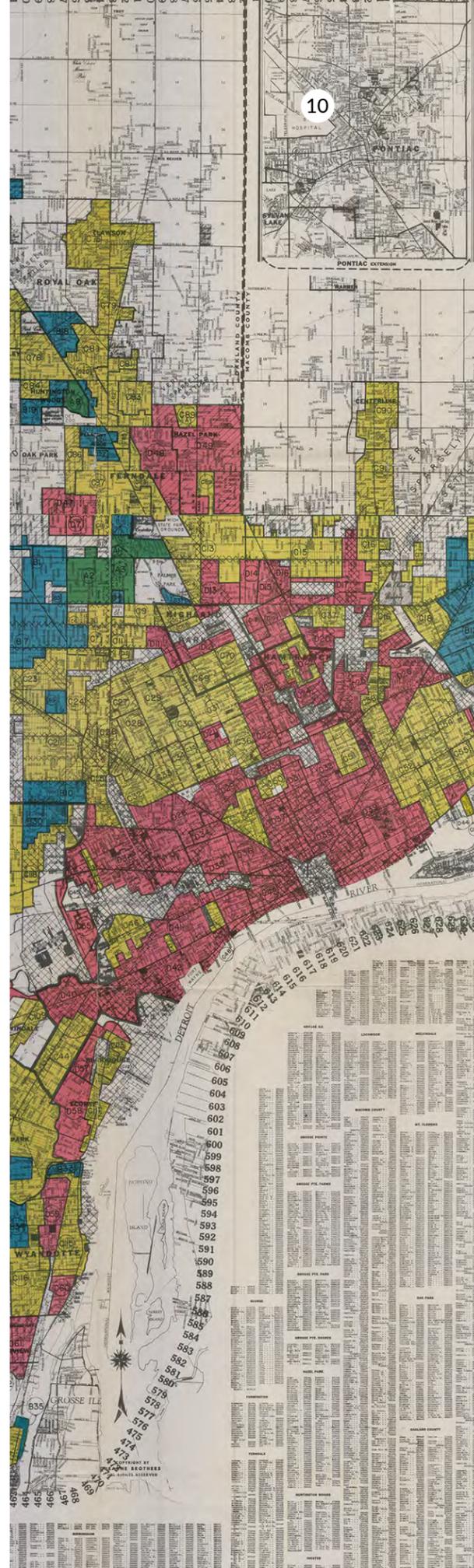
1920'S AND 1930'S

During this era, the city developed from border to border and built many new schools, churches and civic institutions. In 1926, McGregor Library was dedicated along with a new City Hall. Landmarks like the Medical Arts Building and Highland Towers were also constructed. The commercial frontage along Woodward was fully developed, culminating in the construction of the Sears & Roebuck department store in 1938. The neighborhoods flourished with a variety of architectural styles and price ranges. As Detroit continued to expand by annexing additional

land Highland Park did not extend its borders beyond the current city limits of 2.9 square miles that exist today. Several attempts made by Detroit to annex the City were met with disdain. Population growth continued with 1930 marking the peak at 52,959, a clear indication that Highland Park was considered a desirable place to live. With a model educational system, parents from other communities paid tuition to enroll their children in the schools.

DURING WORLD WAR II

The 1940's were a decade of stable change for Highland Park. The Ford Model T plant manufactured anti aircraft gun directors as did Chrysler and other local companies. More new businesses moved into the area. In 1942, it was recognized that an east-west connection was essential for more direct access to Chrysler from other parts of the City. The Davison freeway was built as the first modern depressed highway in the United States. Although the City continued to prosper into the 1950's, during this era the suburban communities of Wayne and Oakland County began to grow rapidly, bolstered by federal housing and transportation policies. The Lodge



Freeway was blocked from construction in the City, following the path of Hamilton until reaching Highland Park, but provided a convenient means of transit out of the urban core of Detroit. Coupled with the favorable lending terms of the Federal Housing Administration and an explosion in post-war housing construction, Detroit and Highland Park became early victims of redlining and unchecked suburban sprawl. Redlining can be seen in figure 10, from 1939.

In the late 1950's the City began to approach the idea of urban renewal. Some of the housing stock was 50-60 years old and had been economically constructed to accommodate the population influx from the Model T era. The prevailing social policy of the day for elimination of blight was total clearance and replacement with new housing without regard for the current residents or fabric of the existing community. This occurred in Highland Park with both good and bad results. In 1962, the area at Hamilton and Glendale was cleared under urban renewal but never redeveloped as a residential community. In 1965, however, the Gerald Avenue community was redeveloped as a new suburban subdivision.

LATE 20TH CENTURY

The 1967 riot engulfed much of Detroit and Highland Park and hastened a mass exodus of the white middle-class from the urban center. The population of both cities declined along with economic investment. In 1973, Ford discontinued tractor production at Model T, and Highland Park General Hospital closed in 1976 as many area facilities consolidated.

As Highland Park was experiencing a population and ethnic shift in 1968, Robert Blackwell was elected the first black mayor. Mayor Blackwell attracted support from the Department of Housing and Urban Development and the Model Cities Program to begin redevelopment of the Town Center and Woodward and Manchester into a mixed use development. This was the first in a number of on-going efforts to redevelop Woodward Avenue and to create a Downtown Highland Park.

The Chrysler Corporation continued to expand in the City during the 1960's. Two of the most notable structures were the Walter P. Chrysler buildings that comprised the "Styling Center." Both were designed by local architect Minoru Yamasaki. Yamasaki designed many buildings on the campus

of Wayne State University as well as the World Trade Center in New York City.

In the early 1980's, Chrysler began to develop a strategy to build a new state-of-the-art Technology Center in then rural Auburn Hills, Michigan. In 1991, roughly 5,000 jobs were moved to the new center. Later, in 1992, the Auburn Hills site became the corporate headquarters and 4,500 more jobs were moved there.

EMERGENCY FINANCIAL MANAGEMENT

To address a fiscal crisis, the City was assigned an Emergency Financial Manager (EFM) in 2001 under Public Act 72. The City remained under the control of an EFM until July 2009, when it was returned to local control under Mayor Hubert Yopp. Under Mayor Yopp's guidance, the City has developed a new vision for the City, one which coordinates the different redevelopment activities within the City and charts a course for a sustainable future for Highland Park.



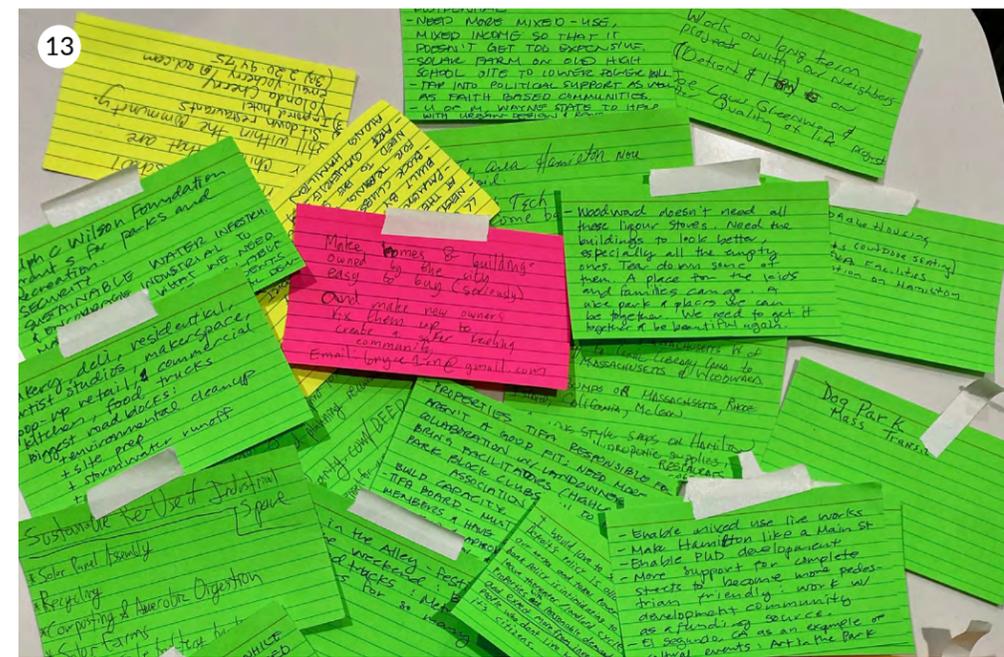
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VISION

The Highland Park Master Plan is the result of direction from the community, Planning Commission, Department Directors, and City Council, coming together in early 2020 to establish the vision of this plan. Guidance from the extensive public process of the Highland Park Downtown Strategic Plan, written and organized by the Tax Increment Finance Authority (TIFA) Board, is affirmed as relevant and informs this Master Plan 2030, updated by recent developments and market pressures.



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Expanding these goals outward beyond downtown and incorporating aspirations of the Highland Park Historic District Study, the Wayne County Hazard Mitigation Plan, and 2020 community input, the goals of this Master Plan are to:

 Leverage the historical context of Highland Park.

 Assure sustainability across the economy, the environment, and the community.

 Prioritize equity in all policies and decisions.

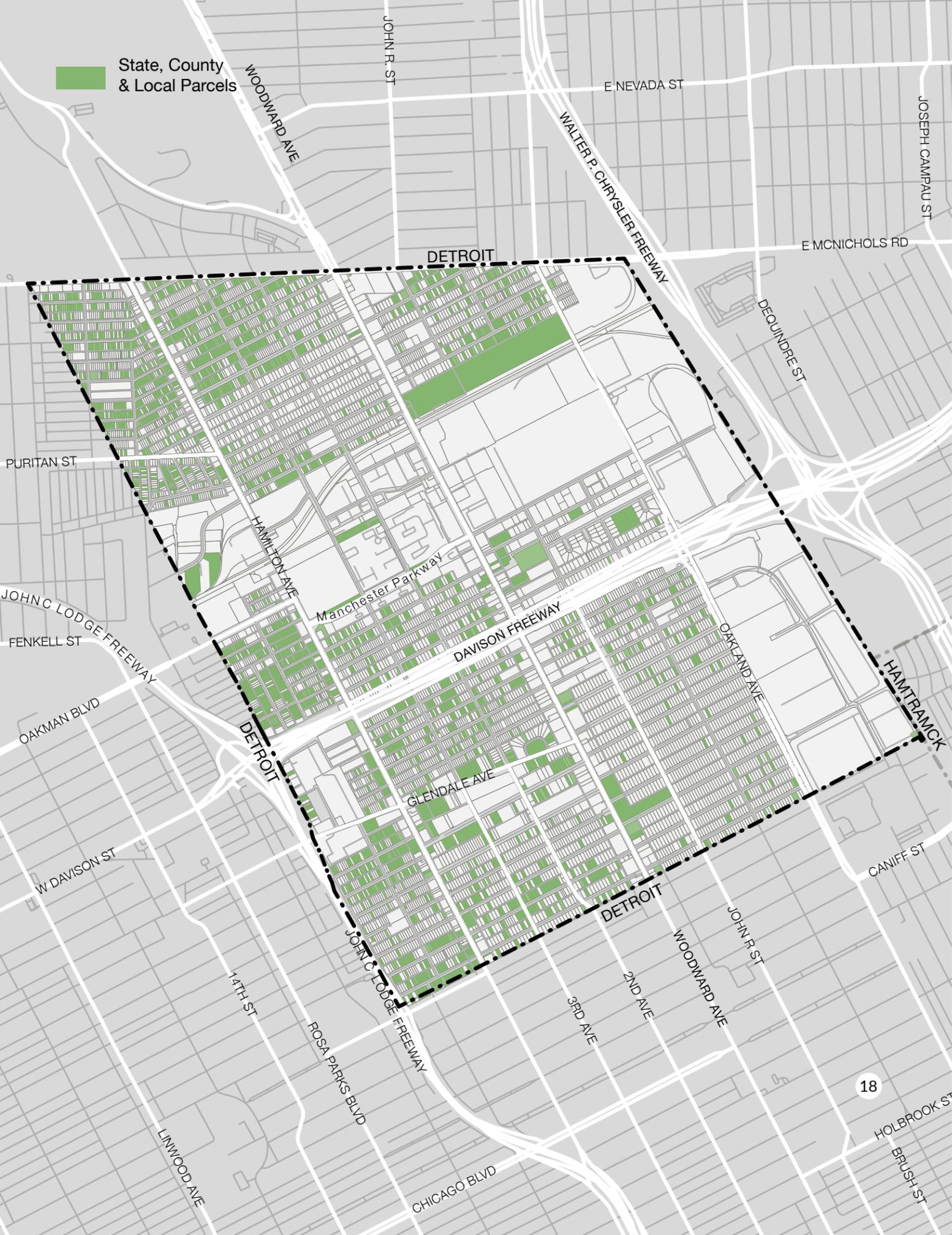


Goals

Highland Park Plan 2030 goals are closely tied to Highland Park Downtown Strategic Plan intentions:

- Be a distinct place with activity and investment along and just off of Woodward Avenue.
- Maximize the value created by the intersection of the Greenway and Woodward Avenue.
- Capitalize on proximity to downtown Detroit, Midtown, Wayne State, New Center, Ferndale, Royal Oak, Livernois, and all of the region's expressways.
- Expand tax base to minimize fee increases and grow the City's municipal services.
- Be a community of choice for living, working, learning, and playing.
- Be a safe and enjoyable place to walk.





The Master Plan's goals are intended to state the intent as clearly as possible, so residents, staff, elected officials and investors all know what we are working to accomplish. The goals leverage the significant opportunity plainly seen in

[18 Public Lands Map](#) (SEMCOG), showing publicly available land currently viable for adaptive reuse and development. Many of the market dynamics that attracted Henry Ford to Highland Park in 1906 are still in play today. The city

and state lands represent some of the best-positioned remaining properties within a short distance of Downtown and Midtown Detroit available for redevelopment.

Policies and Actions

TIERS OF ORGANIZATION

Policy documents, like a Master Plan, usually have three tiers of organization: goals, policies, and actions. Goals are the description of the community's vision. Policies to implement the goals are developed by topics relating to the built, natural, and economic environment of the City and are summarized on p. 16. Actions include specific steps, partnerships, and tools to implement the policies.

Policies and Actions are discussed in detail beginning on p. 46, within a series of topics. Actions are further organized by projects and programs; permitting and code changes; and partnerships.



POLICIES

Housing

H.1 Enhance accessibility to safe, dignified housing for citizens of all ages, incomes and physical abilities.

H.2 Prioritize housing initiatives with the most benefit to the community.

Transportation

T.1 Enable the full range of mobility choices, including private automobiles, transit, biking and walking.

T.2 Maintain and restore street connections when possible.

Infrastructure

I.1 Increase energy efficiency and affordability at the parcel, neighborhood, and community levels.

Parks

P.1 Prioritize park infrastructure as a solution to many Highland Park issues, including improving community health and regional perception.

Health and Safety

HS.1 Protect and preserve human health and well being by reducing health risks and increasing access to sources of healthy food, water, and active transportation.

Economy

E.1 Nurture an economy that's diverse, adaptive and capable of providing opportunities for all.

E.2 Respect traditions that give Highland Park its sense of place and inspire its citizens' devotion.

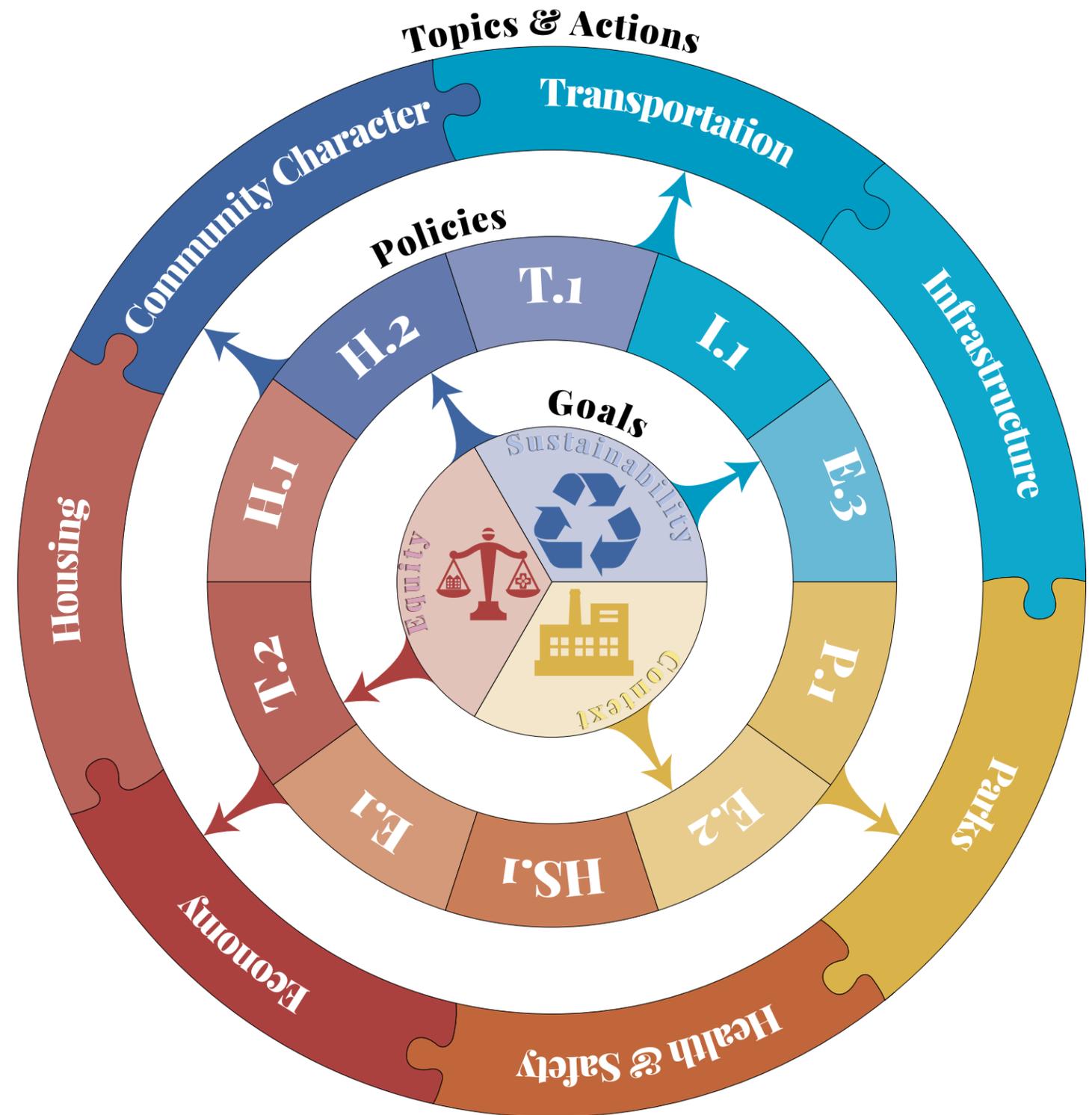
E.3 Position community to attract & reward future public & private sector investment.



All policies and actions flow out from the community goals.

The broad goals are each implemented by multiple policies and actions. At the same time, a single policy may implement more than one of the goals. The relationships between policy topics also are included within multiple goals.

The cross-cutting relationships between goals, policies, and actions assure small actions may be broadly effective. Many pieces of city planning have functioned in silos for the last half century. As a result, transportation decisions weren't made with affordability or context in mind, and housing goals were not considered along side economic development or equity. Current best practices require thinking holistically across many areas, and as a result, the overall implementation of a plan can be the most effective.



Measurements

“You cannot manage what you cannot measure.”

– Anonymous

A Master Plan provides high-level guidance and successful implementation requires aligning actions across multiple departments, programs, and partners. Successful implementation can only be achieved with accountability and transparency. This requires evaluation, monitoring, and reporting elements, some of which are already established.

Performance metrics help to track success and are required to become a Redevelopment Ready Community of the Michigan Economic Development Corporation (MEDC). Today’s [19 Highland Park Performance Dashboard](#), credit: City of Highland Park tracks measures of fiscal stability, economic strength, public

safety, and quality of life. [The Highland Park MI Community Financial Dashboard](#) shows additional trends and analytics. The most important additional measurements to add to the dashboard, based on community input, consist of free data sources and include:

- Households (occupied lots);
- Lots changing from public to private sector ownership;
- Local jobs;
- Number of development permits issued;
- Persons in poverty; and
- Property tax per acre.

These measurements will help the community observe the types of new development being approved by the Planning Commission and City Council to determine if the vision is

being maintained. This requires time and active cataloging by staff, but can be developed and maintained without expensive subscriptions.

The property tax per acre metric is not to encourage increases in individuals’ property tax, but rather the number of residents and businesses that are contributing to City infrastructure and services. In 2019-20, property tax is budgeted to be \$1,535 per acre, a modest increase from 2017-18, when it was \$1,519 per acre.

Additional long-term performance measures can hold the community accountable to this plan’s vision by tracking equity, affordability, and climate change impacts. Establishing a vision is easier than developing

HIGHLAND PARK PERFORMANCE DASHBOARD	2017	2018	TREND	PERFORM
FISCAL STABILITY				
Annual General Fund expenditures per capita	\$956	\$974	1.9%	Negative
Fund Balance as % of annual GF expenditures	63.5%	80.4%	26.6%	Positive
Unfunded pension & OPEB liability, as a % of annual GF revenue	321%	271%	-15.7%	Positive
Debt burden per capita	\$1,277	\$1,165	-8.8%	Positive
Ratio of pensioners to employees	1.30	0.99	-23.7%	Positive
ECONOMIC STRENGTH				
% of community with access to high speed broadband	100%	100%	0.0%	Neutral
% of community age 25+ with Bachelor’s degree or higher	11%	11%	0.0%	Neutral
Average age of critical infrastructure (years)	22.0	22.5	2.5%	Negative
PUBLIC SAFETY				
Violent crimes per thousand	20	17	-14.5%	Positive
Property crimes per thousand	47	29	-37.4%	Positive
Traffic injuries or fatalities	51	60	17.6%	Negative
QUALITY OF LIFE				
Miles of sidewalks and paths/trails as factor of total miles of streets	0.95	0.95	0.0%	Neutral

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the tools and regulations to implement it. Residents that participate in the vision should be able to track the success.

Plans often remain unused because the community does not have access to information about how effectively it’s being implemented by elected officials and staff. A significant resource is the US Census and American Community Survey. In this context performance measures should be developed that can leverage these freely available data sets.

Another data set that is important is the [Housing + Transportation Affordability Index](#) (H+T Index). This can

track improvements to neighborhood affordability. However, it can take time to see improvements as it is tied to housing prices plus transit availability and multi-modal access to jobs, education, services, and resources like groceries and parks. Expansion of transit and services can take years, so large changes will not be visible in the short term. Today, the H+T Index shows that Highland Park residents spend 34% of their household income, on average, on a combination of housing and transportation costs, with some households paying as little as 27% and others paying as much as 47%. (Center for Neighborhood Technology)

Typically housing affordability is measured as 30% of household income. The H+T Index adds in 15% of income for transportation to set a combined affordability threshold of 45% of household income. This indicator implies that Highland Park is well positioned to offer affordable housing and transportation, but has opportunities to increase access to jobs and jobs training in order to increase household income, which from 2014 to 2018 averaged \$17,550, in 2018 dollars. Persons in poverty are showing a positive trend, down from 49% in 2017 to 45.9% in 2018. (U.S. Census Bureau)



UNITY

Development Patterns

The historic grid, as seen in [20 Highland Park Block Structure](#), of Highland Park presents an incremental opportunity to provide investment at the scale of the lot, the block, and the neighborhood. This section considers the scales of opportunity along with potential strategies for leveraging plans and improving regulations.

The mixed use corridors of the City buffer the elongated blocks of the neighborhoods

from traffic and high levels of activity. Woodward and Hamilton Avenues form the commercial spines, and the factory sites east of Woodward are the historic employment centers. The grid of Highland Park is very flexible and provides alternative routes to combat congestion and reduce travel times. This has only been interrupted by a few urban renewal projects from the 1960's, and it is a best practice to maintain and restore the street connections whenever possible.

Future Land Use

Redevelopment Ready

The [Michigan Economic Development Corporation \(MEDC\)](#) offers many tools, incentives, and resources for local governments who are ready for redevelopment. This plan implements [Redevelopment Ready Community \(RRC\)](#) requirements and positions the City for leveraging those resources. To that end, following sections identify redevelopment ready sites, present opportunities, provide methods to best leverage the existing form-based code and further streamline the development review process.

While MEDC's priorities focus on downtowns and main streets, the City of Highland Park has redevelopment opportunities across most scales and intensities - from the downtown, to corridors and employment centers, to neighborhood in-fill. This may include financing from the state for mixed-use and employment as well as the incremental development that occurs on the lot and the block.

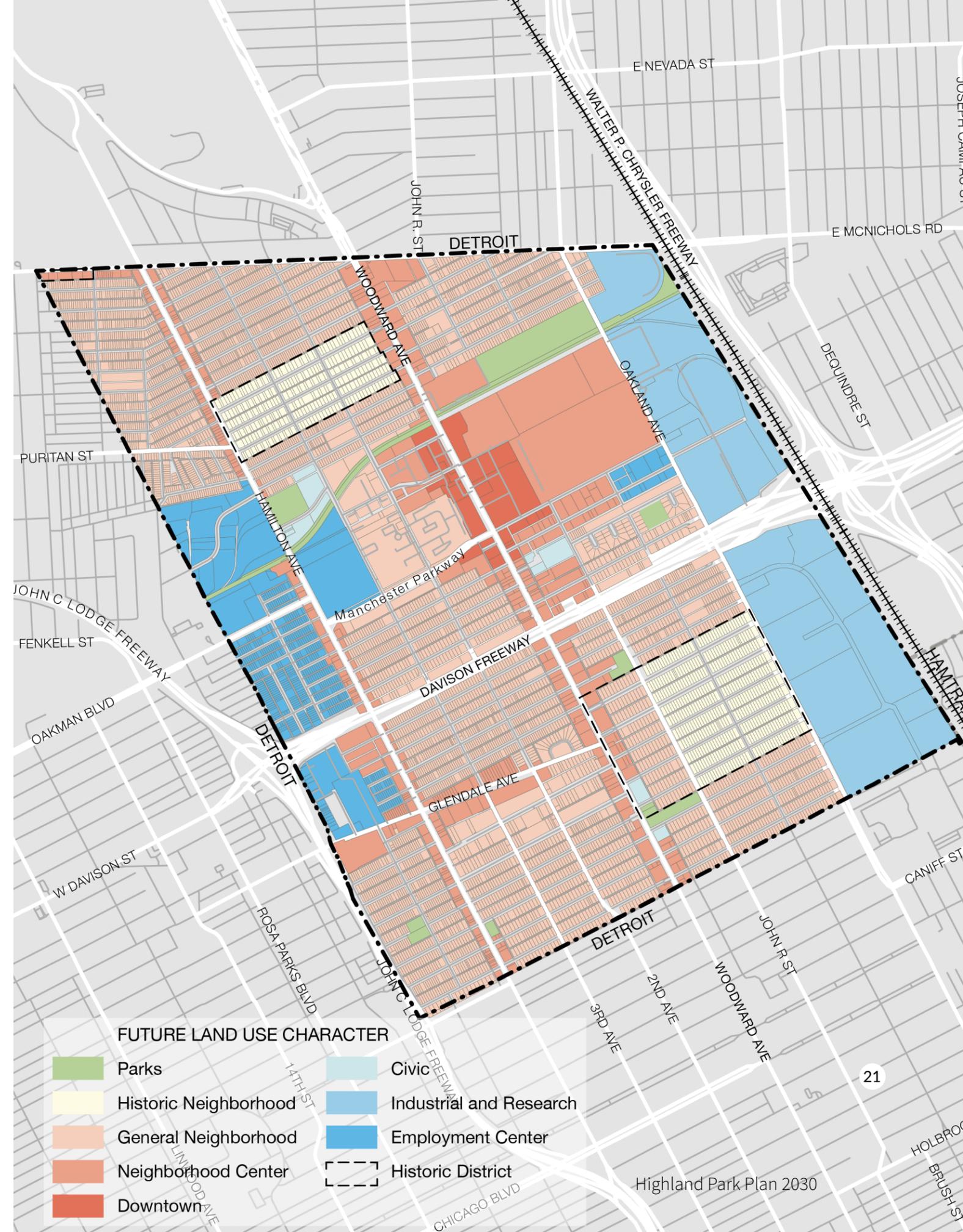
Future Land Use Character

One priority of the 2010 Master Plan is to attract jobs, investment and new residents through flexible standards that leverage the City's assets. This plan continues to prioritize that goal and adjusts the categories from the 2010 Master Plan to acknowledge the termination of QLine at Grand Boulevard. The simplification of land use categories permits greater flexibility in the resulting areas while reflecting the historic character of Highland Park. The Future Land Use Character Plan reduces the nine designations from 2010 to eight character areas: Parks, Historic Neighborhood, General Neighborhood, Neighborhood Center, Downtown, Civic, Industrial and Research, and Employment Center as illustrated in the [21 Future Land Use Character Map](#).

Twentieth century master planning allocates portions of the jurisdiction explicitly by types of use. When cities are older

than mid-century, they are inherently mixed use, and vary by intensity and character rather than explicitly by use. Most areas within Highland Park contain a range of densities for residential and a range of intensities of commercial uses, and in most cases they cohabitate harmoniously. The only areas that are limited in range of use are the heavy industrial properties. For example, a quiet home office may be permitted by right in a Historic Neighborhood, but a shop may not be appropriate there. However, for the safety of the community, heavy industry and residential should not be co-located.

The adjustments to the City's Form-Based Code that will better reflect the Future Land Use Character areas will be discussed under [Community Actions on page 48](#).





PARKS



The community voice was clear regarding the value placed on parks and open space, and using parks as a tool to revitalize neighborhoods. Parks are currently located within all four quadrants of Highland Park as shown in [22 Parks Map](#), but all are not maintained by the City. Some ideas generated by the community during the visioning workshop are to empower residents to do volunteer maintenance, to convert empty parcels into additional community space such as a dog park or neighborhood garden, and to assure park safety with adequate lighting.



Because parks are a clear priority of residents, and because urban green spaces enhance both health and property

values, adding parks as an explicit character area is a critical part of this Master Plan. The Future Land Use Character Plan indicates existing park locations, and a discussion of new park options are included in Opportunity Sites and the Actions chapter.

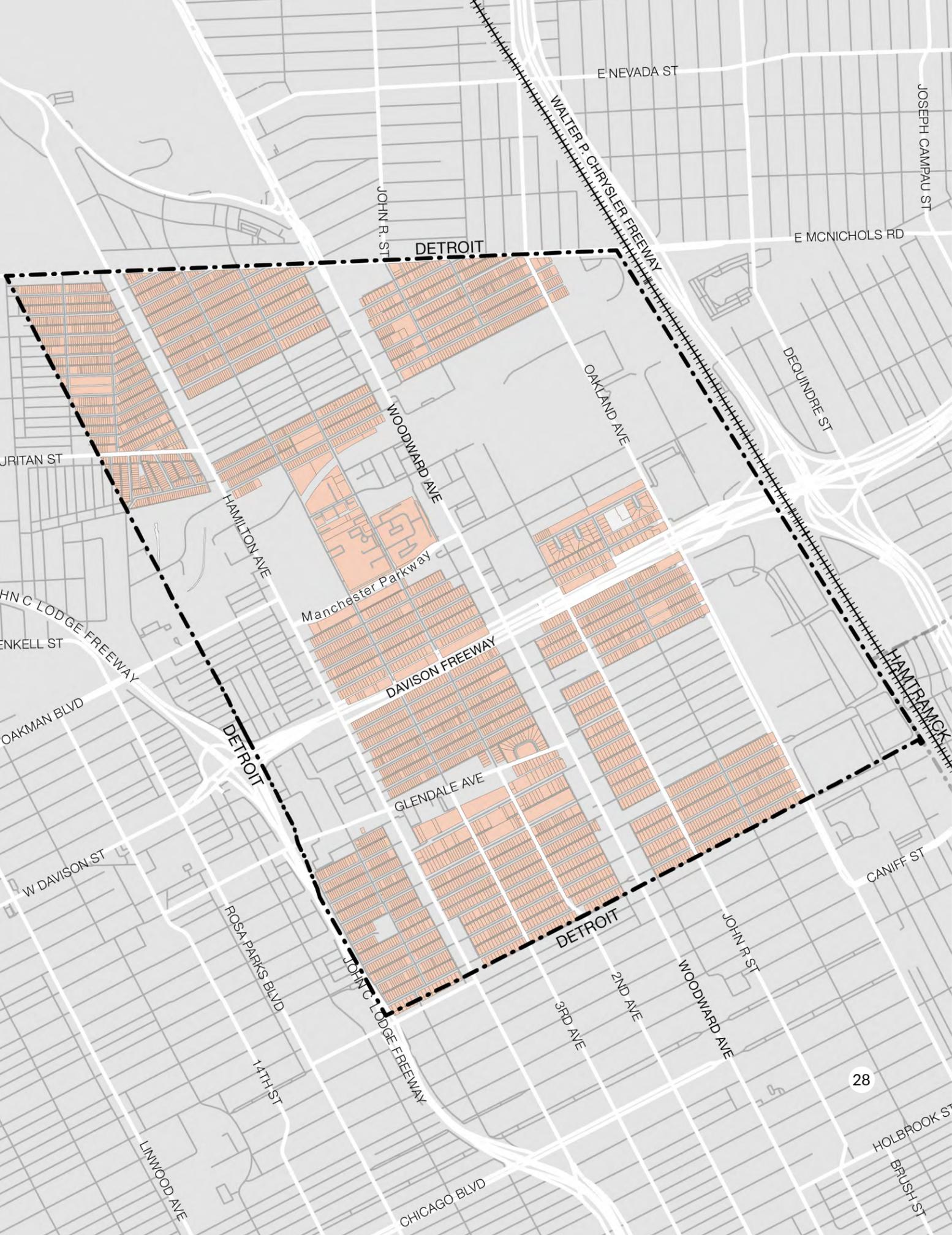
One important allocation in this plan is the inclusion of the Joe Louis Greenway in the Future Land Use Character map. While the implementation is longer term, land uses should be aligned to that future development opportunity.

HISTORIC NEIGHBORHOODS

Specific historic districts are described in the Civic section, but two historic, largely single-family, residential districts are designated Historic Neighborhood, see [25 Historic Neighborhoods Map](#). These two neighborhoods are two of the most stable in the City. The single-family home portions of the Highland Heights-Stevens, image [26](#), and Medbury's Grove Lawn, image [27](#) neighborhoods are each designated as Historic Neighborhood.

Any infill development in this character area should comply with the City's proposed Historic District Ordinance and reflect the massing, rhythm, scale, and materials of the historic character of the neighborhood. Larger structures may have the capacity to accommodate more than one dwelling, and that should be permitted within an updated zoning ordinance update.





GENERAL NEIGHBORHOOD

The General Neighborhood is a combination of the areas known as Urban Village Residential and some of the areas formally designated Transit Oriented Design in the 2010 Master Plan, and it is the dominant character area within Highland Park. See [28 General Neighborhood Map](#), on the facing page. It consists of a range of densities from single-family detached to duplexes and small apartment buildings with neighborhood businesses in some areas.

Much of this area has seen disinvestment and there are many vacant buildings and properties available for reuse. A number of strategies are necessary to begin to revitalize these areas.

The demand for housing is low in Highland Park and other opportunities must be considered to stabilize the areas, preserve and improve the infrastructure, and begin to enhance the empty buildings and parcels. Contiguous parcels are available in many blocks and those should be prioritized for master developers or builders. Single parcels or structures should be prioritized for resident improvement plans and neighborhood parks.

Prioritization of redevelopment is a critical part of the implementation strategy since it relies heavily on investment in the stabilization of infrastructure, and this must be allocated strategically and within the available capital improvement budget.

NEIGHBORHOOD CENTER

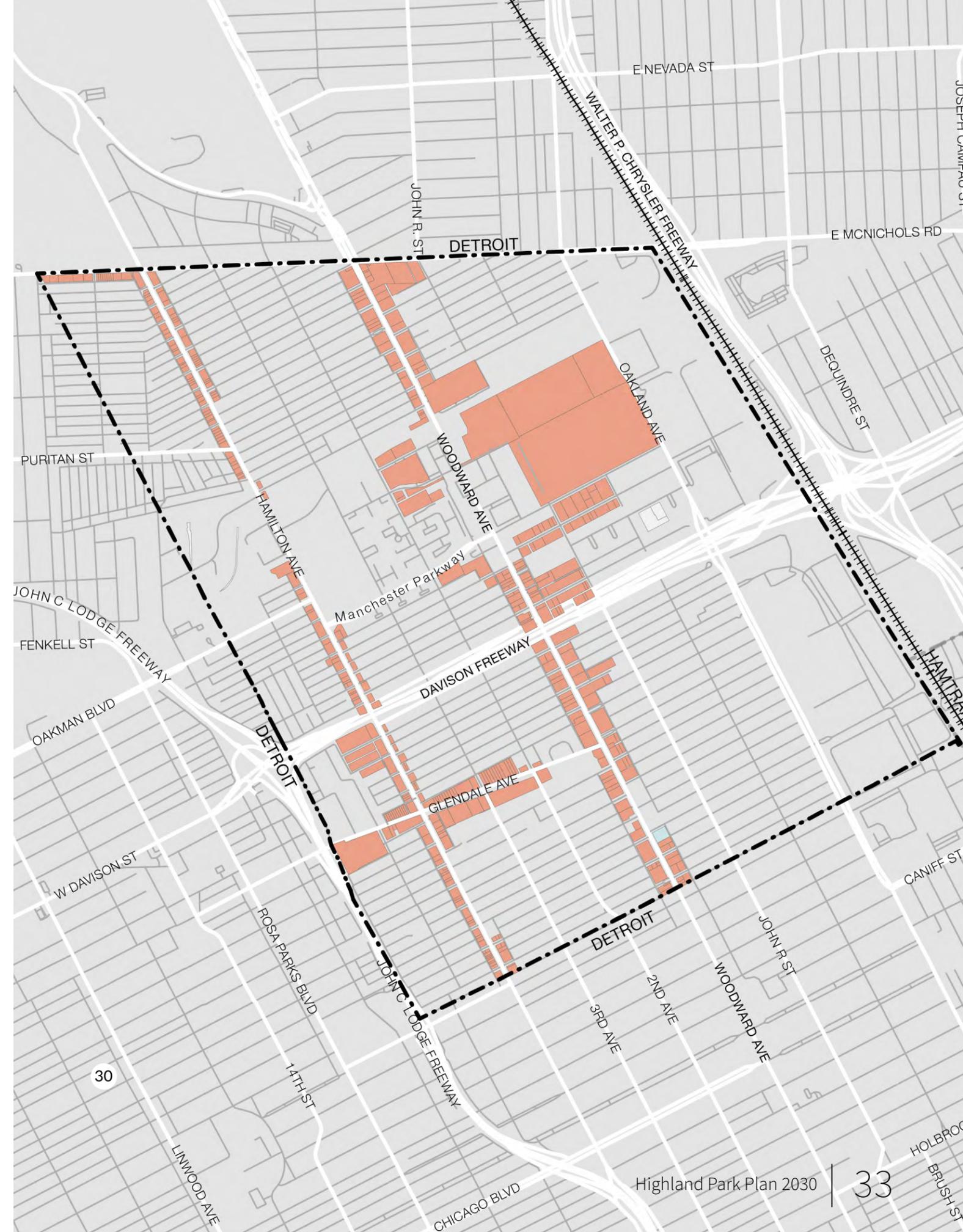
The Neighborhood Center area is similar to the 2010 Urban Village Mixed Use. Neighborhood Center applies to the mixed use corridors of the City. Historically, these corridors were all mixed-use neighborhood areas with ground floor shops and offices and residential above. See [30 Neighborhood Center Map](#). Today, Hamilton Avenue is one of the most challenged areas in Highland Park and multiple options should be created to incentivize incremental and large scale redevelopment. This includes creating more flexibility of land uses to encourage investment in start up businesses, art studio spaces and other uses that typically have limited budgets for rent and larger space requirements. It also includes the public face of the

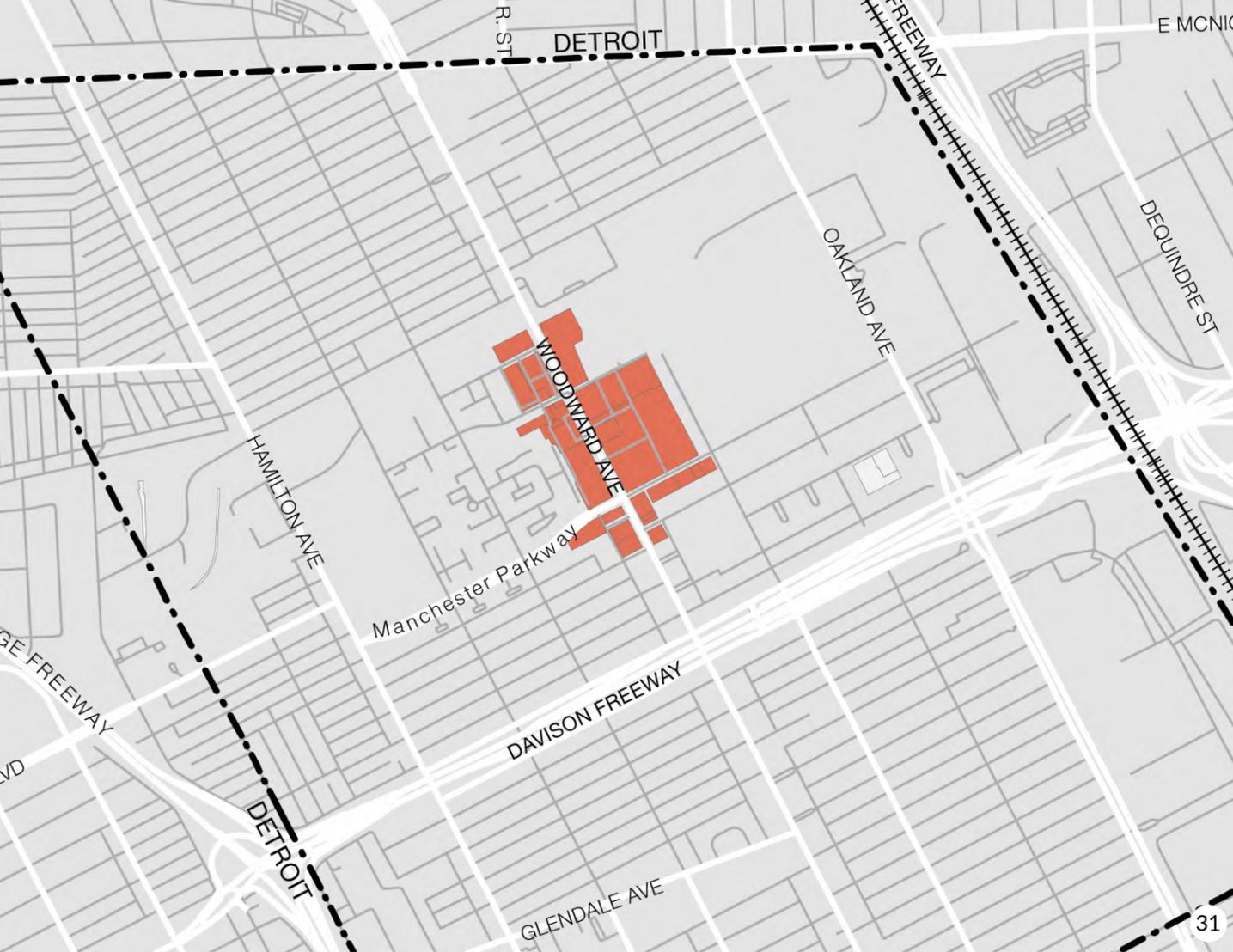
large Employment Center plan by the Means Group. If a major employment center occurs adjacent to Hamilton Avenue, this could provide the momentum needed to begin a revitalization process.

Glendale Avenue is a quieter corridor with a history of civic use. This could redevelop as largely residential uses with neighborhood-scaled businesses. The Highland Park High School building, image 29, is an excellent example of adaptive reuse potential. The campus occupies a full block and is the ideal candidate for a mixed use campus development similar to the [Crosstown Concourse](#) in Memphis, Tennessee. That development is the reuse of an abandoned Sears-Roebuck Distribution Center into 1.3 million square feet for the arts,

housing, education, and health care. It was abandoned from 1994 until 2009 and redeveloped by a non-profit with multiple partners, 30 funding sources, and 40 founding tenants.

Finally, the length of Woodward Avenue has many characters as it traverses the City and the region. It is not economically feasible to expect the entire length to be exclusively commercial, nor is it reasonable to expect high intensity development along its length. While Downtown is the most intense portion of Woodward Avenue in Highland Park, the northern and southern ends are expected to continue the historic pattern of civic, institutional, and mixed-use.





CIVIC

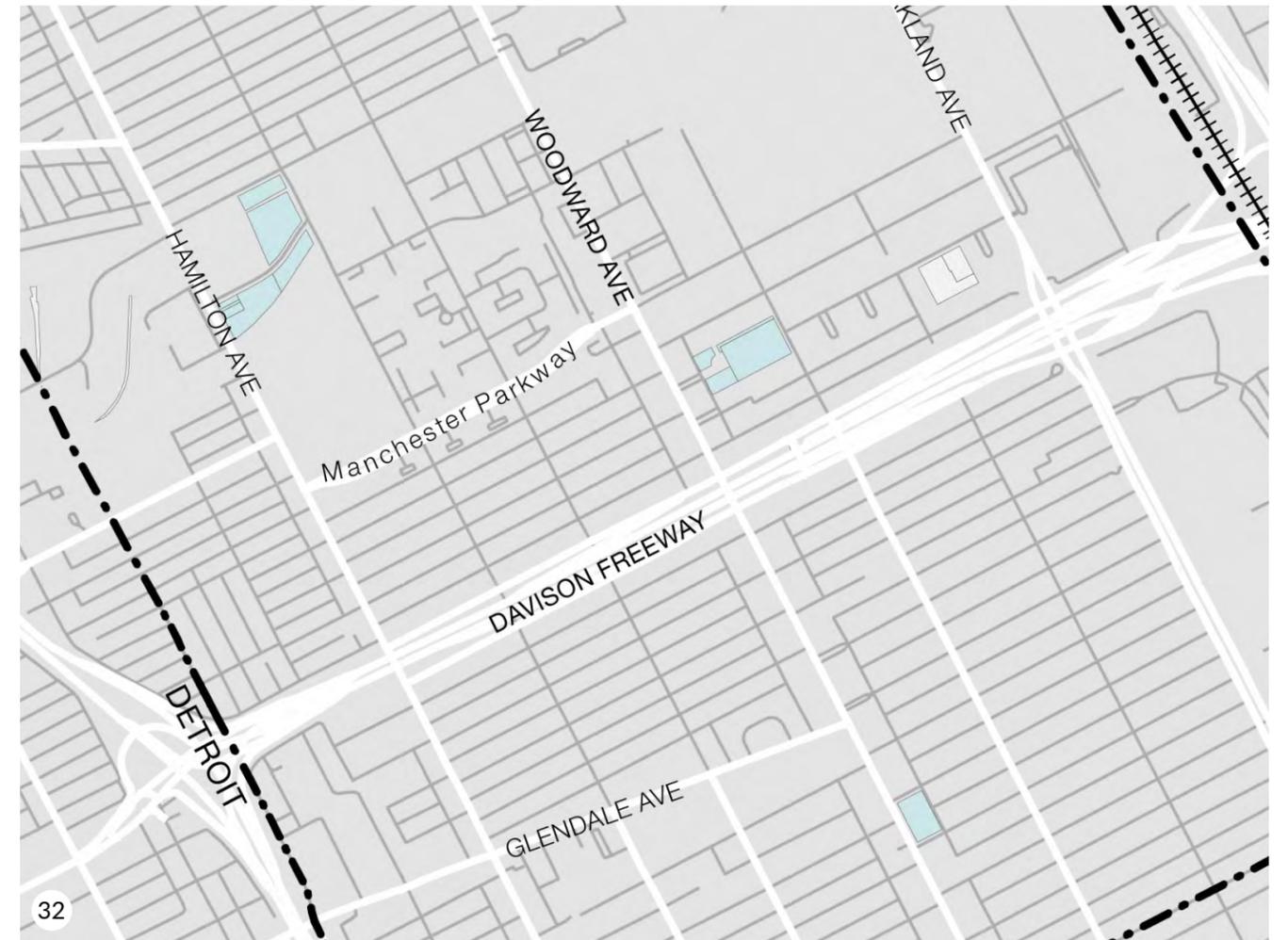
Highland Park has several civic and historic buildings including government, churches, and the McGregor Library. Not every historic building is located within a civic character area; this designation is allocated to current municipal uses as shown in [32 Civic Map](#).

Because of the value in contributing to the character of Highland Park, the historic districts will be cataloged in this section. The City includes three National Register Historic Districts, seven registered historic sites and a National Historic Landmark: the Highland Park Ford Plant.

DOWNTOWN

Policy for Downtown is guided by the Highland Park Downtown Strategic Plan. The character area is slightly reduced from the overall TIFA District, allocating the area east of Oakland Avenue to Industrial to match its existing land use. This also reflects the Strategic Plan's priorities by focusing the character of Downtown along Woodward and Victor Street. By reference, this portion of the Highland Park Master Plan incorporates

the goals and strategies of the Downtown Strategic Plan for this area. This Master Plan Update incorporates character areas that will support the proposed zoning recommendations of the Strategic Plan, expanding mixed use though most of the TIFA planning area. See [31 Downtown Map](#).





The **McGregor Library**, image [33](#), was dedicated in 1926 and the recipient of the Gold Medal for Architectural Merit by the American Institute of Architects in that year. The magnificent Beaux Arts building has been closed since 2002. It is a civic jewel in Highland Park and should be prioritized for revitalization.

The **Highland Park Ford Plant**, image [34](#), is the birthplace of the moving assembly line and the Model T. The facility was designed by Alber Kahn and was the location of numerous advances in the development of mass production techniques. Many concepts have been considered to utilize this magnificent space, and the



City should support any viable strategies.

The **Highland Heights-Stevens' Historic District**, images [35](#) and [36](#), is located in the southeast portion of the City, covers approximately 120 acres, and consists of 422 single-family homes, two apartment buildings, the McGregor Library, and five commercial buildings. Foursquares, bungalows, and various revival styles of the early twentieth century are present.

Within the district 392 single-family houses, both apartment buildings, and the library are classified as contributing structures. The 393 garages are all located along east-west alleys. Most

structures in the district appear to date from the era of initial development and reflect the upwardly mobile middle-class resident that settled here between 1910 and 1930.

The **Medbury's Grove Lawn Historic District** is located in the northwest of the City. See images [37](#) and [38](#) on the facing page. This district is exclusively single-family detached homes lining Eason, Moss and Puritan Streets. It consists of 272 homes, of which 251 are classified as contributing. The homes are excellent examples of domestic architecture from 1900 to 1930. Styles include bungalows with craftsman or colonial details, foursquare, colonial revival and English cottage types. This district's garages are also



located along center-block alleys. Development occurred in the 1904 to 1934 period when Highland Park experienced expansion from the automotive industry.

The **Palmer Park Boulevard Apartments District** includes three adjacent exceptional apartment buildings from the mid-1920's, facing McNichols (Six Mile) Road. These apartments reflect affluent low rise

apartments of the period. The composition originally had a symmetrical set of five buildings between Rosa Parks Boulevard and Log Cabin Avenue. They were designed by Richard Marr, known for his very large single family houses.

Images below include [39](#) [Northcourse Apartments](#), [40](#) [Sourthcourse Apartments](#), and [41](#) [Georgian Apartments](#).

Other significant buildings on the National Register of Historic Places include the First United Methodist Church, Grace Evangelical Lutheran Church, Highland Park Presbyterian Church, Trinity United Methodist Church, and the Highland Park General Hospital.





INDUSTRIAL & RESEARCH

Industrial uses date from the Ford Factory in 1910 and are a distinct part of the culture and economy of Highland Park. At the same time, heavy industry is not a compatible use with residential and even general commercial. Most heavy industry has moved overseas in the last few decades in response to environmental protections. Industrial and research in Michigan is now largely composed of research and development, biomedical, warehousing and logistics.

The City has invested significant resources in developing Oakland as its industrial and research corridor, and it should be maintained and enhanced to attract new employers. The location between the Grand Trunk Western Railroad and Oakland Avenue with easy access to the interstate system via the Davison Freeway is ideal for logistics and warehousing, and separated from the historic neighborhoods by Oakland Avenue. Updates to the zoning ordinance should consider current best practices in performance metrics for industrial uses and appropriate environmental regulations and separations for adjacent uses. See [42 Industrial & Research Map](#).

EMPLOYMENT CENTER

Employment center is a new character area that responds to current trends in light or artisan manufacturing uses that are more compatible with adjacent neighborhoods. This type of use had some of its early 21st century rebirth in the Detroit metro region. This is an inherently a mixed use district that blends well with regional partners such as Wayne State, potential high schools, and makerspaces. Because of pending development plans with the Means Group and the intended revitalization of Hamilton Avenue through adaptive reuse into a neighborhood main street for the City, this character area has great potential for near-term investment. It includes possible light industrial, education, and incubator partners that would provide local employment and focus on uses that are not intrusive within the City's neighborhoods and corridors.

It also applies to the transition on Victor Street between Downtown and the Industrial & Research east of Oakland, see [43 Employment Center Map](#). With great diversity of use, it enables buildings to transition from industrial to mixed use, and may expand more in time.



Opportunity Sites

The opportunity sites described in the Downtown Strategic Plan are all incorporated here by reference, and expanded in this section. Opportunities exist at most scales of development, from the lot and building, to the block and corridor.

NEIGHBORHOOD INFILL AND ADAPTIVE REUSE

A significant amount of the historic housing stock in Highland Park has been lost or is in disrepair. With the high cost of utilities, large homes are difficult to maintain. Permitting more dwellings within a single house is one strategy to incentivize redevelopment. If the cost of repair and maintenance can be offset by subsidizing the mortgage through renting an apartment, the homeowner has a better chance to maintain the structure. See [45 Neighborhood Infill Map](#).

Highland Park opportunities are diverse in scale and categorized by:

- Neighborhood infill and adaptive reuse;
- Employment redevelopment; and
- Main street redevelopment.

Some examples are highlighted in [44 Opportunity Areas Map](#), and many others at the scale of Neighborhood Infill exist throughout the City.



OPPORTUNITY SITES

There is a wealth of historic institutional and mixed-use buildings that could be restored and reused. One barrier to adaptive reuse for historic structures is the contemporary building code. The State of Michigan has adopted the 2015 Michigan Rehabilitation Code and the City should consider adopting it for local use. Existing building or rehabilitation building codes assure a necessary level of safety in historic structures while allowing greater flexibility for issues that stand in the way of reuse like accessibility and egress complexities that are difficult to accommodate.

This scale of opportunity may include demolition of unsafe structures, new gardens and parks on empty lots, densification of historic buildings, renovations and reuse of historic buildings, and new structures on vacant lots. The scale may be from very small,

implemented by homeowners with expedited processes with the City, to more complex, such as the adaptive reuse of large historic buildings. The map here highlights two areas of the city where a number of parcels are empty, or buildings require demolition. However, opportunities at this scale may be found throughout the city of Highland Park, not just those indicated on the map.

EMPLOYMENT REDEVELOPMENT

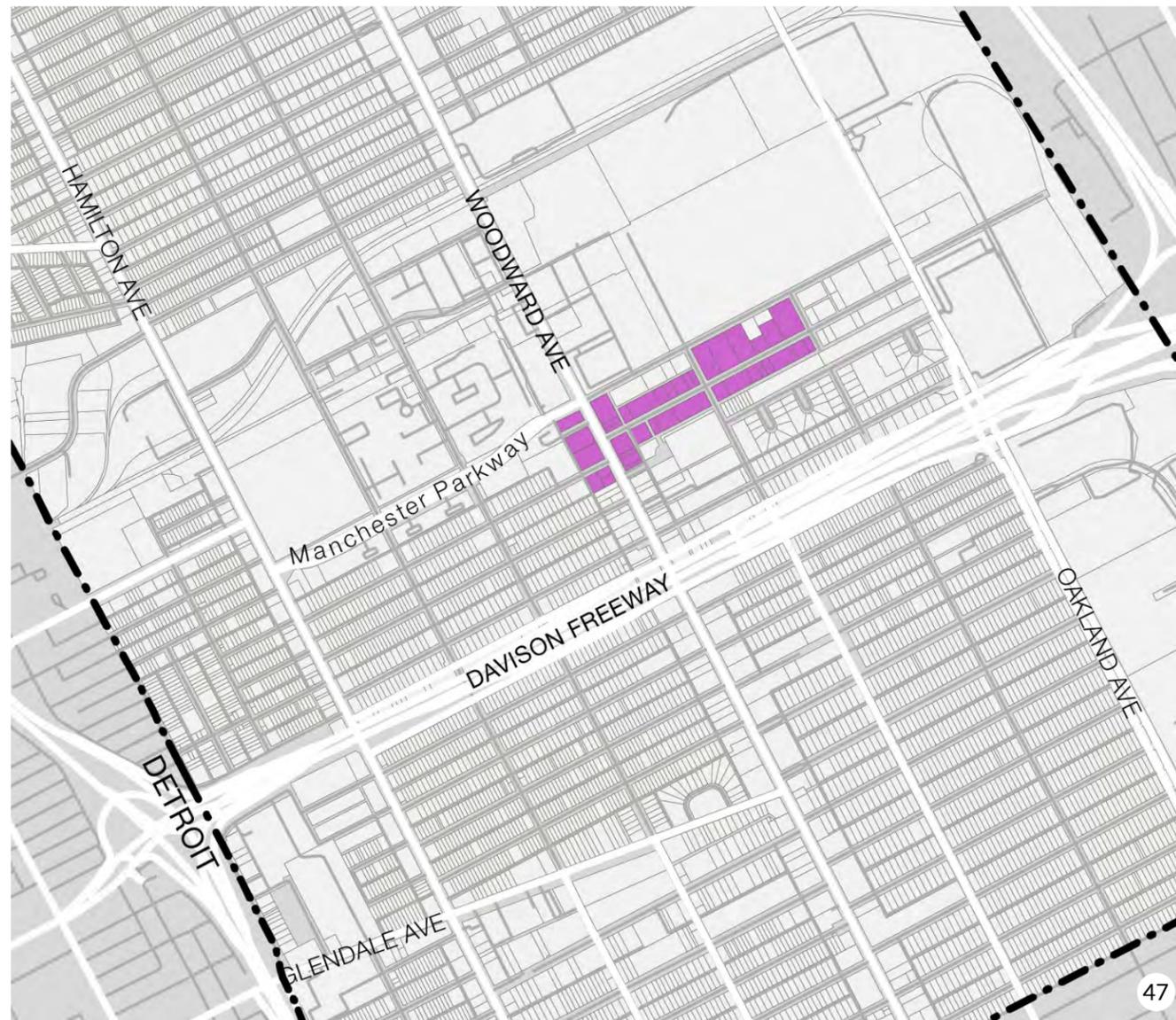
A number of blocks west of Hamilton Avenue and north of Davison Freeway are an ideal location for employment redevelopment. With easy access to the Davison Freeway and many parcels with historic industrial uses, large format light industrial, research and artisan manufacturing uses could be developed here. Because of the consolidation of ownership

in this area, and current proposals before the Planning Commission, this area is ready for near term redevelopment as identified in [46 Employment Redevelopment Opportunity Map](#).

The zoning code must be updated to accommodate the diversity of use in the employment center character areas. This may include large light industrial uses, or community makerspaces like [i3 Detroit](#), [Niles S.t.e.a.m. Room](#), or [Amp Lab @ WMU](#). Because of the lack of environmental damage from these types of uses, they can cohabitate with education, training, housing, services, and retail. The updated code will need performance standards to provide protection for adjacent uses from issues like noise, glare, and vibration. Hamilton Avenue has long been envisioned by the community for an arts corridor, and can serve as a front door to the diversity of uses behind.



OPPORTUNITY SITES



MAIN STREET

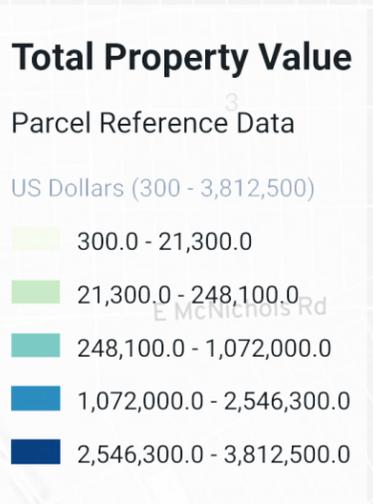
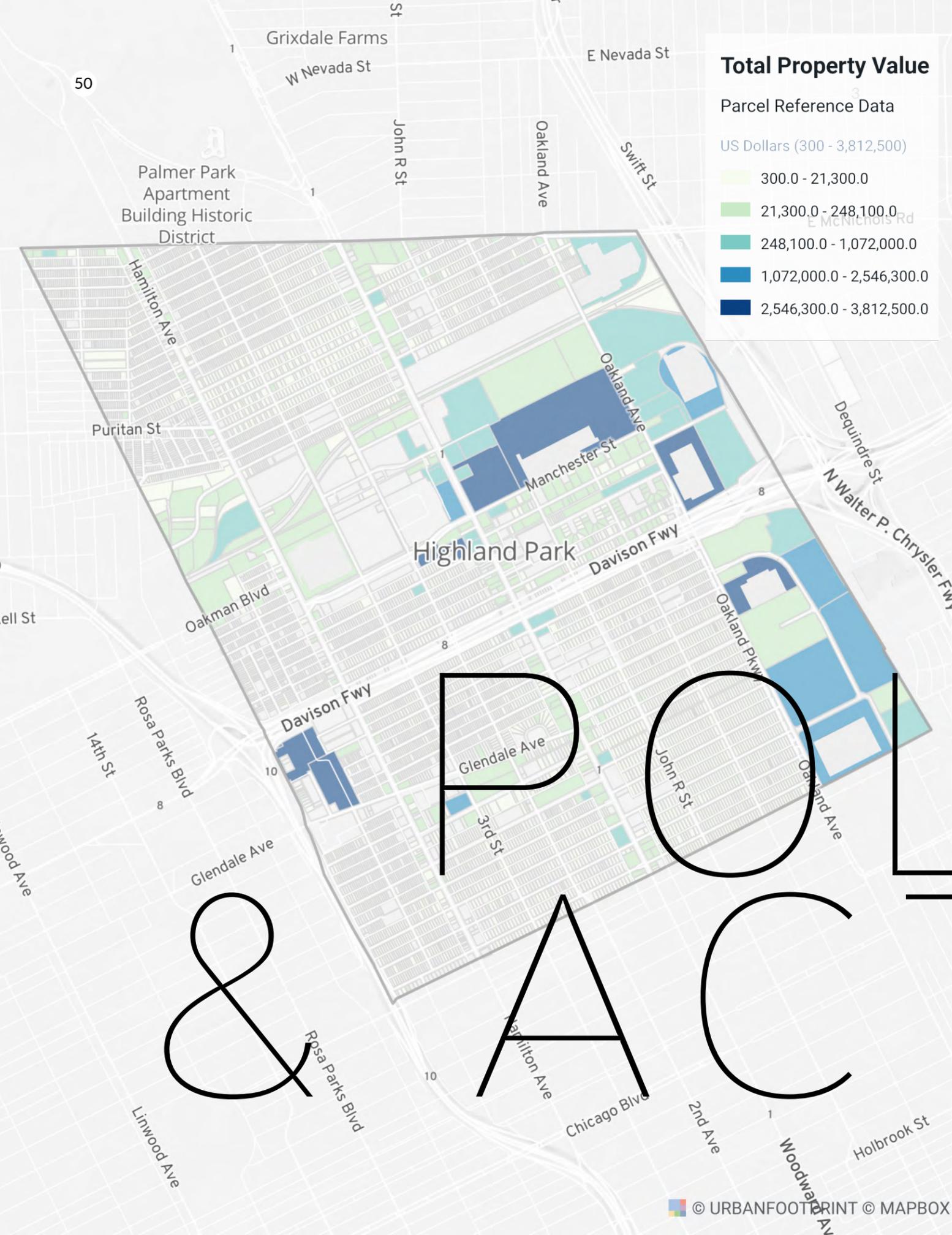
Most of the Downtown Redevelopment opportunities are discussed in detail in the Downtown Strategic Plan. That phasing and increment is incorporated here by reference.

Opportunities exist to focus on “main street” redevelopment within the downtown area. Redevelopment should focus strategically on the two blocks of Woodward Avenue between Victor Street and Pasadena Street, and the first block of Victor between Woodward and John R Street as shown in [47 Main Street Opportunities](#) and illustrated in [48 0 - 2 year projects](#) and [49 Victor Street 0 - years](#) from the Downtown Strategic Plan. The food truck yard and farmers market on the west end of Victor should be implemented as soon as possible to begin activating the street. This is largely a programming effort.

The City should consider joining MEDC’s [Michigan Main Street](#) program to access the State’s technical assistance targeting the needs and opportunities in a downtown. Michigan Main Street is a Main Street America Coordinating Program and can provide additional resources to

the national grassroots movement. Many successful Main Street programs begin with successful programming before physical changes are made.





Context, sustainability, and equity are the goals that drive Highland Park policies.

Goals of this plan require policies and actions to bring the community vision into reality. These policies are organized by topics of:

- Community
- Housing
- Transportation
- Infrastructure
- Parks
- Health and Safety
- Economy

PROLIFIC POLICIES & ACTIONSS



COMMUNITY ACTIONS

PLAN CHANGES

COMMUNITY.1

Adopt changes in the Future Land Use Map include the following:

- 2010 Historic Residential becomes Historic Neighborhood
- 2010 Single-Family Residential becomes a part of General Neighborhood.
- 2010 Urban Village Residential becomes a part of General Neighborhood.
- 2010 Urban Village Mixed Use becomes a part of Neighborhood Center.
- 2010 Transit Oriented Design becomes a part of Neighborhood Center.
- 2010 Mixed Use becomes a part of Neighborhood Center.

- 2010 Downtown is slightly reduced for the 2020 Downtown.
- 2010 Industrial and Research remains Industrial and Research.
- 2010 Industrial and Research along Hamilton Avenue and Victor Street becomes Employment Center.
- 2010 Institutional and Civic are split between Parks and Civic.
- 2010 Institutional and Civic on the Highland Park Community High School site becomes a part of Neighborhood Center to implement the Downtown Strategic Plan.

COMMUNITY.2

Update the Future Land Use Character Map on a regular basis to reflect the changing needs of the community.

PERMITTING AND CODES

COMMUNITY.3

Update the zoning code to reflect the character areas in the Future Land Use Map.

COMMUNITY.4

Simplify the zoning code to reflect best practices in administration and application, including the use of clear and objective standards.

COMMUNITY.5

Expand by-right uses in the zoning code to expedite adaptive reuse projects and enable residential projects without permitting.

COMMUNITY.6

Update the zoning code to permit gentle densification in all neighborhood districts to increase affordability.

PARTNERSHIPS

COMMUNITY.7

Partner with MEDC's Michigan Main Street to access programs valuable to Downtown revitalization.

- Michigan Economic Development Corporation (MEDC) [Michigan Main Street](#)

COMMUNITY.8

Partner with MEDC's and Michigan Municipal League (MML)'s Public Spaces Community Places to access funding for public spaces.

- MEDC's and MML's [Public Spaces Community Places](#)



Housing

Enhance accessibility to safe, dignified housing for citizens of all ages, incomes and physical abilities.

Prioritize housing initiatives with the most benefit to the community.

“I believe people get their roots down when they own their own houses. ... take pride in them. That, in turn, is good for the whole city.” – Dorothy Mae Richardson

While the traditional neighborhood structure of Highland Park is resilient, flexible, and desirable, many of the homes and apartments need significant restoration or upgrade to be marketable. This, along with decline in population and loss of jobs, has contributed to the oversupply of total units in the housing market, see [51 Total Vacant Units](#) (ACS. UrbanFootprint). This market dynamic was exacerbated by redlining with federal government policy effectively denying mortgage loans to people of color until 1968. Homeowners in previously redlined neighborhoods have gained 52 percent less in home equity over the past 40 years than homeowners in previously greenlined areas. (Anderson, Dana; Redfin, 2020)





Owner Occupied Housing Units ACS 12-16

Census Planning Database (2018)

- 0.0 - 194.0
- 194.0 - 369.0
- 369.0 - 576.0
- 576.0 - 943.0
- 943.0 - 2,921.0

This Plan establishes policies and actions that can help improve neighborhoods and stabilize the housing market throughout Highland Park. Growing the demand for Highland Park homes requires actions aimed at enhancing neighborhood safety and quality.

Vacant homes in Highland Park can be a significant opportunity, provided supports are put in place to counter disinvestment and encourage reuse. This is because the dominant character area within Highland Park is General Neighborhood with single-family detached homes, duplexes, small apartment buildings, and small businesses. This is the sort of walkable urban place preferred by today's largest market segments. Less than ten percent of the massive Millennial and Boomer Generations want auto-dependent suburban living, even though over 40% live there today. (American Planning Association, 2014)

While the age of Highland Park housing stock poses a challenge because of required updates and maintenance, homes in older neighborhoods tend to produce healthier residents. Adding a decade to the average age of neighborhood housing decreases women's risk of obesity by about 8% and men's by 13%. Pedestrian-friendly street networks are related to lower risks of overweight and obesity. (Ken R. Smith, PhD (U. of Utah) et al.; American Journal of Preventive Medicine, 2008)

Highland Park trade area's leading tapestry segment is "Modest Income Homes," which represents 65.2 percent of households, according to the Highland Park Retail Market Study by Gibbs Planning. This group is composed of traditional and non-traditional families living in faith-based and family-oriented communities. Many residents are primary caregivers to their elderly family members and female-headed households are common.



Single-family homes built over 60 years ago is this group's dominant housing choice and over half of the homes in Highland Park are renter-occupied, see [53 Owner Occupied Housing Units](#) (ACS, UrbanFootprint). The age of the homes correlates to the average rent of \$720, which is \$270 below the national average. Still, many homes require public assistance and labor force participation is only 50 percent due to the demands of multi-generational living. Most households have no vehicle or one car, with a high dependence on public transportation.

In 1930, Highland Park experienced its peak population, with 52,959 people living here. As of July 2019, an estimated 10,775 residents remain, making the burden of infrastructure maintenance per person exceptionally high. While the leading housing market segment may still be "Modest Income Homes" in the near term, given the available stock an opportunity exists to widen the market with offerings to other segments of the market during the planning horizon of this master plan. Given the current residential vacancy rate, the greatest benefit to the Highland Park community is to capitalize on current growth pressures by attracting new residents to vacant homes in order to grow the tax base to care for the aging infrastructure.



HOUSING ACTIONS

PROJECTS AND PROGRAMS

HOUSING.1

Properly map Highland Park for Qualifying Census Tracts for Community Redevelopment Areas; see [Qualifying Census Tracts on page 112](#).

HOUSING.2

Develop a resource hub for resident support, as a one-stop cross-agency location for resources available to residents including available properties, land bank acquisition process and phone numbers, utility assistance programs, and any local, regional, or state maintenance assistance programs.

HOUSING.3

Simplify transfer of land bank real estate to residents. Help find, inventory, and publish available properties to purchase

and preserve. List phone numbers and initial asking prices. Consider reductions in prices of City-owned land in order to increase tax base.

HOUSING.4

Demolish dangerous city-owned housing that cannot be restored. Remove City-owned buildings endangering the public. Choose lots surrounded by a significant number of inhabited dwellings to use as small neighborhood parks or gardens.

PERMITTING AND CODES

HOUSING.5

Adopt the 2015 Michigan Rehabilitation Code to reduce the burden of meeting contemporary building code standards when rehabilitating or re-purposing historic buildings.

HOUSING.6

Update the zoning code to allow for a variety of housing types, including duplex, triplex, fourplex, and ADU in single family zoning districts and promote adaptive reuse by expanding context-sensitive mixed use.

PARTNERSHIPS

HOUSING.7

Partner with MSHDA and Step Forward Michigan to assure grants and financing for weatherization and home upgrades are accessible to City residents.

- Michigan State Housing Development Authority (MSHDA) [Property Improvement Program \(PIP\) Loans for Homeowners](#)
- [Step Forward Michigan](#) offers interest-free forgivable loans to assist with mortgage, property taxes, and/or condominium association fees.

HOUSING.8

Provide resources to renters, such as MSHDA's voucher programs.

- Michigan State Housing Development Authority (MSHDA) rental housing programs that involve [Housing Choice Voucher](#) assistance or subsidized housing through Low Income Tax Credits, HOME, CDBG and/or MSHDA Multifamily Development Loans

HOUSING.9

Leverage existing partnerships for developers, such as grants and low to no-interest financing for adaptive reuse. Potential partnerships include those available for the City's [Opportunity Zones](#) and MSHDA's various tax credits and vouchers.

- [Low Income Housing Tax Credits \(LIHTC\)](#) for owners of affordable rental housing

- [Housing Choice Voucher \(HCV\) and Project Based Voucher \(PBV\) Programs](#) for developers of permanent supportive housing
- [Multi Family Direct Lending Programs](#) for developers of multifamily housing
- [Neighborhood Enhancement Program \(NEP\)](#) financially assists high-impact, innovative, neighborhood housing-oriented activities that benefit low and moderate income areas and residents with: 1) Beautification; 2) Neighborhood Public Amenity Enhancements; and 3) Housing Enhancements to owner-occupied single-family homes. All three components are designed to fund tangible housing-oriented activities.



Transportation

Enable the full range of mobility choices, including private automobiles, transit, biking and walking.

Maintain and restore street connections when possible.

“...frequent streets and short blocks are valuable because of the fabric of intricate cross-use that they permit among the users of a city neighborhood.”

– Jane Jacobs, *The Death and Life of Great American Cities*

The street network is the framework upon which the community is built. The Highland Park street grid reduces land consumption, provides accessibility with direct routes, and increases efficiency and reliability. The historic street network is predominately intact, creating rational neighborhood form and transportation connectivity that decreases traffic congestion. [55 Traffic Volumes](#) (SEMCOG) shows the mixed use corridors manage the majority of traffic with high levels of activity, contributing to quieter neighborhood streets.

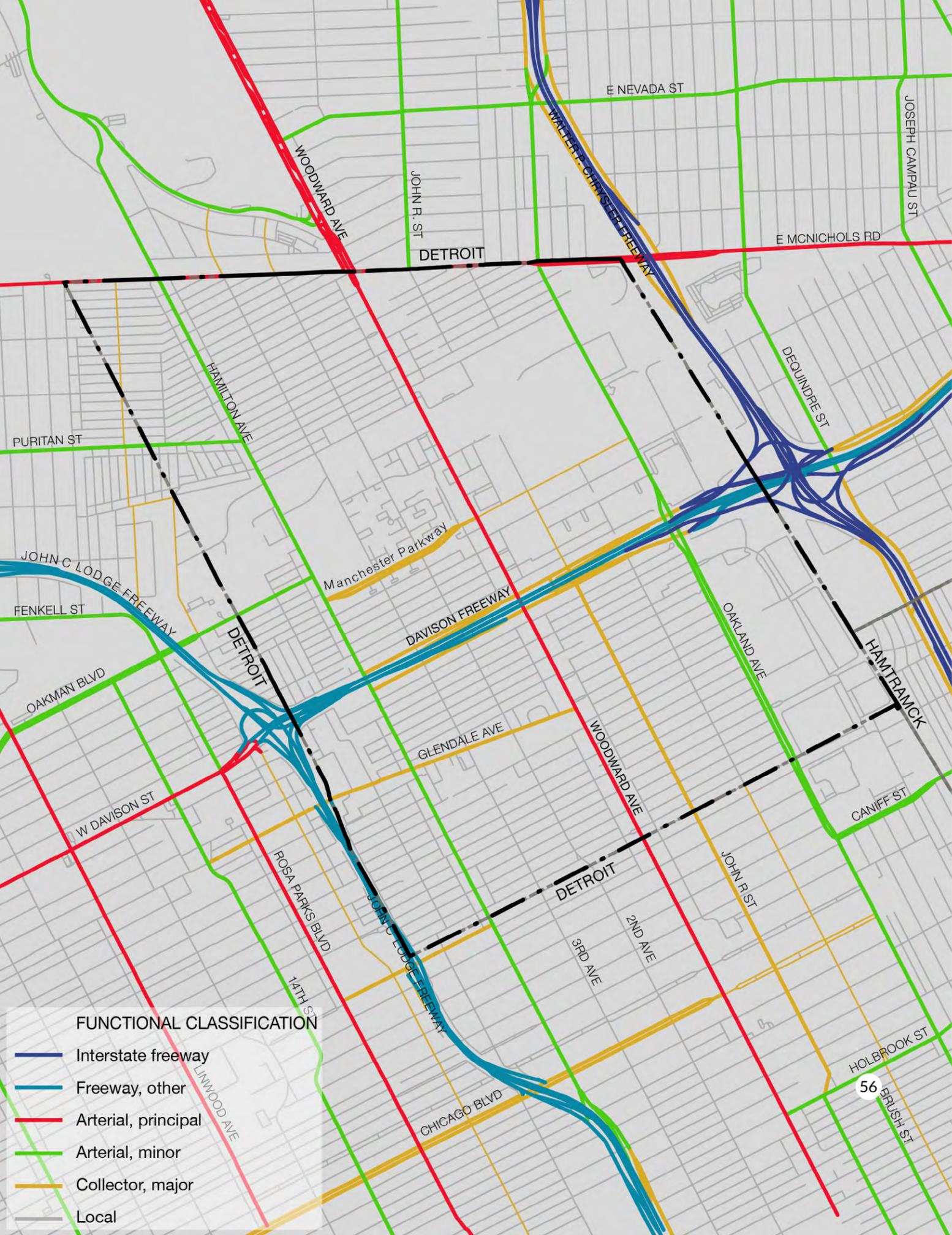
The street grid’s ability to disperse traffic has positive impacts through reducing noise levels, improving pedestrian and cyclist safety, and providing access to light and air. The grid helps orient travelers

and facilitates pedestrian circulation and vehicular access, increasing economic benefits to local businesses and residents. Eliminating one car from a typical household budget can allow that family to afford a \$100,000 larger mortgage. (Patrick Doherty, Christopher Leinberger; Brookings Institute, 2010)

Woodward Avenue serves as the primary north-south linkage between Highland Park and Detroit to the south and Oakland County communities to the north. Other major north-south roads include Oakland to the east of Woodward and Hamilton to the west. The Davison Freeway bisects Highland Park, linking the City to 1-75 to the east and 1-96 and M-10 to the west. Other collector streets such as Glendale, Oakman and

McNichols, running east-west and John R and Brush, running north-south provide access to Highland Park from Detroit.

Southeast Michigan Council of Governments (SEMCOG) have designated Woodward, McNichols, and Lodge as Regional Priority Corridors and Hamilton, John R, Oakland, Puritan, Oakman, Manchester, Davison, and Glendale as Sub-Regional Priority Corridors. Regional priority corridors carry very high volumes across multiple counties, have more severe needs, carry multiple modes including trucks, and accommodate higher level land uses and populations. Sub-Regional Priority Corridors are similar, but have less truck traffic and do not serve multiple counties.



56 Functional Classification (SEMCOG) shows local, arterial, collector, and highway organized in the grid pattern instead of in a typical suburban format of cul-de-sacs of limited connectivity. When larger redevelopment projects change uses from single-family residential to job centers, the de-designation of a smaller street may occasionally be required. However, generally conserving the grid during redevelopment can save the City considerable maintenance and upkeep dollars. An EPA-sponsored study indicates compact infrastructure is up to 47% less expensive than conventional development patterns, due to less asphalt and pipes. (Jonathan Ford; Morris Beacon, 2010)

The grid has only been interrupted by a few urban renewal projects, and it is a best practice to maintain and restore street connections as redevelopment occurs. For every doubling of street connectivity, measured by intersections per square mile, studies show a 14 percent decrease in driving. (Professor Mark Stevens (U. of British Columbia); Journal of the American Planning Association, 2017) **57 Intersection Density (UrbanFootprint)** shows higher concentrations along Woodward and Hamilton Avenues, increasing redevelopment viability.





58

Public transportation is important to Highland Park with the current system being used by a significant portion of the population. In 2018, of residents 16 years old and older, 16% used public transportation to work, 2% walked, 8.5% carpooled or vanpooled, while 66% drove alone (Census, 2018).

Bus stops are plentiful in Highland Park, with [58 Transit Access](#) (SEMCOG) showing the great majority of residents are less than five minutes from

a bus stop. Detroit DOT bus routes through Highland Park include the #4 spoke of the regional ConnectTen Route, the #38 Key Route, along with #15, #23 and #42 neighborhood routes. SMART bus routes include #461 Fast Woodward, #462 Fast Woodward, #445, #450, #460, and #465. Optimizing existing transit connections with an eye to future possibilities is a key aspiration.

Highland Park scores a strong 8.0 on the AllTransit Performance Score, for a very

good combination of trips per week and number of jobs accessible enabling many people to take transit to work. The tool indicates local households have 2,906 transit trips per week within ½ mile, 13 transit routes within ½ mile, 268,061 jobs accessible within a 30-minute trip, on average. While high frequency transit service is within 76% of households during rush hour, high frequency service otherwise goes to 0%.

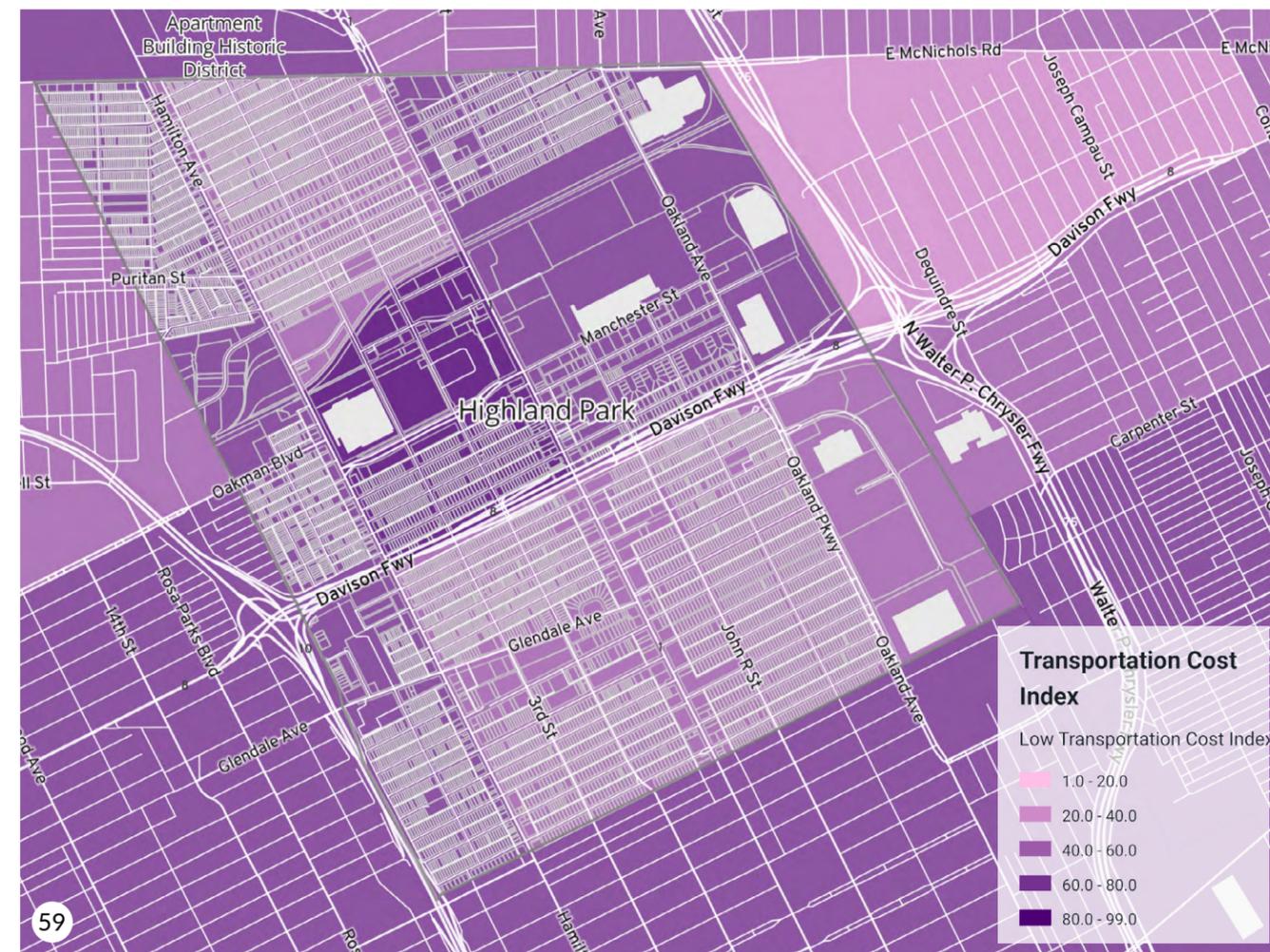
Increasing walking and cycling helps the City coffers for a number of reasons. Taking into account both individual and social costs of different modes of transportation shows that driving is highly subsidized by society via infrastructure, road maintenance, increased health-care costs due to air pollution, traffic congestion, and road safety. A study in Vancouver found that for every \$1 spent by an individual transportation created the following costs to society.

Transportation Mode	Cost to Individual	Cost to Society
Walking	\$ 1	\$ 0.01
Cycling	\$ 1	\$ 0.08
Busing	\$ 1	\$ 1.50
Driving	\$ 1	\$ 9.20

(George Poulos; Discourse Media, 2015)

Despite these high costs to society, [59 Transportation Cost](#) (UrbanFootprint) shows Highland Park households pay some of the lowest transportation costs in the US. The higher the transportation cost index, the lower the cost of

transportation in that neighborhood. Costs are relatively low for a range of reasons, including greater access to public transportation and the density of homes, services, and jobs in the neighborhood and surrounding community.



59

Increasing walking and cycling will help long term City budget constraints. [60 Mode Share](#) (UrbanFootprint, Mapbox) shows higher levels of walking and cycling in residential neighborhoods and in downtown. This is in part due to the increased number of crashes along Woodward Avenue, per [61 2018 Accident Locations](#) (SEMCOG).

In order to reduce potential

accidents, steps should be taken to implement the Woodward Avenue Non-Motorized Plan, which seeks to remake Detroit's unofficial main street from a state highway into a "complete street that provides safe and efficient means of travel for all users; creates excellent quality of place that benefits local residents; builds value for property; and inspires visitors to return." This long-term inter-jurisdictional effort would put

Woodward on a "road diet" by reducing the number of lanes in most areas, devote center lanes to bus rapid transit, install slip roads for slower traffic and parking, and incorporate protected bike lanes and sidewalks.

While implementing this ambitious 27-mile plan will take time, the first steps may consider a similar process to the Cities of Ferndale and Pleasant

Ridge, which have adopted the [Woodward Avenue Action Association Complete Streets Plan](#) and have undertaken the Woodward Avenue Bicycling and Walking Safety Audit, funded in part by a grant from SEMCOG. Additional steps include incremental construction of the infrastructure on [62 Regional Bicycle and Pedestrian Mobility Network](#) (SEMCOG), with prioritization based on greatest needs indicated on [63 Bicycle and Pedestrian Comfort Level](#) (SEMCOG).





TRANSPORTATION ACTIONS

PROJECTS AND PROGRAMS

TRANSPORTATION.1

Begin construction of the planned infrastructure on the Regional Bicycle and Pedestrian Mobility Network.

TRANSPORTATION.2

Adopt the Woodward Avenue Action Association Complete Streets Plan.

TRANSPORTATION.3

Continue the complete streets interventions envisioned in the Woodward Avenue Non Motorized Plan.

TRANSPORTATION.4

Work to improve pedestrian safety along Woodward Avenue, particularly between the Davison Freeway and McNichols, where pedestrian traffic is heaviest.

TRANSPORTATION.5

Implement the Downtown Strategic Plan's Open Street policy along Manchester Parkway.

TRANSPORTATION.6

Add temporary bike lanes along Victor Street as a first step to implement the Downtown Strategic Plan's goal of converting Victor to a main street.

TRANSPORTATION.7

Add temporary bike lanes along Hamilton Avenue as a first step to implement the Downtown Strategic Plan's goal of restoring Hamilton Avenue to a bustling mixed use corridor.

PERMITTING AND CODES

TRANSPORTATION.8

Modify zoning code and subdivision regulations to create new multi-modal, context-sensitive street sections for future streetscape improvements and redevelopment.

PARTNERSHIPS

TRANSPORTATION.9

Apply to SEMCOG for a grant to undertake a Woodward Avenue Bicycling and Walking Safety Audit.

TRANSPORTATION.10

Work with Wayne County, the State of Michigan and the Federal government to identify funding opportunities to maintain and improve the City's existing network of streets and sidewalks.

TRANSPORTATION.11

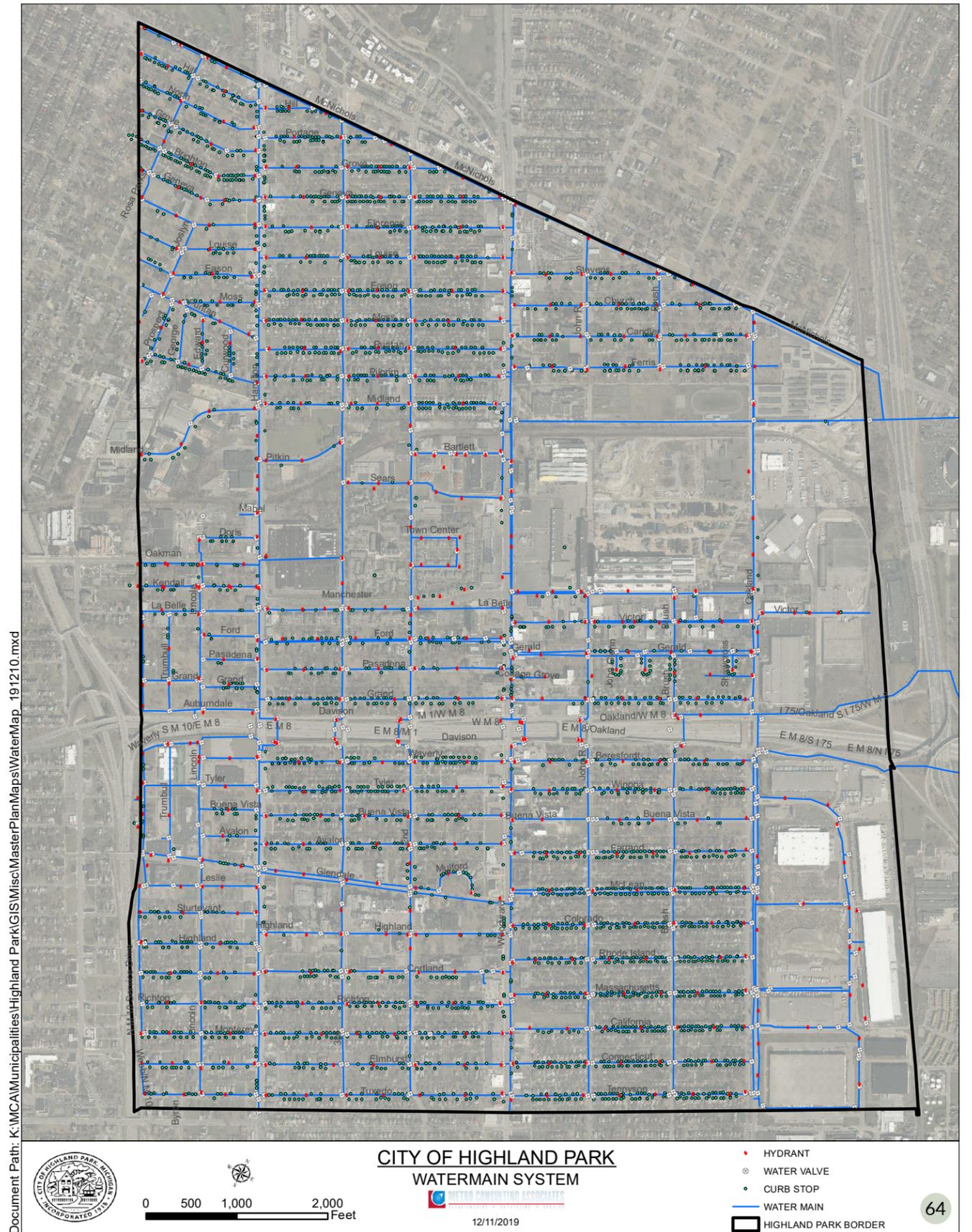
Engage in regional collaboration with transit agencies and neighboring cities to optimize existing transit connections, including working with SMART and DDOT to improve bus stops, locations, and frequency particularly along Woodward Avenue.

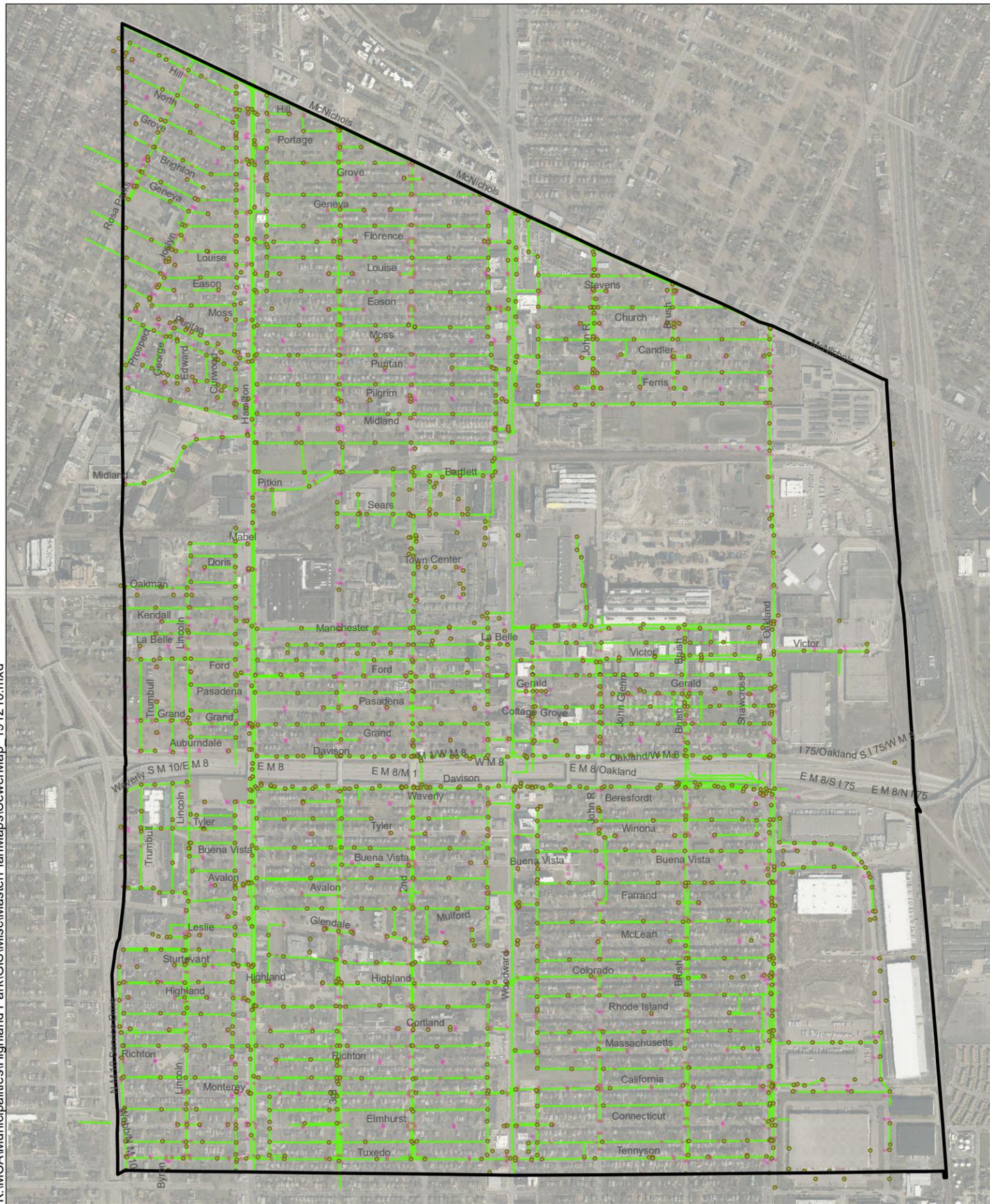
Infrastructure

Increase energy efficiency and affordability at the parcel, neighborhood, and community levels.

Highland Park's Performance Dashboard indicated the average age of critical infrastructure was 22.5 years in 2018. The city's peak population of 52,959 in 1930 has declined, making today's 10,775 residents have a high burden of infrastructure maintenance per person. A long-term aim of this plan is to welcome new residents and businesses to grow the tax base enough to be able to develop sustainable energy, water, and internet solutions to achieve energy affordability and access to clean energy and water.

In the near term, green infrastructure such as rain gardens and other stormwater management interventions may help reduce runoff and minimize cost impacts on the storm water system. Enabling solar micro-generation of electricity can assist with energy efficiency and affordability. Decommissioning underutilized infrastructure can decrease the economic burden.





CITY OF HIGHLAND PARK
SEWER SYSTEM
DRAFT

0 500 1,000 2,000 Feet

12/11/2019

- MANHOLE
- INLET
- SEWER
- HIGHLAND PARK BORDER

65

Approximately 22 million people nationwide have lead-contaminated drinking water, and there is no safe level of lead in the bloodstream. The most effective way to eliminate exposure to lead in the drinking water is to replace public and private water service lines simultaneously. City-wide full water service line replacement often requires 10 years to complete, with Lansing, Michigan spending \$42 million and Madison, Wisconsin \$19.4 million. (Center for Neighborhood Technology, Great Lakes Water Infrastructure; Lead in Drinking Water, 2018) While this plan's aim is to increase the tax base in order to be able to afford these sorts of holistic water initiatives, other shorter-term interventions are essential to help residents reduce their risk of exposure to lead.

Rising water rates pose a challenge to households experiencing financial distress. Asset management, water conservation, appropriate rate setting, customer protections, and affordability programs can all help make clean water more attainable. Since Highland Park water is provided currently by the City of Detroit, limited control over asset management, rate setting, and customer protections exist today. The U.S. EPA's criteria for water affordability is 4.5% of median household income for the combined cost of drinking water and wastewater service. For customers, in-home leak repair and efficiency programs can be effective in reducing bills.



INFRASTRUCTURE ACTIONS

PROJECTS AND PROGRAMS

PARTNERSHIPS NEEDED

INFRASTRUCTURE.1

Launch a public education campaign to help residents reduce their risk of exposure to lead in the drinking water through actions such as using lead-removing water filters, cleaning faucet aerators, and using cold water for drinking and cooking.

INFRASTRUCTURE.2

Develop sustainable energy sources. Advocate for micro-generation solar electricity production.

INFRASTRUCTURE.3

Advocate with regulatory and legislative bodies for access to affordable clean energy and water. Develop a strategy to address lead in the water and high water bills between now and when the property tax base can grow enough to afford new infrastructure for both water supply and to separate storm-water from wastewater.

INFRASTRUCTURE.4

Develop a sustainable water infrastructure plan. Develop a long-range plan for the upgrade, replacement or decommissioning of the water treatment facility. Pursue potential partners who may be interested in purchasing the Water Department, or lease it for 100 years, and possibly build power generation on the site of the water treatment facility.

INFRASTRUCTURE.5

Work with the Great Lakes Water Authority to **ensure water rates are fair and equitable**, incorporate affordability provisions for economically disadvantaged customers, and keep the rate structure transparent and understandable to customers.

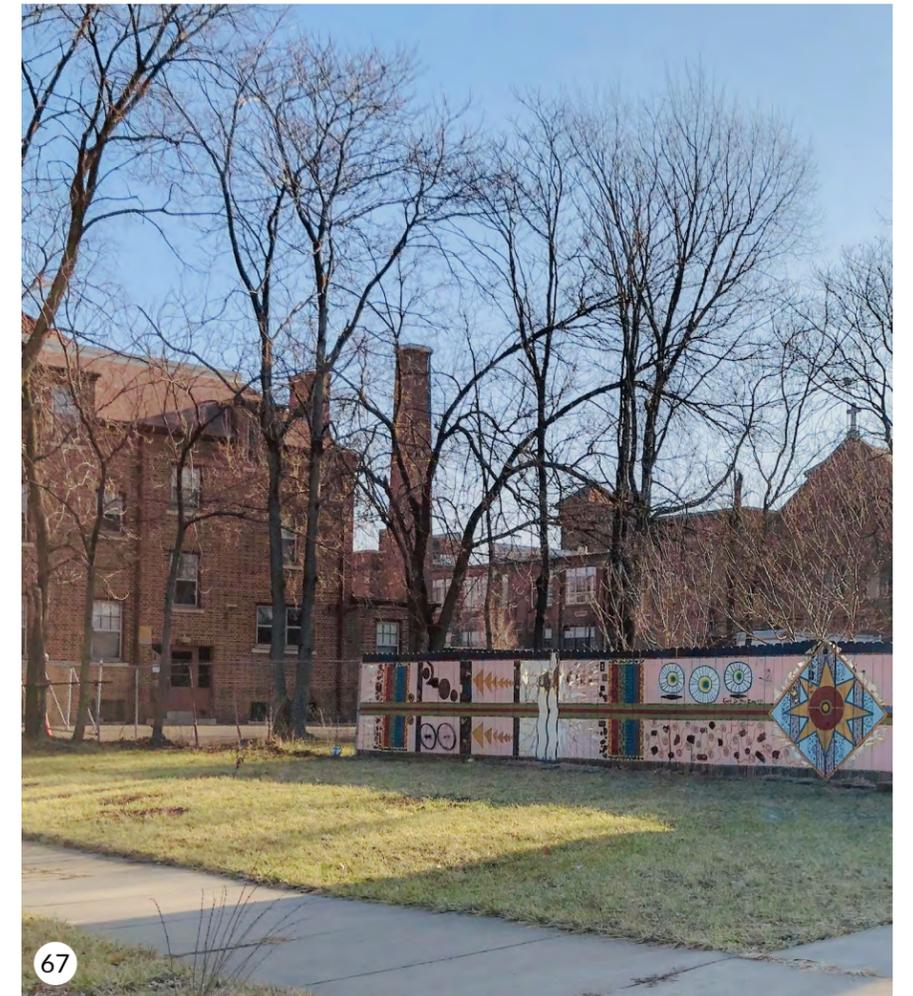
Parks

Prioritize park infrastructure as a solution to many Highland Park issues, including improving community health and regional perception.

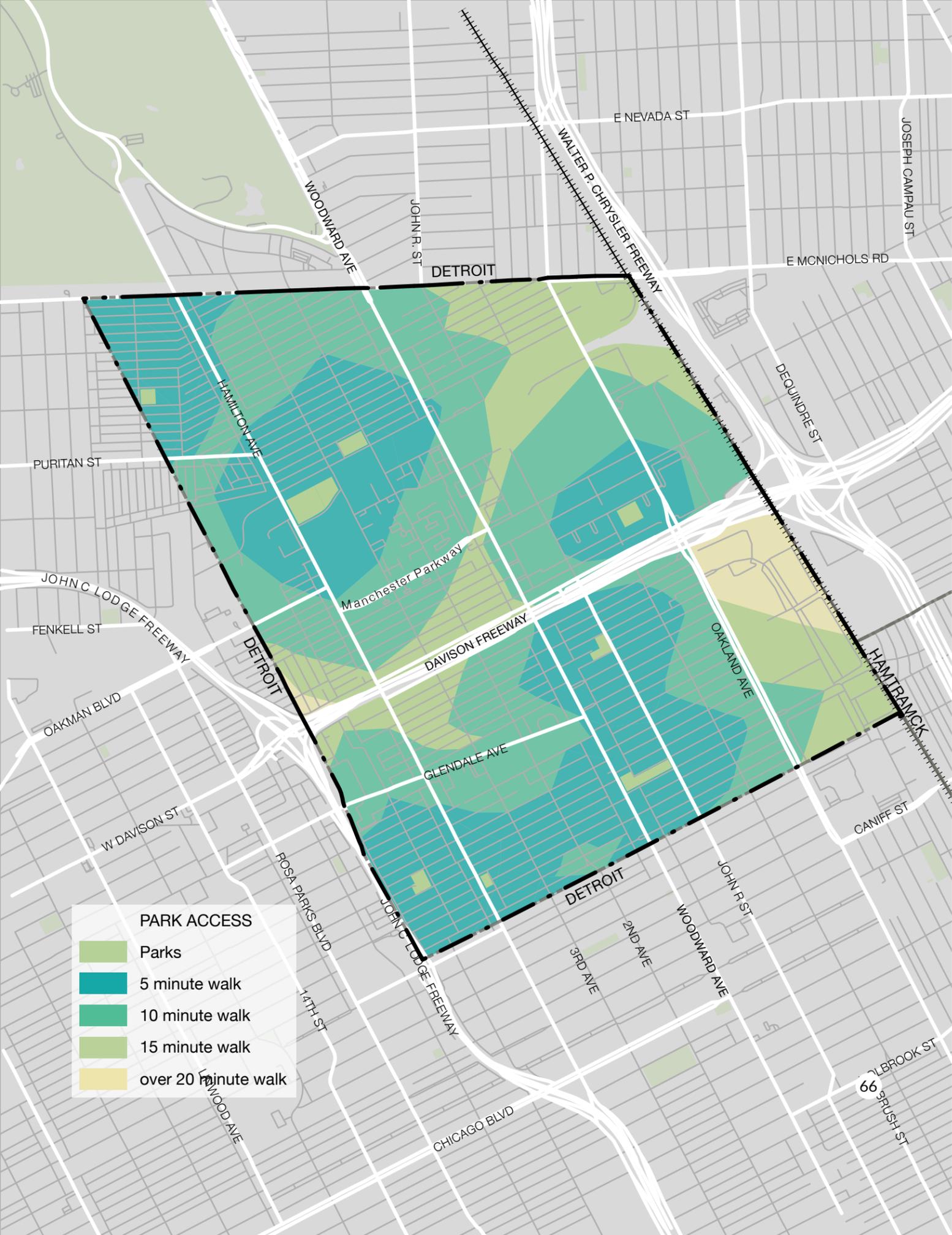
“The more successfully a city mingles everyday diversity of uses and users in its everyday streets, the more successfully, casually (and economically) its people thereby enliven and support well-located parks that can thus give back grace and delight to their neighborhoods instead of vacuity.”

– Jane Jacobs, *The Death and Life of Great American Cities*

Parks deliver benefits to a number of topics in this plan. Nature that is integrated into communities increases both physical and mental health, assists with food security, helps with environmental issues by cooling cities and absorbing pollutants, and is an equity issue, because it is often unequally distributed. For these reasons, parks should become more prominent in planning, budgets and advocacy within the City.



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Smaller neighborhood parks, if equitably distributed, are much more accessible than large parks. Research shows that the more green space within 0.31 mile of one's home, the longer one is likely to live. (Dan L. Crouse, PhD (U. of New Brunswick), et al.; The Lancet Planetary Health, 2017)

Repurposing vacant and abandoned properties, as discussed in [Parks on page 27](#), can expand parklands to help restore portions of the City to a more natural state. The existing network of park infrastructure is significant, as can be seen on [66 Park Access Map on page 72](#), with parks within a 10-minute walk of most properties. This helps the City become a more attractive and socially connected community. Local food production from urban gardening supports food independence and security for City residents, provides access to fresh food, and promotes opportunities for entrepreneurship through positive vacant land utilization.

Engaging park experiences are good because the benefits of nature are dose-dependent. People who make visits of 30 minutes or more to green spaces have lower rates of depression and high blood pressure, and engage in more physical activity than those who make short visits. People who visit frequently

exhibit greater social cohesion and engage in more physical activity than those who visit less. (U. of Queensland AUS), et al.; Nature: Scientific Reports, 2016)

Vacant land initiatives should follow the regulations of HighlandParkZoningOrdinance Chapter 1226: Stormwater Management and Chapter 1229: Urban Gardening. These regulations streamline urban gardening initiatives, enabling use of land via written permission from the property owner by all individuals sharing the use of the garden. While beehives, chickens, and rabbits require permits, many elements of agricultural urbanism do not, including temporary fencing, netting, and hoop houses, if the other zoning regulations

are followed. Park initiatives should be coordinated with the Housing action, "Demolish dangerous city-owned housing that cannot be restored," in order to expand park access to the portions of the City that are underserved and improve the perception of the vibrancy of the City.

Regional coordination should be prioritized to assist with greenways that provide access to regional jobs and amenities. Regional collaboration with surrounding cities of Detroit and Hamtramck should be pursued to enable connected parklands, such as the 32-mile [Joe Louis Greenway](#) that plans to connect the Detroit RiverWalk with Highland Park, Dearborn and Hamtramck as "place for people of all abilities to safely walk, bike, and run while connecting





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neighborhoods, parks, schools, jobs, historic sites, commercial corridors and public transit.” The greenway has a Framework Plan underway to gather community input to consider land use within a half-mile on either side of the Greenway, which runs approximately east to west along the width of Highland Park along Midland Street and affects the majority of the City north of the Davison Freeway. Phase 1 of construction scheduled for the spring of 2021 is outside of Highland Park, but Phase 2 is slated for 2022.

While [68 Maintained and Unmaintained Parks on page 74](#) shows that several parks are not maintained by the City, local residents are actively caring for the properties. Highland Park community gardens are already utilizing art to activate the spaces. Consider how regional examples of lighting, movable seating, and art might be helpful to create community gathering places.

Many of these actions require more social capital than financial capital, however the strong

Highland Park Block Clubs and Associations that exist today could be advanced by setting up a 501 c3, such as a Community Development Corporation (CDC), to access additional funds to support local parks and recreation. This would enable the sorts of funding sources that supported both the [Palmer Park playground and Lafayette Greens](#).



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PARKS ACTIONS

PROJECTS AND PROGRAMS

PARKS.1

Convert empty parcels into additional community space such as a dog park, urban gardens, or neighborhood parks. Use these community spaces to implement the natural stormwater management techniques in Highland Park Zoning Ordinance Chapter 1226: Stormwater Management, including rain gardens, infiltration, pervious pavement, vegetated buffers, swales, and ponds as well as in Chapter 1229: Urban Gardening.

PARKS.2

Improve park safety with adequate lighting.

PARKS.3

Provide structured play areas, such as basketball courts at the Ford Field House.

PERMITTING AND CODES

PARKS.4

Develop civic space standards for design of Squares, Plazas, Pocket Parks, Community Gardens, Market Gardens, Community Supported Agriculture, and Greenways.

PARTNERSHIPS

PARKS.5

Empower residents to do volunteer park maintenance and development. Acknowledge and assist Rogue Public Servants to maintain existing parks and develop future expansions of neighborhood parks as part of the vacant land utilization strategy.

PARKS.6

Have Block Groups work to access funding sources with the [Community Development Advocates of Detroit \(CDAD\)](#) to leverage new funding such as the Kresge and Ralph C. Wilson Foundation grants for local parks and recreation.

PARKS.7

Work with Michigan State University Extension to create a City nursery to provide street trees for the City and other landscape materials for use in parks and civic spaces.

PARKS.8

Continue regional collaboration with the Detroit Greenways Coalition Network Vision and the Cities of Detroit, Hamtramck, and Dearborn to enable regional greenways, such as the 32-mile Joe Louis Greenway and other quality of life projects.

PARKS.9

Work with the Wayne County Land Bank and the State of Michigan Fast Track Land Bank Authority to assemble vacant, blighted and abandoned properties for use as recreational, agricultural or green space within the community.

Health and Safety

Protect and preserve human health and well being by reducing health risks and increasing access to sources of healthy food, water, and active transportation.

City priority hazard concerns are transportation-related hazmat accidents, public health emergencies, and severe summer weather, as a contributor to the Wayne County Hazard Mitigation Plan. The plan notes the number of vacant homes and a high incidence of arson pose a significant hazard to the community, along with potential hazmat material emergencies at any of the many industrial facilities located within the city. Additional fire and hazmat training is a priority.

The [Highland Park Performance Dashboard](#) indicates positive trends in public safety, with violent crimes decreasing from 20 per thousand in 2017 to 17 per thousand in 2018, and property crimes decreasing from 47 per thousand in 2017 to 29 per thousand in 2018. However, the dashboard also shows traffic injuries or fatalities increasing from 51 in 2017 to 60 in 2018.

The City should ensure that public health and safety needs

are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods. Best practices in support of health, safety, and equity must be holistic and are advanced throughout this plan.

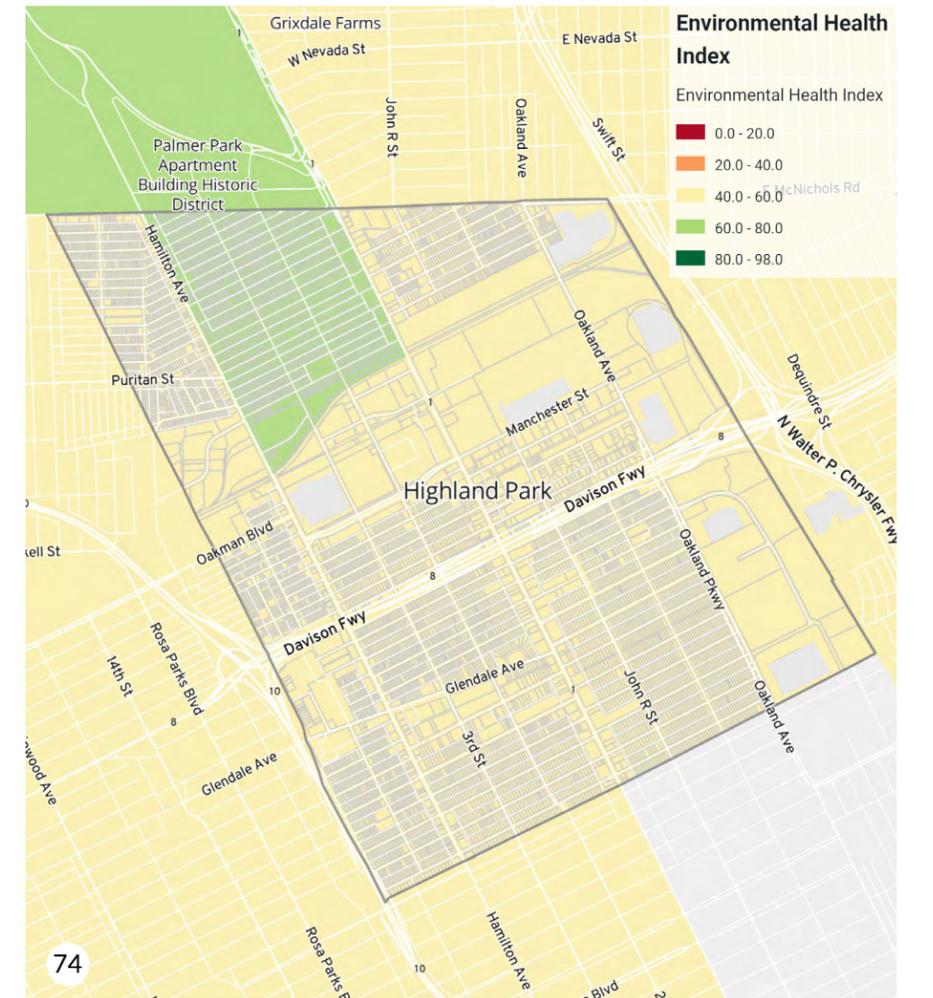
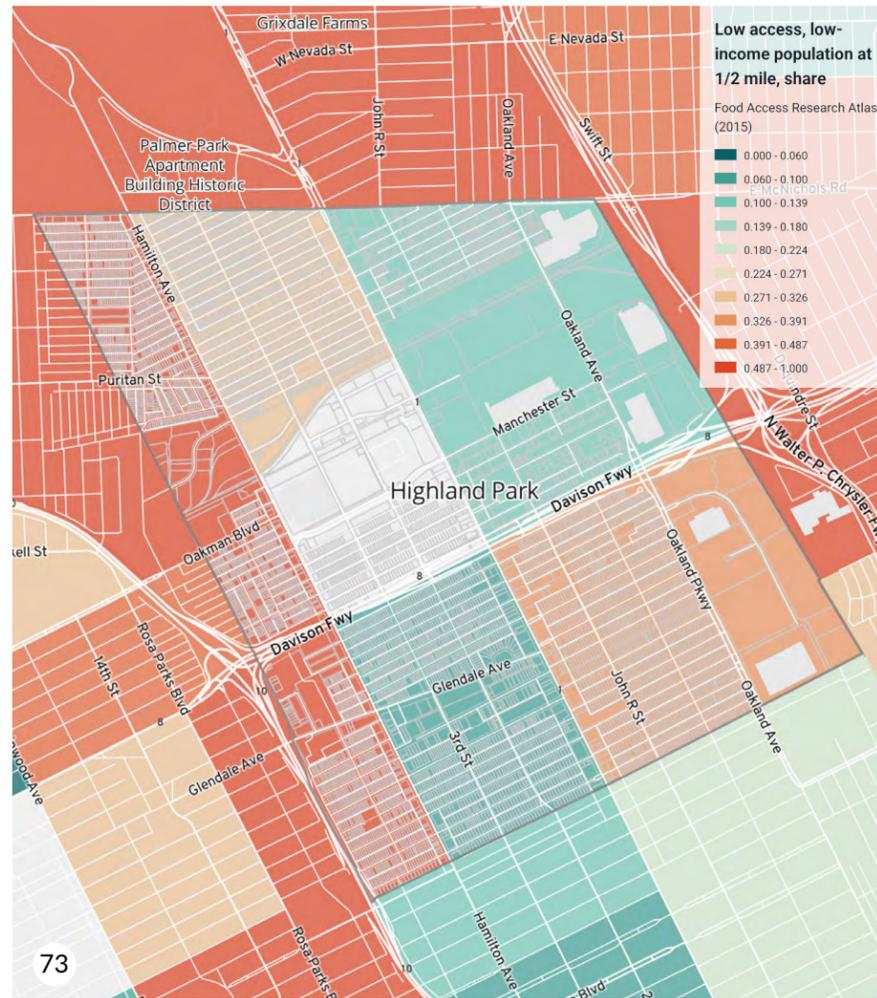
The vacant land utilization initiatives with the Parks policies and actions should assist with food security. This is important because [73 Food Access](#) (UrbanFootprint) shows portions of Highland Park have limited access to healthy foods.

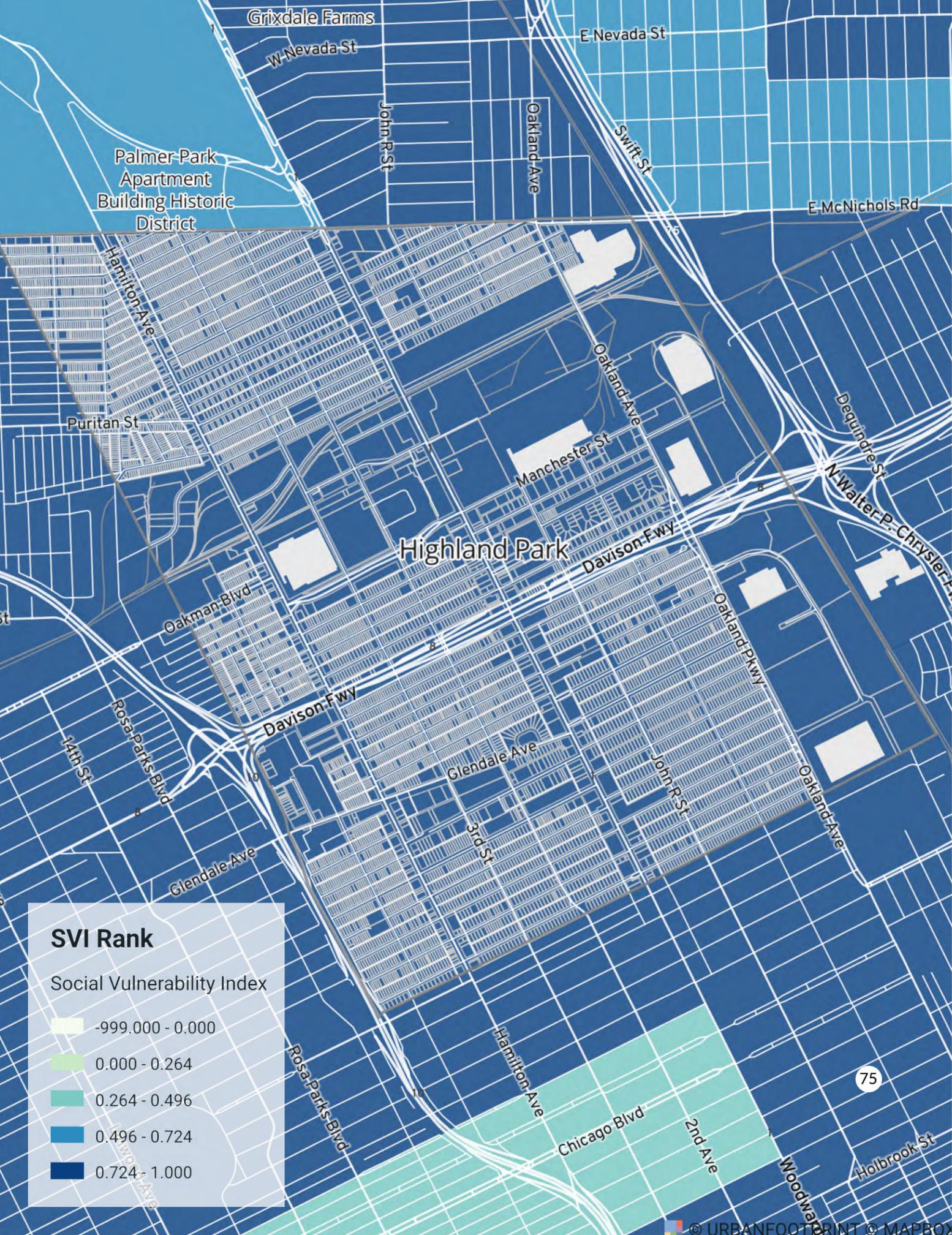
An important part of human health and wellbeing is supporting active transportation with pedestrian and bicycle infrastructure along with access to nature. U.S. life expectancy is in decline and three of the top four culprits (heart disease, diabetes, and Alzheimer's) are impacted by the form of the built environment and how well we integrate nature into cities. (Jiaquan Xu, Sherry Murphy, Kenneth Kochanek, Elizabeth Arias; U.S. National Center for Health Statistics; NCHS Data

Brief No. 267, 2016)

States with higher rates of bicycling and walking to work also have a higher percentage of the population meeting recommended levels of physical activity, and have lower

rates of obesity, high blood pressure, and diabetes. (The Alliance for Biking & Walking, 2016) Regular walking increases memory and decreases risk of dementia. People who cycle to work were 40% less likely to die during the follow-up period.



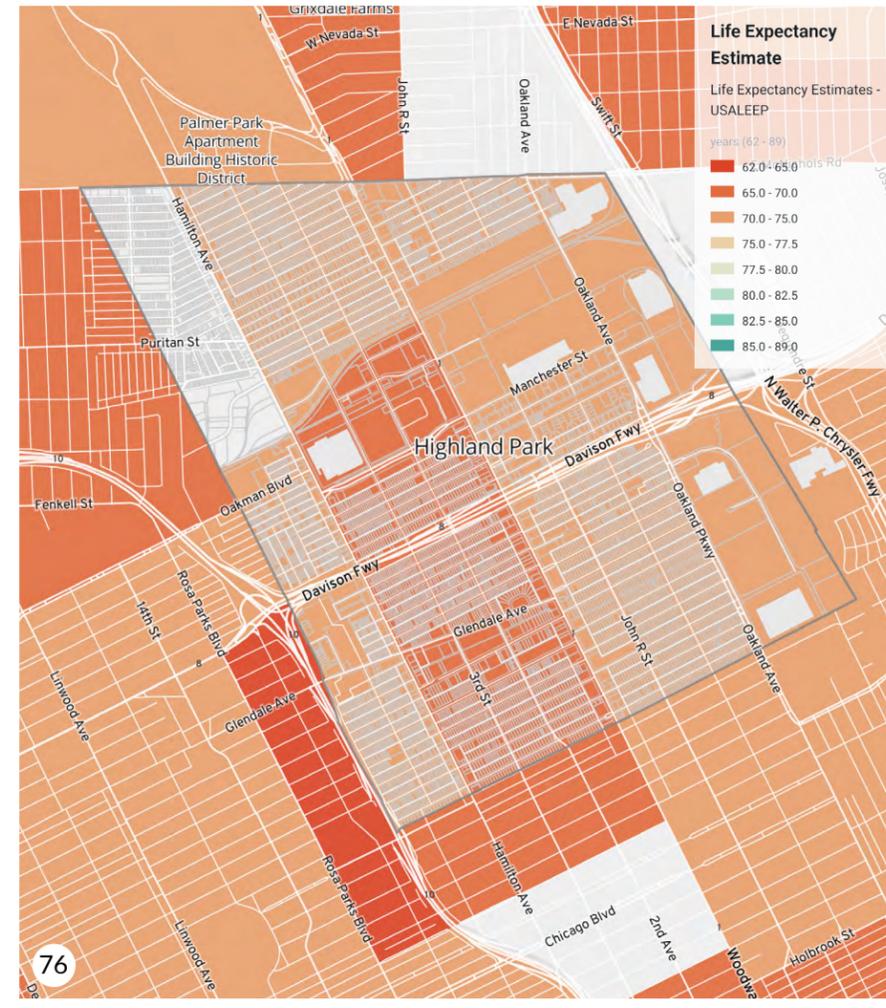


(L Andersen et al; Archives of Internal Medicine, 160, 1621-28, 2000)

Access to parks protects and preserves human health, well being, and quality of life. One study investigated 101 public high schools in southeastern Michigan to examine the role played by the availability of nearby natural environments in the academic achievement and behavior of high school students. The results reveal that nature exposure beneficially affects student performance.

Views with greater quantities of natural features like trees and shrubs were associated with higher standardized test scores, graduation rates, and percentages of students planning to attend college, and lower occurrences of criminal behavior. (Rodney H. Matsuoka (doctoral dissertation, U. of Michigan), 2008) [74 on page 81](#) shows opportunities for improvement in much of Highland Park, with the best performance in the northwest, thanks to the influence of Palmer Park.

According to The Centers for Disease Control, "Social vulnerability refers to the resilience of communities when confronted by external stresses on human health, stresses such as natural or human-caused disasters, or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss." CDC's Social Vulnerability Index uses 15 U.S. census variables at tract level to help local officials identify communities that may need support in preparing for hazards; or recovering from disaster. The Geospatial Research, Analysis, and Services Program (GRASP) created and maintains [75 on page 82](#), indicating Highland Park residents are considered socially vulnerable.



Together, the health and safety initiatives seek to increase the life expectancy of Highland Park residents, [76 Life Expectancy Estimates](#), along with quality of life, while decreasing social vulnerability.



HEALTH AND SAFETY ACTIONS

PROJECTS AND PROGRAMS

HEALTH AND SAFETY.1

Provide additional fire and hazmat training for new and existing public safety personnel.

HEALTH AND SAFETY.2

Target select empty lots to remove trash, plant new grass and trees, and perform regular monthly maintenance.

HEALTH AND SAFETY.3

Provide resources needed to clear streets during and after winter storms.

PERMITTING AND CODES

HEALTH AND SAFETY.4

Review the Wayne County Hazard Mitigation Plan and consider for adoption.

PARTNERSHIPS

HEALTH AND SAFETY.5

Enable citizen clean-up crews.

HEALTH AND SAFETY.6

Contract with community based organizations to provide early warnings of health threatening activities. Similar to community policing, this democratizes a necessary public function and distributes it to the community level. See [New Era of Public Safety: An advocacy toolkit for fair, safe and effective community policing.](#)



Regional inspiration: adaptive reuse and redevelopment of the Woodward Garden Development Block delivered this end product, but started with the photos on the following page.

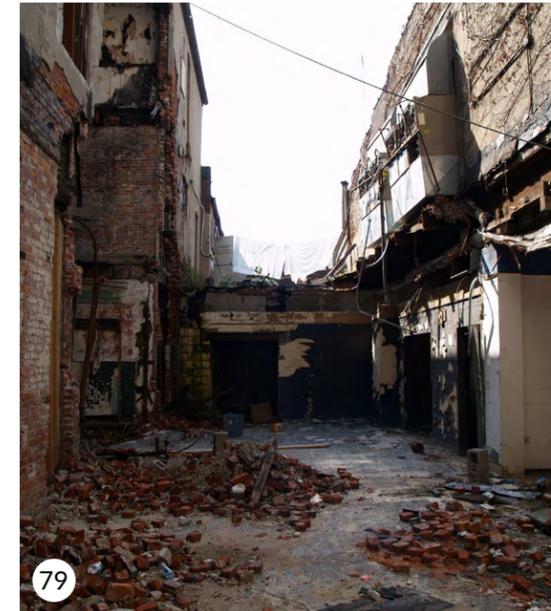
for the City via adaptive reuse and new construction of businesses, as well as redeveloping existing structures for housing.

The [Woodward Garden Development Block](#) is a regional inspiration of adaptive reuse. Photos [78](#) and [79](#) show the property before and [77](#) and [80](#) the end results. This approximately \$47 million project includes the historic Garden Theater, retail, commercial, apartments, and a parking deck. Creative financing pulling from a [variety of sources](#), including the U.S. Department of Housing and Urban Development Section 108 Loan Guarantee Program, may be a similar finance stack required for Highland Park.

In attracting new residents and business, redevelopment that respects traditions that

give Highland Park its sense of place tends to demonstrate higher returns. A large contributor to Highland Park's neighborhood form is being a place where people have several choices about how they get around. Communities that invest in bicycling and walking have higher property values, create new jobs, and attract tourists. More jobs are created per dollar spent on pedestrian and cycling amenities than on car-only investments. (The Alliance for Biking & Walking, 2016)

The expected completion of the 32-mile [Joe Louis Greenway](#) in 2022 should have a significant boon to the economy, providing this sort of active transportation infrastructure. The greenway is expected to bisect Highland



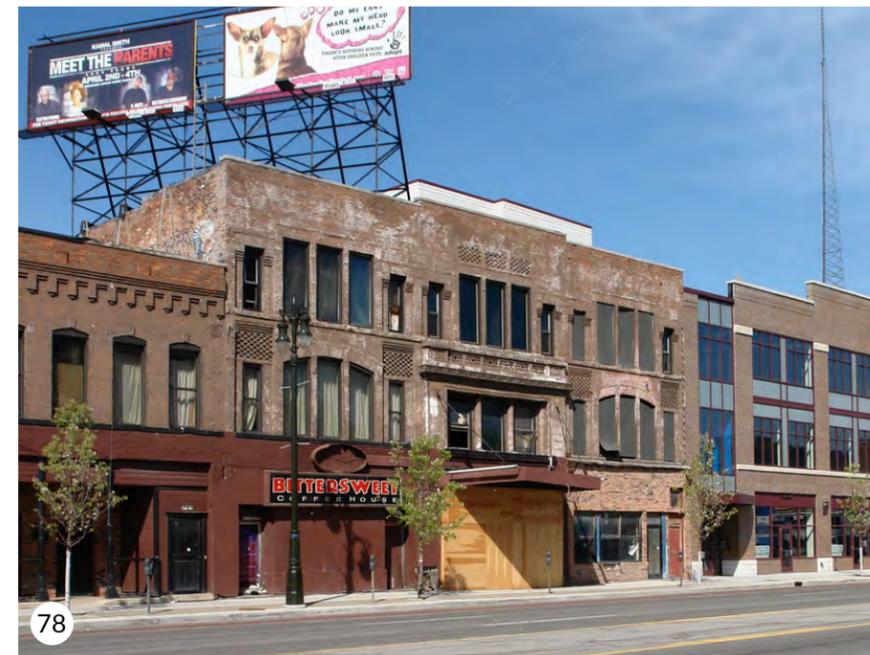
Economy

Nurture an economy that is diverse, adaptive and capable of providing opportunities for all.

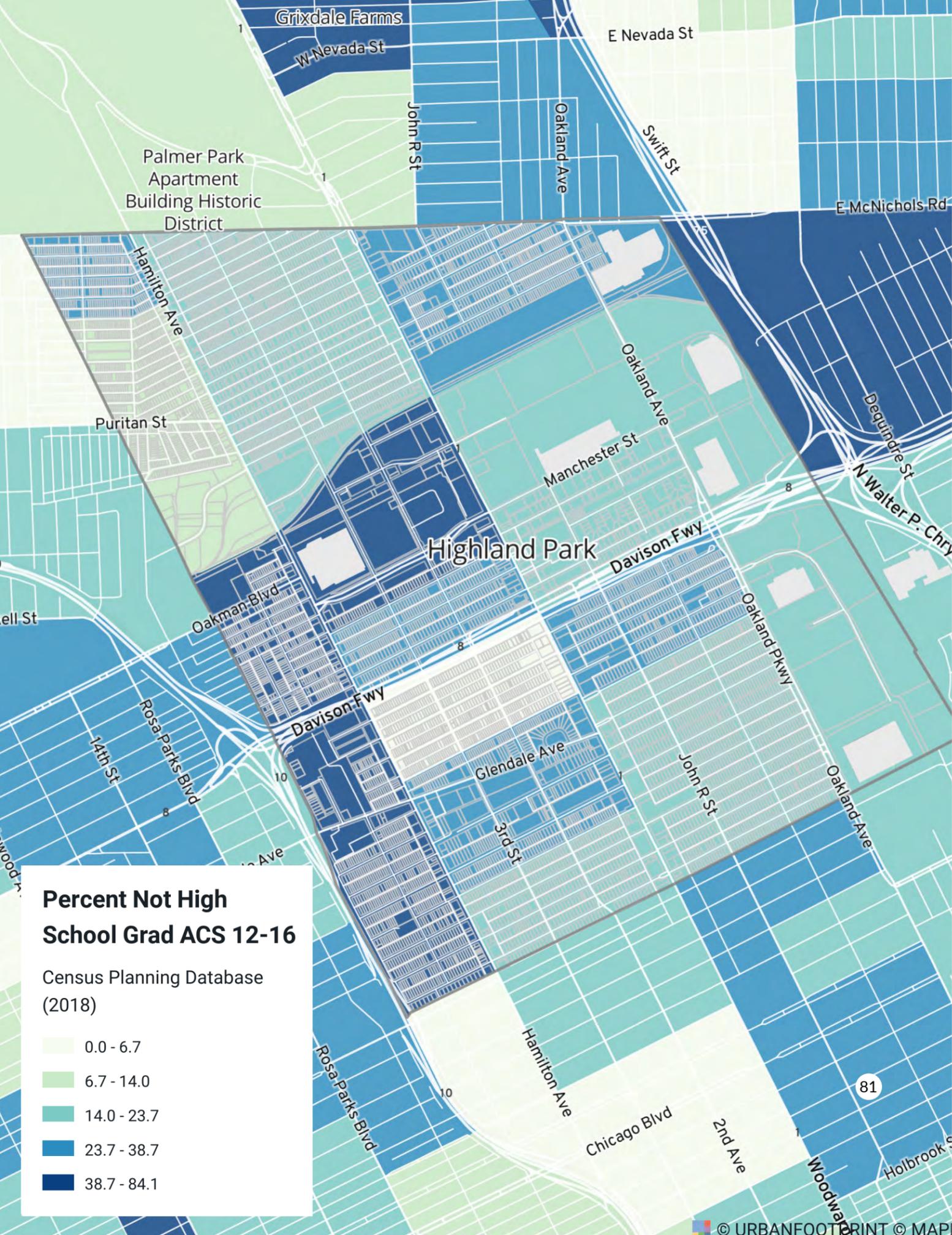
Respect traditions that give Highland Park its sense of place and inspire its citizens' devotion.

Position the community to attract and reward future public and private sector investment.

Taken collectively, the goals, policies and actions of this plan are aimed at building a strong economy, and getting more of the 1,864 acres of Highland Park into productive use. This will require encouraging more people and businesses to call Highland Park home, in order to generate extra dollars for infrastructure. The vision is to generate economic development by creating actionable, capturable revenues



Park, creating connections to a significant number of regional jobs, schools, and amenities. As an approximate comparison, the [Atlanta BeltLine](#) has generated a direct economic impact of almost \$6.2 billion dollars in private development as of the end of 2019. Approximately \$600 million was invested in the project's delivery from 2005 to 2019, representing a positive return on investment of over 10-to-1.



The key to economic growth is talent. According to Michigan Future Inc., “What most distinguishes successful areas in Michigan is their concentrations of talent, where talent is defined as a combination of knowledge, creativity and entrepreneurship.” Education is where talent begins.

Before the job losses due to auto industry contraction, a series of local high schools provided excellent education, including Highland Park Renaissance Academy High School, Highland Park Community High School, and Highland Park High School and Junior College. The Highland

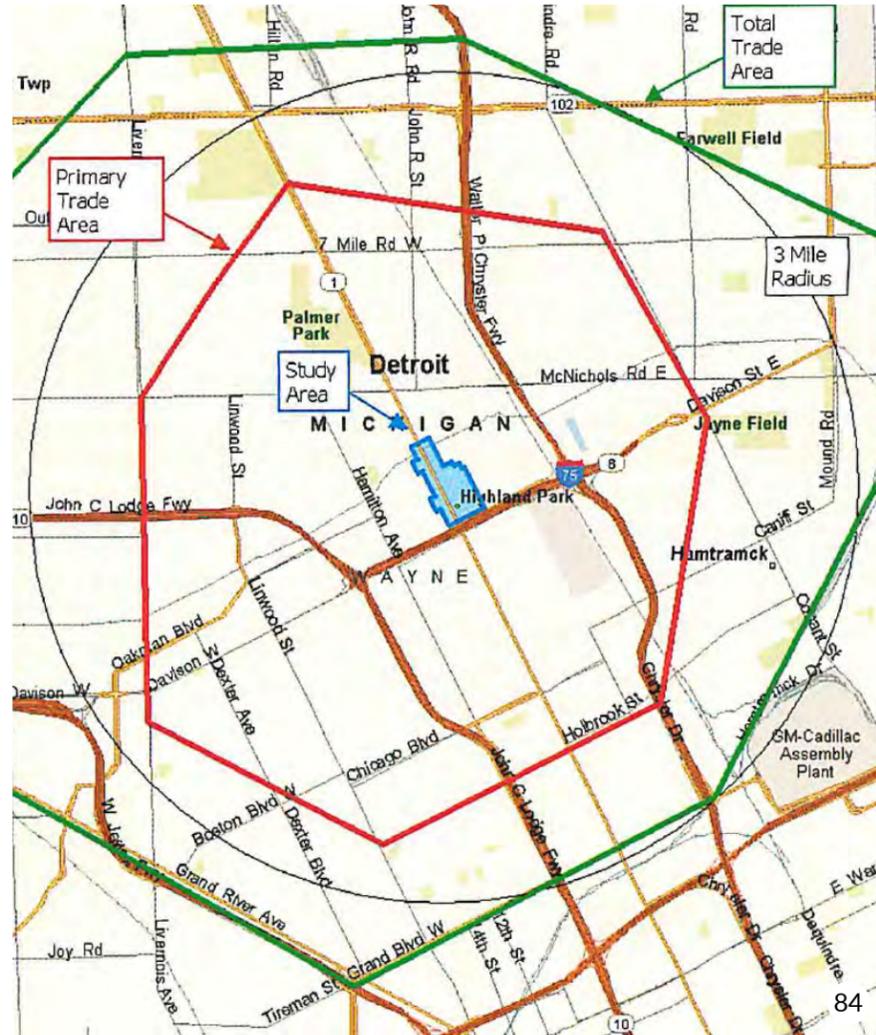
Park Board of Education plans to build a new college preparatory high school and launch an adult education program, scheduled to enroll as many as 500 students in fall 2021. This STEAM-focused high school will include a re-engagement and adult learning center, where attendees may obtain a high school diploma as well as vocational certification training.

A revitalization of the Barber Preparatory Academy, Highland Park’s PreK-8 elementary public charter school, was recently completed. The Highland Park community has also voiced strong support for a public high school to serve their children.

77% of people who reside in Highland Park and who are over the age 25 years have their high school diplomas, from 2014-2018, see [81 Percent Not High School Grad](#) (UrbanFootprint). And 12% of that same cohort have a bachelor’s degree or higher. The policy of supporting local schools seeks to grow these numbers over time, along with jobs training, partnering with the Highland Park Board of Education to support existing school expansion plans, along with higher education entities such as Wayne State University, the University of Michigan, and the Michigan Department of Education to consider the possibility of a technical high school.

MARKET ANALYSIS UPDATED AUGUST 2020

In August 2020, the Gibbs Planning Group updated the 2017 Highland Park Retail Market Analysis as part of this plan to ensure that the proposed near term actions are in keeping with today's market pressures. **83 Study Area** (Gibbs Planning) is the downtown core and estimated to statistically support 94,410 square feet of potential retail and restaurants, even amid economic contractions due to COVID-19. To achieve this significant level of demand, a critical assumption of the study is that the new retail development will be a walkable town center, to the best shopping center industry practices of the American Planning Association, Congress for New Urbanism, the International Council of Shopping Centers, and Urban Land Institute.



Serving the market preference for walkability, the study indicates potential demand for: 1 to 2 grocery stores; 4 to 5 department store; 3 to 4 general merchandise stores; 2 to 3 miscellaneous store retailers; 2 to 3 limited-service eating places; 1 or more each of: electronics and appliance store, hardware, sporting goods and hobbies, full-service restaurants, and special food services; and an assortment of other retail offerings.

Highland Park's 15-square-mile Primary Trade Area, **84 above** (Gibbs Planning) is approximately a two-mile radius, bounded by State Fair Avenue, Conant Street to Davison Street E to the east, Gladstone Street between Linwood Street and 1-75 to the south, and Livernois Avenue between Buena Vista Street and McNichols Road to the west. Consumers inside the primary trade area will account for up to 60 to 70 percent of the total sales captured by retailers in the study area.

Highland Park Supportable Retail

RETAIL CATEGORY	EST. SUPPORTABLE SF	2020 SALES PER SF	2020 EST. RETAIL SALES	2025 SALES PER SF	2025 EST. RETAIL SALES	NUMBER OF STORES
RETAILERS						
Apparel Stores	2,090 sf	\$195	\$407,550	\$205	\$428,450	1
Department Store Merchandise	17,170 sf	\$190	\$3,262,300	\$200	\$3,434,000	4 - 5
Electronics & Appliance Stores	3,090 sf	\$300	\$927,000	\$315	\$973,350	1
Florists	1,170 sf	\$180	\$210,600	\$190	\$222,300	1
Furniture Stores	2,770 sf	\$220	\$609,400	\$230	\$637,100	1
General Merchandise Stores	10,090 sf	\$185	\$1,866,650	\$195	\$1,967,550	3 - 4
Grocery Stores	22,500 sf	\$330	\$7,425,000	\$345	\$7,762,500	1 - 2
Hardware	6,710 sf	\$195	\$1,308,450	\$205	\$1,375,550	1 - 2
Home Furnishings Stores	2,010 sf	\$200	\$402,000	\$210	\$422,100	1
Jewelry Stores	1,240 sf	\$330	\$409,200	\$345	\$427,800	1
Lawn & Garden Supply Stores	1,310 sf	\$185	\$242,350	\$195	\$255,450	1
Miscellaneous Store Retailers	4,060 sf	\$190	\$771,400	\$200	\$812,000	2 - 3
Office Supplies & Gift Stores	1,110 sf	\$220	\$244,200	\$230	\$255,300	1
Sporting Goods & Hobby Stores	6,000 sf	\$230	\$1,380,000	\$240	\$1,440,000	1 - 3
RETAILER TOTALS	81,320 sf	\$225	\$19,466,100	\$236	\$20,413,450	20 - 27
RESTAURANTS						
Bars, Breweries & Pubs	1,920 sf	\$290	\$556,800	\$305	\$585,600	1
Full-Service Restaurants	4,210 sf	\$290	\$1,220,900	\$305	\$1,284,050	1 - 2
Limited-Service Eating Places	5,010 sf	\$270	\$1,352,700	\$285	\$1,427,850	2 - 3
Special Food Services	1,950 sf	\$260	\$507,000	\$275	\$536,250	1 - 2
RESTAURANT TOTALS	13,090 sf	\$278	\$3,637,400	\$293	\$3,833,750	5 - 8
RETAILER & RESTAURANT TOTALS						
	94,410 sf	\$237	\$23,103,500	\$249	\$24,247,200	25 - 35

85

The Highland Park study area has an existing statistical market demand for up to 94,410 square feet (sf) of new retail development producing up to \$23.1 million in sales. By 2025, this demand will likely generate up to \$24 million in gross sales.

TIFA AND COMMUNITY DEVELOPMENT

The Tax Increment Finance Authority (TIFA) Board is an overseeing body of the [Highland Park TIFA district](#), an economic development tool that captures increases in taxable property to be used for various projects, programs, and purchases to improve the overall vitality of the district. The TIFA Board and [87](#) and [88](#) [TIFA Properties](#) (Downtown Strategic Plan) are a priority. The northern edge of the TIFA District is aligned with the

32-mile [Joe Louis Greenway](#), one of the larger drivers of economic development in Highland Park in the mid term. This proximity is an economic opportunity.

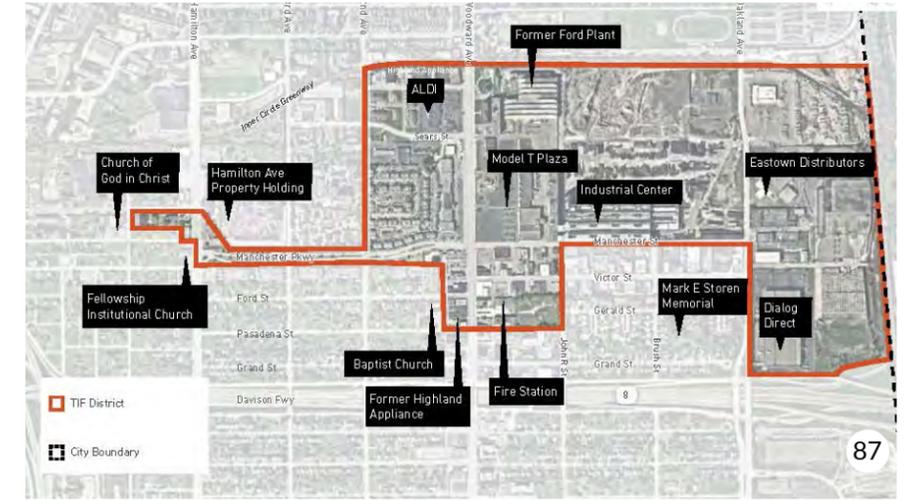
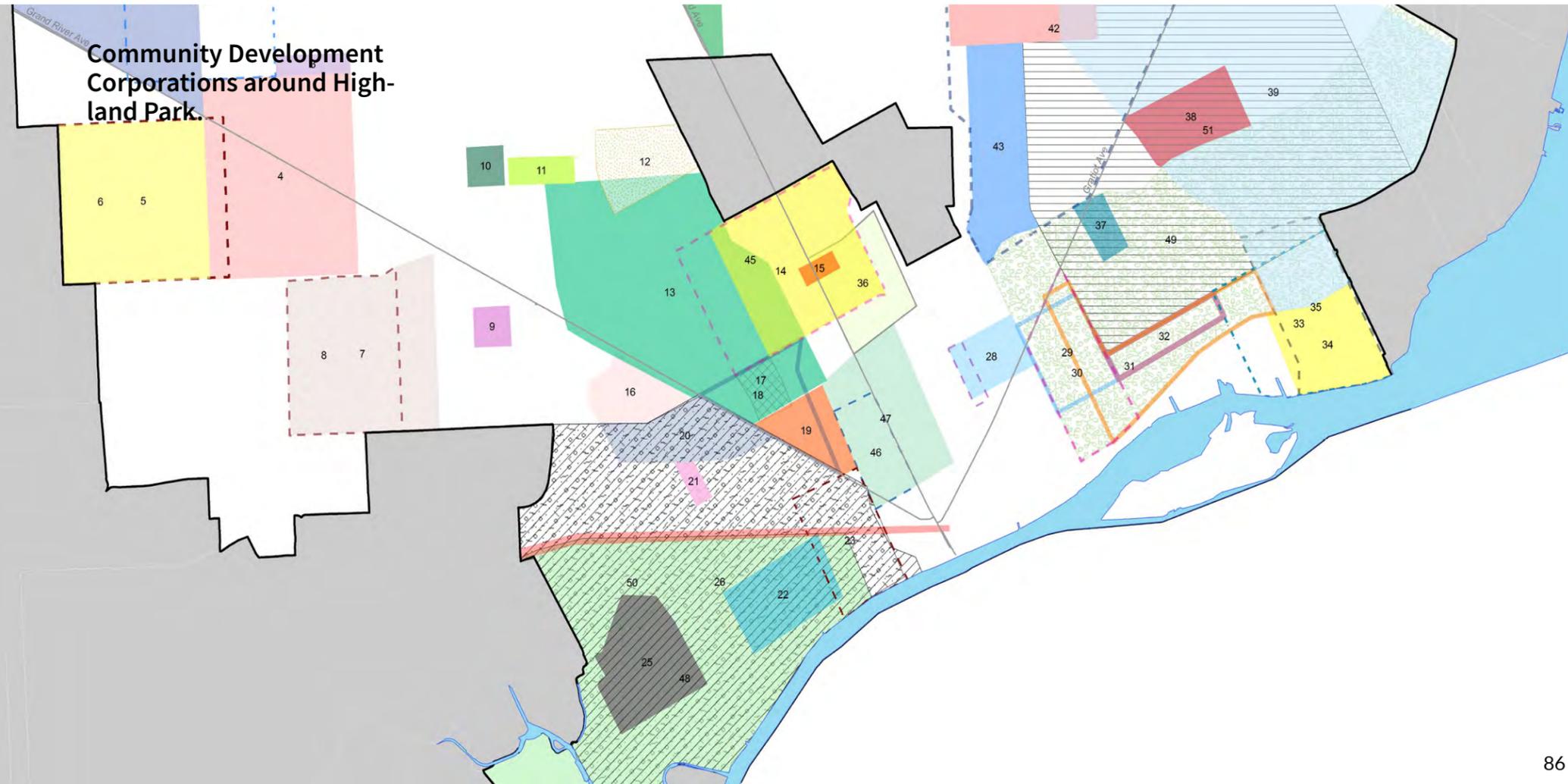
TIFA properties include:

- 13839-13931 Woodward Avenue
- 224 Gerald Street
- 30 Gerald Street
- 24 Victor Street
- Ford Admin. Building (part)

More collaboration with land-owners may help align policies with properties, and facilitators such as the Highland Park Block Clubs may help. Ensure the TIFA Board has the required seven members, since this number has dipped below seven in the recent past. New board members must be appointed and approved by Council. Support from [Michigan Main Street \(MMS\)](#) grants may enable projects such as the redevelopment of the Ford Administration

Building on Woodward Avenue and other Opportunity Sites as shown on pages [40 - 44](#).

Capturing economic opportunity can be further supported by the establishment of a local Community Development Corporation (CDC), a not-for-profit organization incorporated to access funding from Detroit Local Initiatives Support Corporation (LISC) and foundations, provide programs, offer services



and engage in other activities that promote and support community development. This may include returning vacant land to productive use, community organizing, workforce development, commercial revitalization, and youth programming. Many Community Development Corporations within the Detroit region are credited with significant reinvigoration of the local economy, with their geographic boundaries on all sides of Highland Park, per [86](#) [Community Development](#)

[Corporation Boundaries](#), credit: [CDAD](#).

Areas with high poverty have less Community Development Corporation coverage in the region than areas with lower poverty, however an additional level of resilience may be supported by establishing the Highland Park Community Development Corporation, although further study is required.



ECONOMIC ACTIONS

PROJECTS AND PROGRAMS

ECONOMY.1

Develop reuse strategies for industrial spaces. Nurture interests in solar panel assembly; recycling; composting or anaerobic digestion; solar farms; utility scale battery banks. Consider [Russell Industrial Center](#), Detroit's Art and Business Hub, as a model for adaptive reuse of historic industrial assets, combining artists, small businesses and makerspace.

ECONOMY.2

Utilize the TIFA district by pursuing grants to support the Model T administrative building on Woodward Avenue. Identify "white box properties" for the TIFA district. White box construction includes an unfinished interior outside of code-required facilities.

PERMITTING AND CODES

ECONOMY.3

Legalize ancillary dwelling units to generate extra rental income for homeowners and affordable housing for renters. Allow single family homes to lease part of their home.

ECONOMY.4

Enable ancillary commercial units to expand live-work opportunities, allowing homeowners to access additional income and allows renters to access affordable commercial space within neighborhoods.

ECONOMY.5

Expand outdoor dining and retail sales until COVID-19 is over, either by Code amendment & application and/or council action.

ECONOMY.6

Allocate makerspaces to appropriate zoning districts.

PARTNERSHIPS

ECONOMY.7

Coordinate with Wayne State University, U. of Michigan, [MI Dept of Ed](#), and [Lakeshore Global](#), to support explore the possibility of a charter or magnet school for technical education. The Lakeshore Global property, near Ives Field, is possibly a site for a trade-oriented charter high school.

ECONOMY.8

Pursue the Brownfield Program with the Michigan Economic Development Corporation (MEDC) for initial evaluation of qualifying projects to [secure financing to reimburse brownfield related costs](#) incurred while redeveloping contaminated, functionally obsolete, blighted or historic properties. Survey existing brownfields, develop a strategy to clean up brownfields, and apply for [EPA Brownfield Grants](#). Showcase properties with Art in the Park concerts and cultural events as temporary uses, taking inspiration from [BravoBRAVO!](#) at the Detroit Opera House, utilizing outdoor stages.

ECONOMY.9

Pursue [MI Business Development Program](#) for [performance-based grants](#), similar to recent \$2 million MEDC grant to auto parts maker, Faurecia.

ECONOMY.10

Study the possibility of establishing a Community Development Corporation (CDC) to allow access to philanthropic foundations and other funding sources to support the local economy, such as [Detroit Local Initiatives Support Corporation](#) (LISC).

IMPLEMENTATION

WHO IS RESPONSIBLE FOR WHAT BY WHEN

The following implementation matrix summarizes the actions required to realize the goals of the Highland Park master plan, along with the responsible parties and potential funding sources. The priority **TERM** is defined as:

- Short term: target completion within two years of master plan adoption
- Mid term: target completion within five years of master plan adoption
- Long term: target completion within ten years of master plan adoption

When the funding is listed as General fund, this action is something that should be able to happen as a general matter of city business, over time. When other supporting funding sources are clear, they are listed but by no means should this be considered a limiting list, as additional sources come available or apparent over the life of this plan.

Taken as a whole, this implementation plan may seem extensive. However, it totals 58 actions over ten years. 34 of these actions have a target completion date of 2022; 11 by 2025; and 13 by 2030. This includes actions across the topics of community, housing, transportation, infrastructure, parks, health and safety, and economy.

All of the actions in the implementation matrix are summaries, with more fulsome information within each topic section. This matrix is a scorecard rather than a complete set of directions.



IMPLEMENTATION PLAN

TOPIC	ACTION	RESPONSIBLE	FUNDING	TERM
SHORT TERM				
Community.1	Adopt changes in Future Land Use Character Map.	Planning Commission	General fund	By 2022
Community.2	Update the Future Land Use Character Map on a regular basis.	Planning Commission	General fund	By 2022
Community.3	Update the zoning code to reflect the character areas in Future Land Use Character Map	Planning Commission	General fund	By 2022
Community.4	Simplify the zoning code to reflect best practices in administration and application	Planning Commission	General fund	By 2022
Community.5	Expand by-right uses in the zoning code to expedite adaptive reuse projects	Planning Commission	General fund	By 2022
Community.6	Update the zoning code to permit gentle densification in all neighborhood districts	Planning Commission	General fund	By 2022
Community.7	Partner with MEDC's Michigan Main Street for Downtown revitalization.	Community and Economic Development Department; Planning Commission	General fund	By 2022
Housing.1	Map Highland Park properly for Qualifying Census Tracts for CRAs.	Planning Commission; US Congress person; Mayor's office	General fund	By 2022
Housing.5	Adopt the 2015 Michigan Rehabilitation Code.	Planning Commission; City Council	General fund	By 2022
Housing.6	Update the zoning code to allow for a variety of housing types.	Planning Commission; City Council	General fund	By 2022
Housing.7	Partner with MSHDA for grants for weatherization & sustainable home upgrades.	Community and Economic Development Department	Property Improvement Program Loans	By 2022
Housing.8	Provide partnership resources to renters.	Community and Economic Development Department	General fund	By 2022
Housing.9	Leverage existing financial partnerships for developers.	Community and Economic Development Department	General fund	By 2022
Transportation.5	Implement Downtown Strategic Plan's Open Street policy along Manchester Parkway.	Traffic Commission	General Fund	By 2022
Transportation.6	Add temporary bike lanes along Victor Street.	Traffic Commission	General Fund	By 2022

TOPIC	ACTION	RESPONSIBLE	FUNDING	TERM
Transportation.7	Add temporary bike lanes along Hamilton Avenue.	Traffic Commission	General Fund	By 2022
Transportation.8	Modify zoning code and subdivision regulations to create new multi-modal, context-sensitive street sections.	Traffic Commission; Planning Commission; City Council	General fund	By 2022
Infrastructure.1	Launch a public education campaign to help residents reduce risk of exposure to lead in the drinking water	Community and Economic Development Department	General fund	By 2022
Infrastructure.3	Advocate with regulatory and legislative bodies for access to affordable clean energy and water.	Community and Economic Development Department	General fund	By 2022
Parks.1	Convert empty parcels into additional community space.	Recreation Commission	General fund; grants; public private partnerships	By 2022
Parks.4	Develop civic space standards.	Planning Commission; Recreation Commission	General fund	By 2022
Parks.5	Empower residents as Rogue Public Servants.	Recreation Commission	General fund	By 2022
Parks.6	Have Block Groups work with Community Development Advocates of Detroit (CDAD) to access parks funding sources.	Community and Economic Development Department; Block Groups; Recreation Commission	Community Development Advocates of Detroit (CDAD)	By 2022
Health and Safety.1	Provide additional fire and hazmat training.	Police and Fire Commission	General fund	By 2022
Health and Safety.2	Target select empty lots to remove trash, plant new grass and trees, and perform regular monthly maintenance.	Recreation Commission; Block Groups	General fund; grants; public private partnerships	By 2022
Health and Safety.3	Provide resources needed to clear streets during and after winter storms.	Traffic Commission	General fund	By 2022
Health and Safety.4	Review the Wayne County Hazard Mitigation Plan for adoption.	Police and Fire Commission; Traffic Commission; City Council	General fund	By 2022
Health and Safety.5	Enable citizen clean-up crews.	Recreation Commission; City Council	Multiple grant sources; public private partnerships	By 2022

TOPIC	ACTION	RESPONSIBLE	FUNDING	TERM
Economy.1	Develop sustainable reuse strategies for industrial spaces.	Community and Economic Development Department; Planning Commission	Michigan Economic Development Corporation Brownfield Program	By 2022
Economy.2	Utilize the TIFA district.	Community and Economic Development Department; Planning Commission	Michigan Economic Development Corporation Michigan Main Street Grant	By 2022
Economy.3	Legalize ancillary dwelling units.	Planning Commission; City Council	General fund	By 2022
Economy.4	Enable ancillary commercial units to expand live-work.	Planning Commission; City Council	General fund	By 2022
Economy.5	Expand allowable outdoor dining and retail sales.	Planning Commission; City Council	General fund	By 2022
Economy.6	Allocate makerspaces in zoning districts.	Planning Commission; City Council	General fund	By 2022
MEDIUM TERM				
Community.8	Partner with MEDC's and MML's Public Spaces Community Places for public space funding.	Community and Economic Development Department; Planning Commission	MEDC's and MML's Public Spaces Community Places	By 2025
Housing.2	Develop resident resource hub for support services.	Community and Economic Development Department	General fund	By 2025
Housing.3	Simplify transfer of land bank real estate to residents.	Housing Commission	General fund	By 2025
Transportation.2	Adopt Woodward Avenue Action Association Complete Streets Plan.	Planning Commission	General fund	By 2025
Transportation.9	Apply for grant to undertake a Woodward Avenue Bicycling and Walking Safety Audit.	Community and Economic Development Department	Ferndale Audit	By 2025
Transportation.10	Identify funding opportunities to maintain and improve the City's existing network of streets and sidewalks.	Community and Economic Development Department	Fixing Michigan Roads Fund ; Major Street and Local Street Funds	By 2025
Infrastructure.4	Develop a sustainable water infrastructure plan.	Community and Economic Development Department	General fund	By 2025
Parks.2	Encourage park safety with adequate lighting.	Recreation Commission	General fund; grants	By 2025
Health and Safety.6	Contract with community based organizations to provide early warnings of health threatening activities.	Police and Fire Commission	New Era of Public Safety	By 2025

TOPIC	ACTION	RESPONSIBLE	FUNDING	TERM
Economy.7	Support local magnet schools for technical education.	Planning Commission; TIFA Board; Wayne State	TIF; Wayne State University; University of Michigan, MI Dept of Ed ; Lakeshore Global	By 2025
Economy.8	Evaluate qualifying brownfields to secure tax increment financing.	Community and Economic Development Department; TIFA Board; Planning Commission	MEDC Brownfield Program	By 2025
LONG TERM				
Housing.4	Demolish dangerous city-owned housing that cannot be restored.	Housing Commission	MSHDA Blight Elimination Program ; MI Land Bank Blight Elimination SEMCOG Transportation Alternatives ; Michigan Natural Resources Trust Fund ; Recreation Passport Grants ; Ralph C. Wilson, Jr. Legacy Funds	By 2030
Transportation.1	Construct planned infrastructure on Regional Bicycle and Pedestrian Mobility Network.	Traffic Commission	SEMCOG Transportation Alternatives ; Michigan Natural Resources Trust Fund ; Recreation Passport Grants ; Ralph C. Wilson, Jr. Legacy Funds	By 2030
Transportation.3	Continue the complete streets interventions envisioned in the Woodward Avenue Non Motorized Plan.	Traffic Commission	SEMCOG Transportation Alternatives ; Michigan Natural Resources Trust Fund ; Recreation Passport Grants ; Ralph C. Wilson, Jr. Legacy Funds	By 2030
Transportation.4	Work to improve pedestrian safety along Woodward Avenue, particularly between the Davison Freeway and McNichols.	Traffic Commission	SEMCOG Transportation Alternatives ; Michigan Natural Resources Trust Fund ; Recreation Passport Grants ; Ralph C. Wilson, Jr. Legacy Funds	By 2030
Transportation.11	Collaborate with transit agencies and neighboring cities to optimize existing transit connections.	Community and Economic Development Department; SMART bus; and DDOT	General fund	By 2030
Infrastructure.2	Develop sustainable energy sources.	City Council	Multiple grant funding sources	By 2030
Infrastructure.5	Work with the Great Lakes Water Authority to ensure water rates are fair and equitable	Community and Economic Development Department	General fund	By 2030
Parks.3	Provide structured play areas.	Recreation Commission	General fund; grants; public private partnerships	By 2030

TOPIC	ACTION	RESPONSIBLE	FUNDING	TERM
Parks.7	Create a City nursery for street trees and landscape materials.	Michigan State University Extension; Recreation Commission; TIFA Board	Multiple grant sources; TIF	By 2030
Parks.8	Continue regional collaboration to enable regional greenways.	Recreation Commission; Detroit Greenways Coalition Network Vision	Multiple grant sources; public private partnerships	By 2030
Parks.9	Assemble vacant, blighted and abandoned properties for use as recreational, agricultural or green space within the community.	Wayne County Land Bank; State of Michigan Fast Track Land Bank Authority; Recreation Commission; TIFA Board	Multiple grant sources; TIF	By 2030
Economy.9	Pursue Michigan Business Development Program performance-based grants.	Community and Economic Development Department; TIFA Board; Planning Commission	Michigan Economic Development Corp. (MEDC) Michigan Business Development Program	By 2030
Economy.10	Study the possibility of establishing a Highland Park Community Development Corporation (CDC)	Community and Economic Development Department; Planning Commission; City Council	Multiple sources facilitated by Detroit Local Initiatives Support Corporation (LISC)	By 2030

MONITORING

Measure progress, celebrate incremental success, and build capacity

In addition to the performance measures addressed in [Measurements on page 20](#), monitoring the progress toward completion of each of the actions of this master plan is essential. Celebrating incremental success builds both trust in the planning process and leadership as well as pivotal partnerships that can facilitate a return to excellence. An annual review of the Implementation Plan should be undertaken to determine progress toward the completion of these actions, with the celebration of incremental milestones.

Capacity building is an important byproduct of the process envisioned in this plan. Significant social capital will be raised by the collaboration that will be required to realize this collective local vision. Over time, fiscal capacity generated by a stabilizing tax base will help to augment near-term grant and sweat equity funding sources with general fund growth. Ongoing thought should be given to the allocation of this new capacity, to ensure a return on investment on items prioritized by the collective local vision articulated in this plan.

Michigan state statute requires that the City assess this master plan every five years to decide if it needs to be updated. This should be done to determine if the master plan can still fulfill its purpose to guide development that:

- Is coordinated, adjusted, harmonious, efficient, and economical.
- Considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of current trends in land and population development.
- Promotes public health, safety, morals, order, convenience, prosperity, and general welfare.
- Promotes one or more of the following: A system of transportation to lessen congestion on streets and provide for safe and efficient movement of people and goods by motor vehicles, bicycles, pedestrians, and other legal users; Safety from fire and other dangers; Light and air; Healthful and convenient distribution of population; Good civic design and arrangement and wise and efficient expenditure of public funds; Public utilities such as sewage disposal and water supply and other public improvements; Recreation; The use of resources in accordance with their character and adaptability.



D A T A

All of the policies and actions of this plan are data driven. This includes local, regional, state and federal data sources along with Geographic Information System (GIS) data layers. While much of this sort of underlying information is not reproduced in this plan, it is referenced throughout and is the underpinnings of the analysis. This section contains an overview of data that is freely available, including information on population,

household economy, education, public health and safety, and jobs. Additionally, details and direction on census mapping is in this resources section. Finally, the references throughout the plan are included in the final section, as the bibliography.

Population



-76% OVER 69 YEARS

Highland Park's population trend is down, as are the City of Hamtramck and Wayne County, per [92 Population Rate of Change per Decade](#) (Munetrix; SEMCOG). This significant decrease was caused in large part by a loss of auto industry employers. In 1930, Highland Park experienced its peak population, with 52,959 residents. Between 1950 and 2019, the City's population declined by more than 35,000 residents, or 76 percent. Wayne County as a whole has been decreasing in population since 1970 and the City of Detroit has been decreasing in population since 1950. The Southeast Michigan Council of Governments (SEMCOG) forecasts a population of 10,670 for

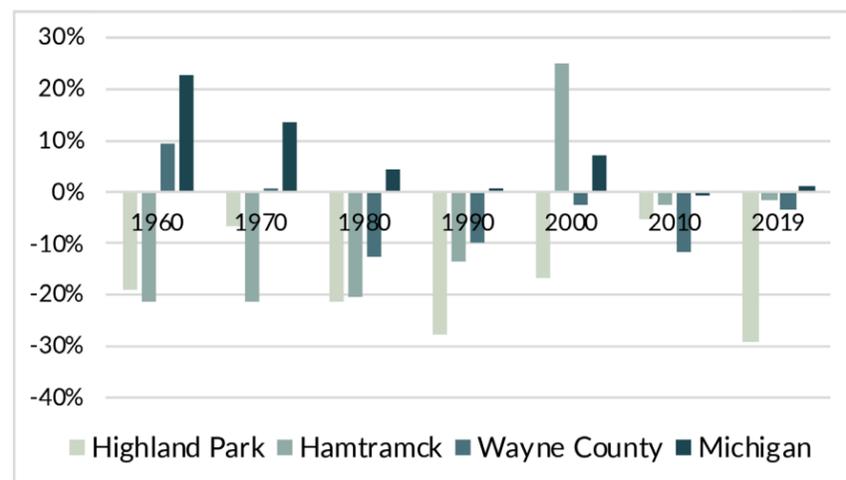
Highland Park by 2030, holding steady at that number through 2045. The City population now stands at 11,201 residents. This represents a population decline of 32 percent from 2010. SEMCOG estimates a slight population growth in aggregate for the seven-county region of Southeast Michigan that includes Highland Park. [93 Total Population Change 2015-2045](#) (SEMCOG) shows population growth pressure from the south of Highland Park, in the North End, Midtown, and Downtown Detroit. The historic black culture of Highland Park is evident today, with 89% of the community being black, down from 93% in 2010. Minority races here include White, Multi-Racial, Hispanic, and Asian.



10,670 PEOPLE

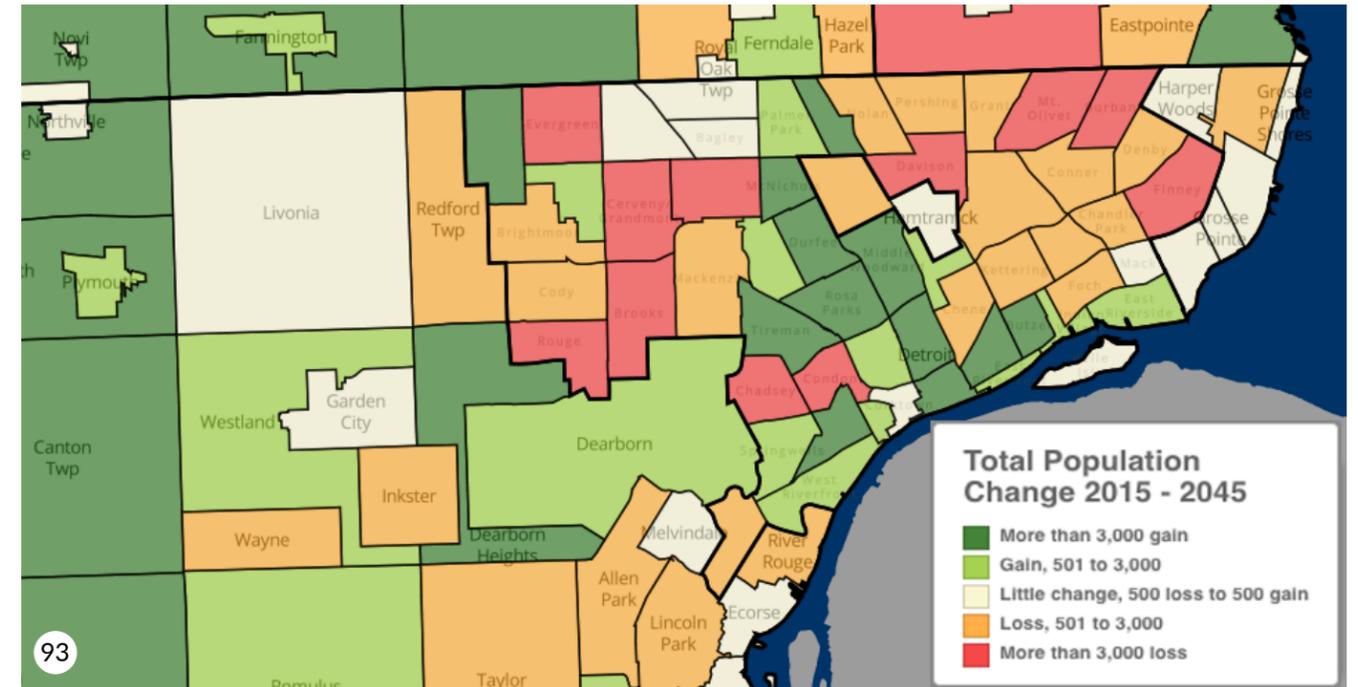
Population Rate of Change per Decade

92



POPULATION	1950	1960	1970	1980	1990	2000	2010	2019
Highland Park	46,939	38,063	35,444	27,909	20,121	16,746	15,847	11,201
Hamtramck	43,355	34,137	26,783	21,300	18,372	22,976	22,392	22,002
Wayne County	2,435,235	2,666,297	2,670,368	2,337,843	2,111,687	2,061,162	1,815,155	1,749,343
Michigan	6,371,766	7,823,194	8,875,083	9,262,078	9,295,297	9,938,444	9,883,640	9,986,857

Sources: U.S. Census Bureau; SEMCOG Historical Population Report; SEMCOG Population and Household Estimates; and SEMCOG 2045 Regional Development Forecast



RACE AND HISPANIC ORIGIN	2010	2010	2018	2018	2010-2018
Non-Hispanic	11,620	98.7%	10,794	98.9%	0.2%
White	347	2.9%	633	5.8%	2.9%
Black	10,955	93.0%	9,750	89.3%	-3.7%
Asian	46	0.4%	14	0.1%	-0.3%
Multi-Racial	229	1.9%	388	3.6%	1.6%
Other	43	0.4%	9	0.1%	-0.3%
Hispanic	156	1.3%	121	1.1%	-0.2%
Total	11,776	100.0%	10,915	100.0%	

Source: U.S. Census Bureau, Decennial Census, and 2014-2018 American Community Survey 5-Year Estimates

Household Economy

Household economics looks at the decisions made by individuals living together. Economics theory of the households can help to understand the effects of the public and private sector.

The average Highland Park household size from 2014-2018 is 2.23 persons, [94 Average Household Size](#) (Census, 2018, UrbanFootprint). Of the population over 16 years old, 44.3 percent of all genders and 49.3 percent of women are in the civilian labor force.

Median household income (in 2018 dollars) is \$17,550. 45.9 percent of people were experiencing poverty in 2018, [95 Percent Persons Below Poverty Level](#) (Census, 2019, UrbanFootprint). These poverty levels are partially due to the practice of redlining, which while it was a standard practice from 1934 to 1970, still has significant detrimental impacts today. Homeowners in previously redlined neighborhoods have gained 52 percent less in home equity over the past 40 years than homeowners in previously greenlined areas. (Anderson, Dana; Redfin, 2020) The lack of equity seen in [96 HOLC Redlining Areas](#) (UrbanFootprint) affects today's household economy.



2.2 PEOPLE / HOUSEHOLD



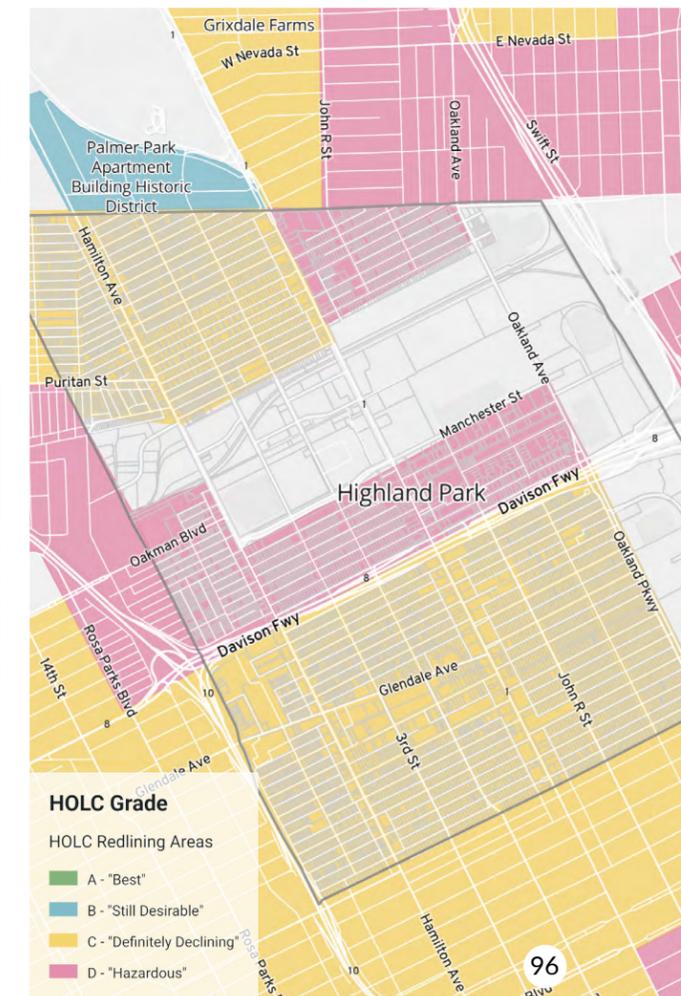
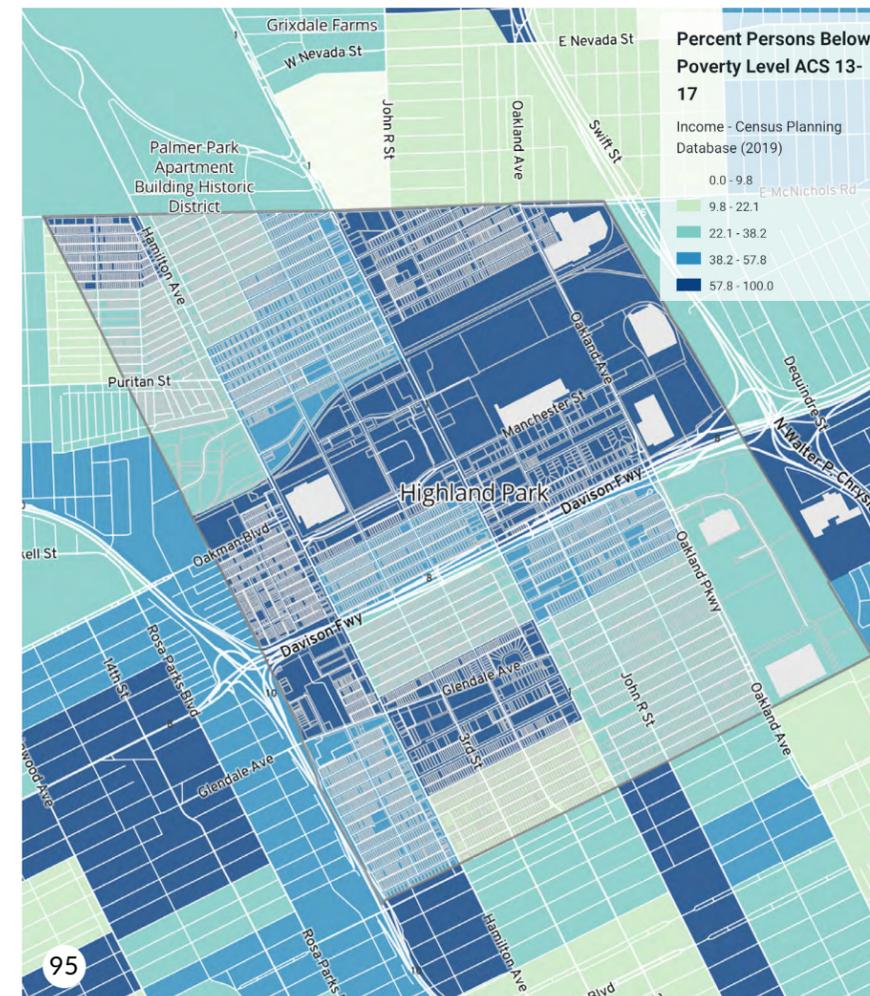
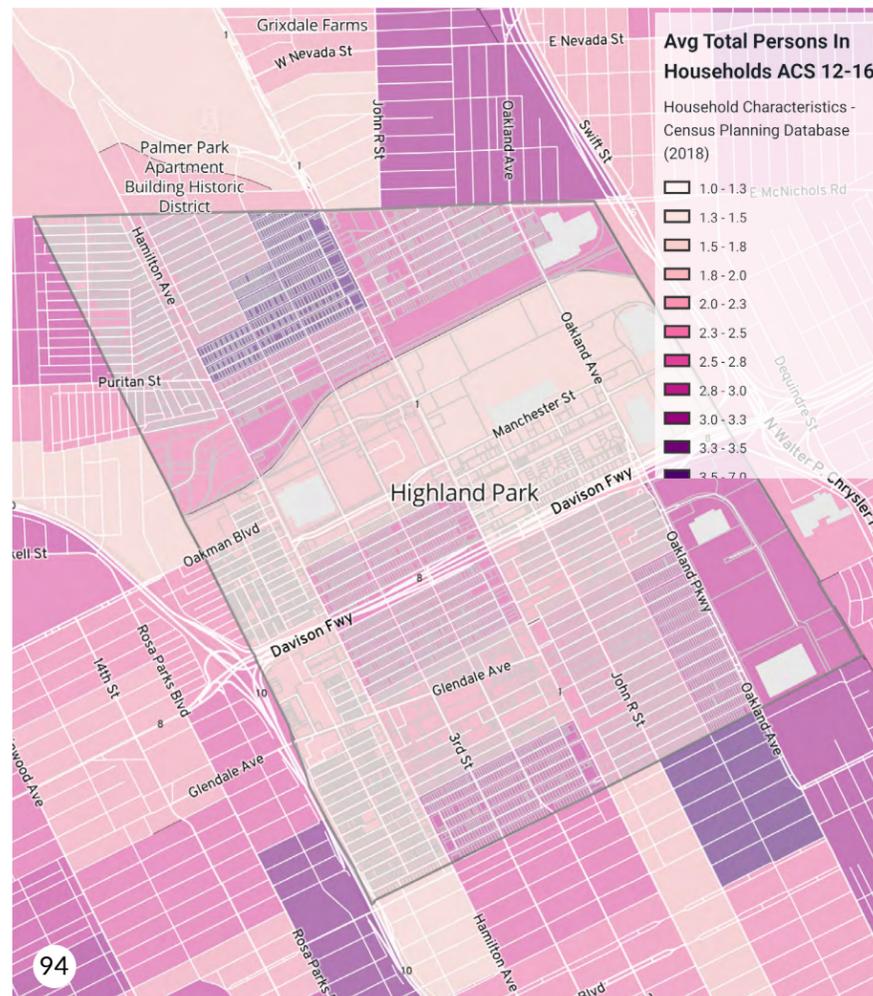
44% HAVE JOBS

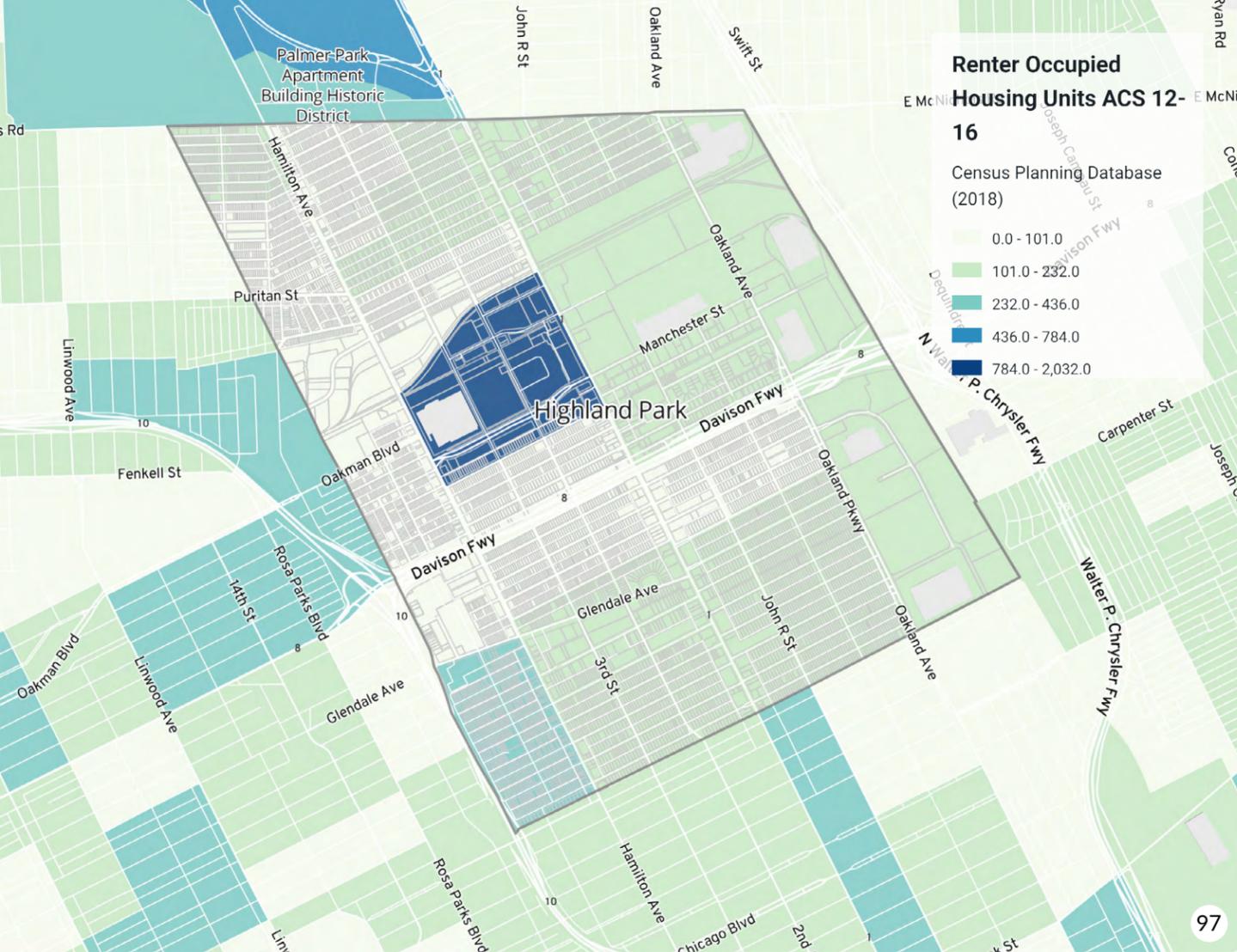


\$17,550 / HOUSEHOLD



45.9% POVERTY





Information on age distribution helps match public services to community characteristics. Younger people tend to require smaller homes, while older community members may need assisted living. Age distribution analysis helps policy makers identify gaps in services along with future needs for housing, education, recreation and medical care. [98 Population over 65](#) (UrbanFootprint, Census, 2019) shows the percentage of the population over age 65.

In 2000, Highland Park's median age stood at 34.5 years. By 2017, this figure had increased to 40.3 years, indicating an aging population higher than the State of Michigan median age of 39.8 years. Households are increasingly likely to have seniors over age 65, who are more frequently living alone. This trend is expected to continue, along with fewer children per household. Between 2015 and 2045, the only age groups expected to increase are those 65 and older.

HOUSEHOLD TYPES	2010	2018	2045
With Seniors 65+	1,428	1,636	1,882
Without Seniors	3,217	2,983	2,726
Live Alone, 65+	749	919	967
Live Alone, <65	1,266	1,256	988
2+ Persons, With children	1,338	1,303	1,152
2+ Persons, Without children	1,292	1,141	1,501
Total Households	4,645	4,619	4,608
Total	11,776	100%	10,915

Source: U.S. Census Bureau, Decennial Census, 2014-2018 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

Dwellings in Highland Park are 38.5 percent owner-occupied, and 61.5 percent are renter-occupied. Median gross rent, 2014-2018, is \$580, see [97 Renter Occupied Housing Units](#) (UrbanFootprint, Census, 2018). Two thirds of households have a computer. 43.5 percent have a broadband Internet subscription.



38% OWN



\$580 MONTHLY



67% AT HOME



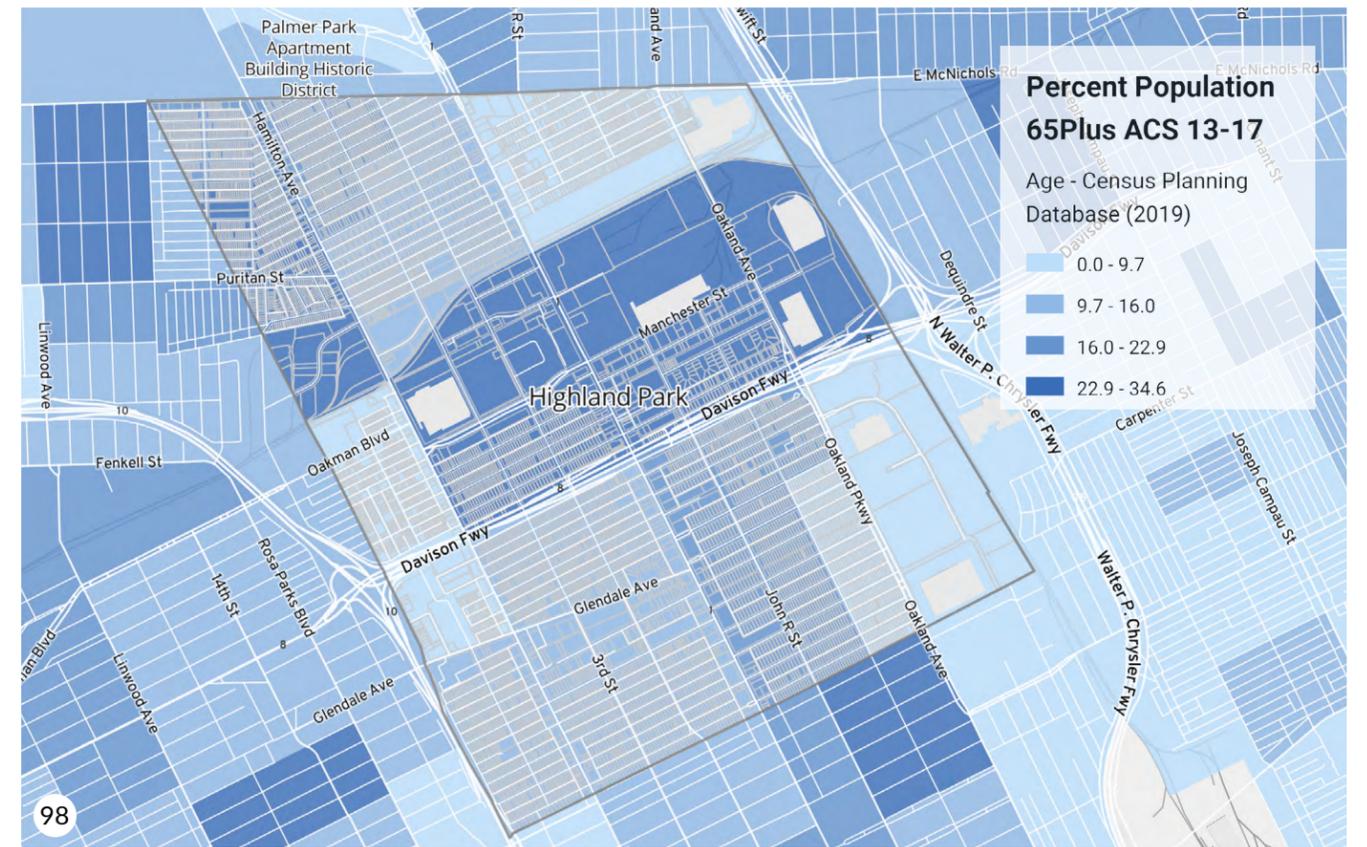
44% AT HOME

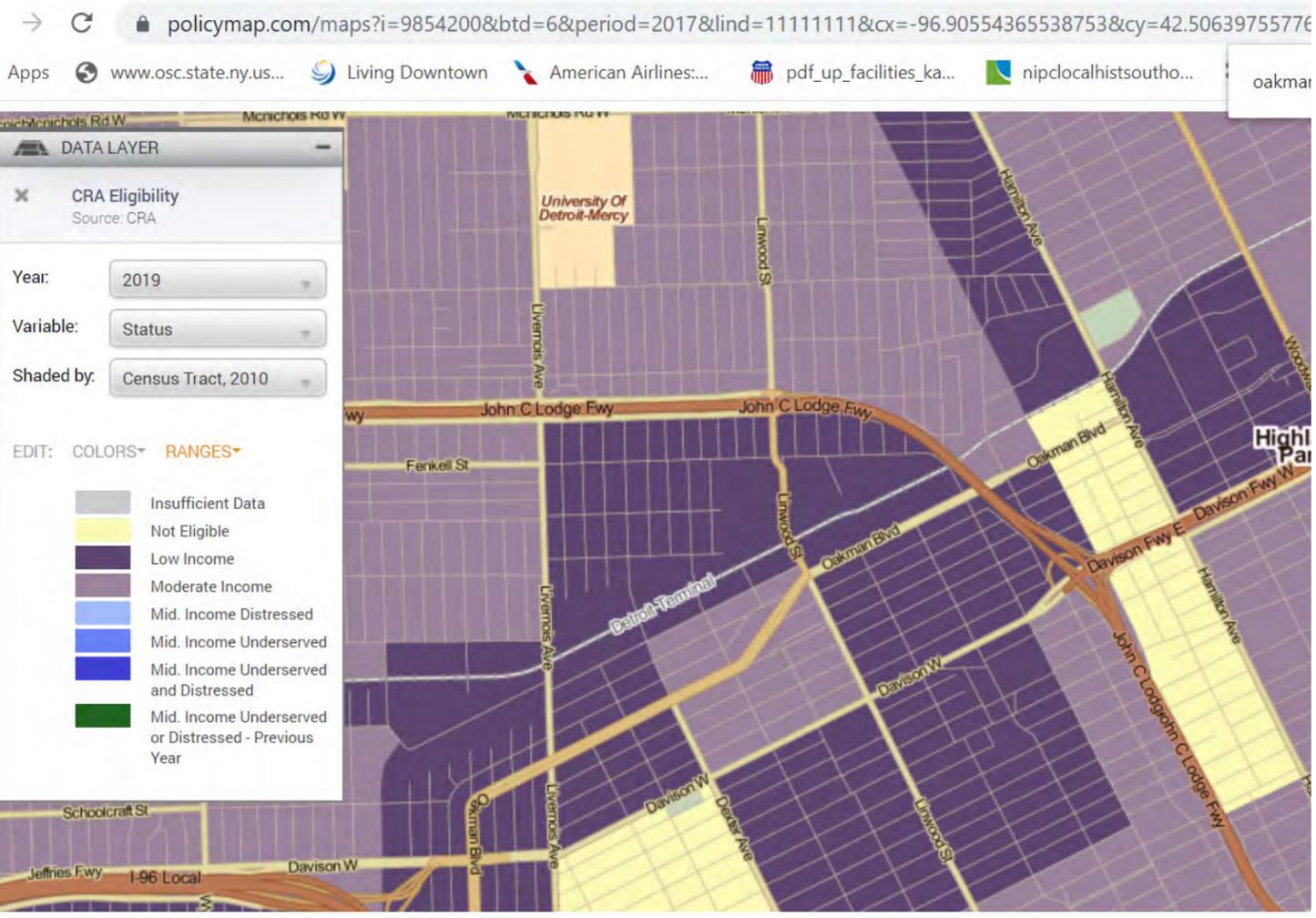


40.3 YEARS



65+ GROWING





PolicyMap.com illustrates the problem where the yellow connotes ineligible places.

Qualifying Census Tracts

A large roadblock to responding to current market pressures is access to capital. Currently several places within Highland Park have incorrect designations as middle tier income areas, instead of lower tier income areas, and therefore are not designated as Qualifying

Census Tracts for deciding qualification for Low Income Housing Tax Credits (LIHTCs). This will keep lenders from being able to access the full range of funds that should be available to support Opportunity Sites with Community Redevelopment Area (CRA) eligibility. The United States Department of Housing and

Urban Development (HUD) is the agency in charge of applying the Qualifying Census Tract indicators for deciding qualification for the LIHTCs.

In order for banks to get credits, as determined by the rules governing the Community Reinvestment Act, a key action of this plan is to reconstruct the logic of the current middle tier income determination that codes a key Highland Park census tract as ineligible, illustrate the bias built into the formula, and request a re-review from the regulators. There are several types of bias in the current determination. One is using a formula based on “families” instead of “households,” while the demographic trends are toward households.

Another bias is more basic: the CRA is intended to show affirmative actions that a regulated lender is taking to meet the credit needs of their service territories, in effect, to show that redlining is being replaced by reinvestment or greenlining. To deny credit for such an action in a targeted area with a significant number of lower-income families, and one that has as many households as families, if not more, is to undercut the purpose of the statute

by denying such investments due to the positive achievement of a modest amount of gentrification (i.e. from slowly rising average incomes) without displacement.

The Mayor’s office and the US Congresswoman for the district may request that HUD re-review the census block groups in Highland Park to ensure they are properly designated as lower tier income areas, based on rules from the Federal Deposit Insurance Corporation. In addition to addressing HUD directly, the City may request a letter ruling from the Federal Financial Institutions Examination Council (FFIEC), a working group of all federal bank regulators, who have agreed to abide by such determinations as a group.

An explanation of the eligibility guidelines is at <https://www.policymap.com/2015/07/mapping-cra-eligibility/> and the indicator is supposed to be tract-level median family income as a percentage of metropolitan level median family income. The formula puts that tract in the range of 80-100 percent. Citywide, household income is \$15,699, and married couple family income

is \$35,694; there were 2211 non-family households earning an average of \$15,699; 1663 non-married family households earning an average of \$23,349; and 694 married family households earning an average of \$35,694. For the “area” (the Detroit-Warren-Dearborn metropolitan area) the non-family household area median income was \$33,508; the non-married family household income was \$72,421 and the married-family household income was \$90,114.

Tracts where this ratio of “median family income” to “area median family income” are greater than 120 percent are not eligible for credit under CRA. Citywide, “family median income” for Highland Park at \$23,349 and “area family median income” at \$72,421, on that basis the “average” tract would have a ratio of 0.322 so it would pass. Site visits show a significant amount of empty lots here, indicating that higher “family” income is unlikely for the lots in question, unless in a section of the tract there are wealthier families moving in and perversely, this formula makes the whole tract ineligible. Although no evidence of this was seen on site visits.

Education

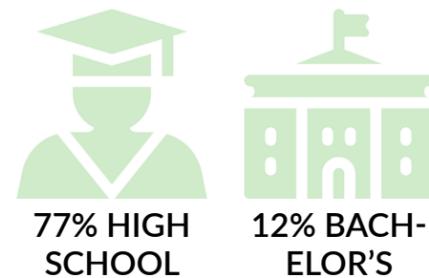
The key to economic growth is talent.

Number of associates, bachelors, and graduate/professional degrees earned is on the rise.

HIGHEST LEVEL OF EDUCATION*	2010	2018	2010-2018
Did Not Graduate High School	25.40%	23.10%	-2.30%
High School Graduate	36.40%	35.40%	-1%
Some College, No Degree	23.20%	22.40%	-0.80%
Associate Degree	6.40%	6.90%	0.50%
Bachelor's Degree	5.40%	7.90%	2.50%
Graduate / Professional Degree	3.20%	4.30%	1.10%

* Population age 25 and over

Source: U.S. Census Bureau, 2006-2010 and 2014-2018 American Community Survey 5-Year Estimates



An estimated 76.9 percent of Highland Park residents over 25 years old hold a high school diploma or equivalent. 12.2 percent of those hold a bachelor's degree or higher. Between 2010 and 2018, residents of Highland Park over 25 years old enjoyed a modest increase in the number of associates, bachelors, and graduate/professional degrees earned.

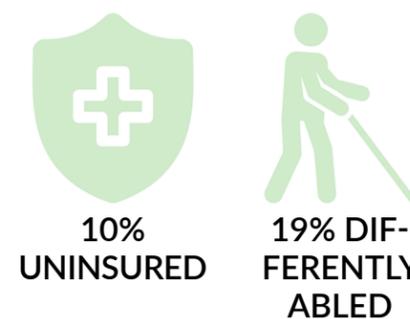
Public Health & Safety

Four additional ambulance air or ground services just outside of Highland Park

One ambulance and fire service combined, on Oakland Parkway within Highland Park

Health insurance has become even more pivotal during the time of pandemics. Ten percent of people do not have health insurance. Almost twenty percent of people under 65 have a disability. Total health care and social assistance receipts was \$52 million in 2012.

99 Emergency Medical Services (UrbanFootprint) include ambulance and fire service combined within and surrounding Highland Park, and standalone ambulance services just outside Highland Park.

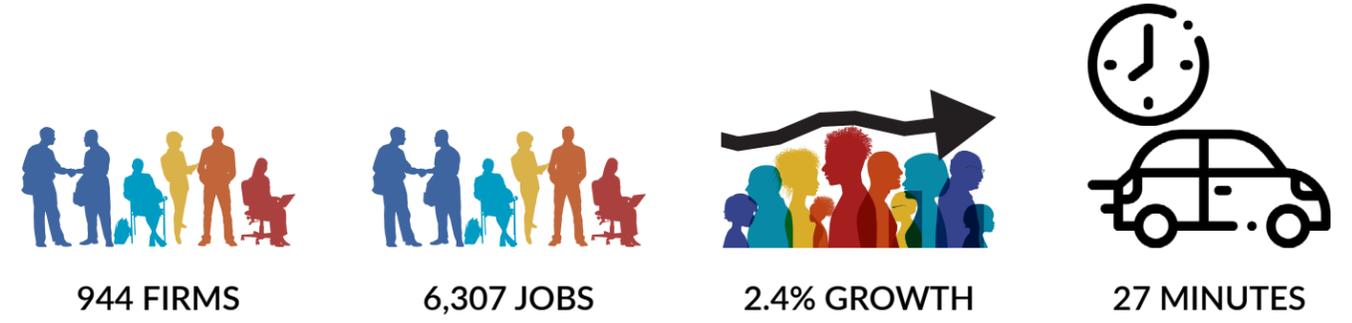


Jobs

Jobs are expected to grow modestly.

Highland Park is home to 6,307 jobs, predicted to grow at 2.4%.

Per U.S. Census Bureau 2012, 944 firms are located in Highland Park, providing 6,307 jobs in 2020, per SEMCOG 2045 Regional Development Forecast. SEMCOG predicts the number of jobs will grow by 2.4% between 2015 and 2045.



Mean travel time to work is 27.5 minutes, with the majority of dwellings being able to walk to some form of employment within fifteen minutes, [103 Walk Access to Employment](#) (UrbanFootprint)

Significant employment hotspots are regionally southeast of Highland Park, [102 Employment Hotspots](#) (SEMCOG), and continue to be clustered around Woodward Avenue within Highland Park.

information in this Data section, for Household Economy, Education, Public Health and Safety, and Jobs is reflective of average numbers from 2014 through 2018, sourced from SEMCOG Demographics.

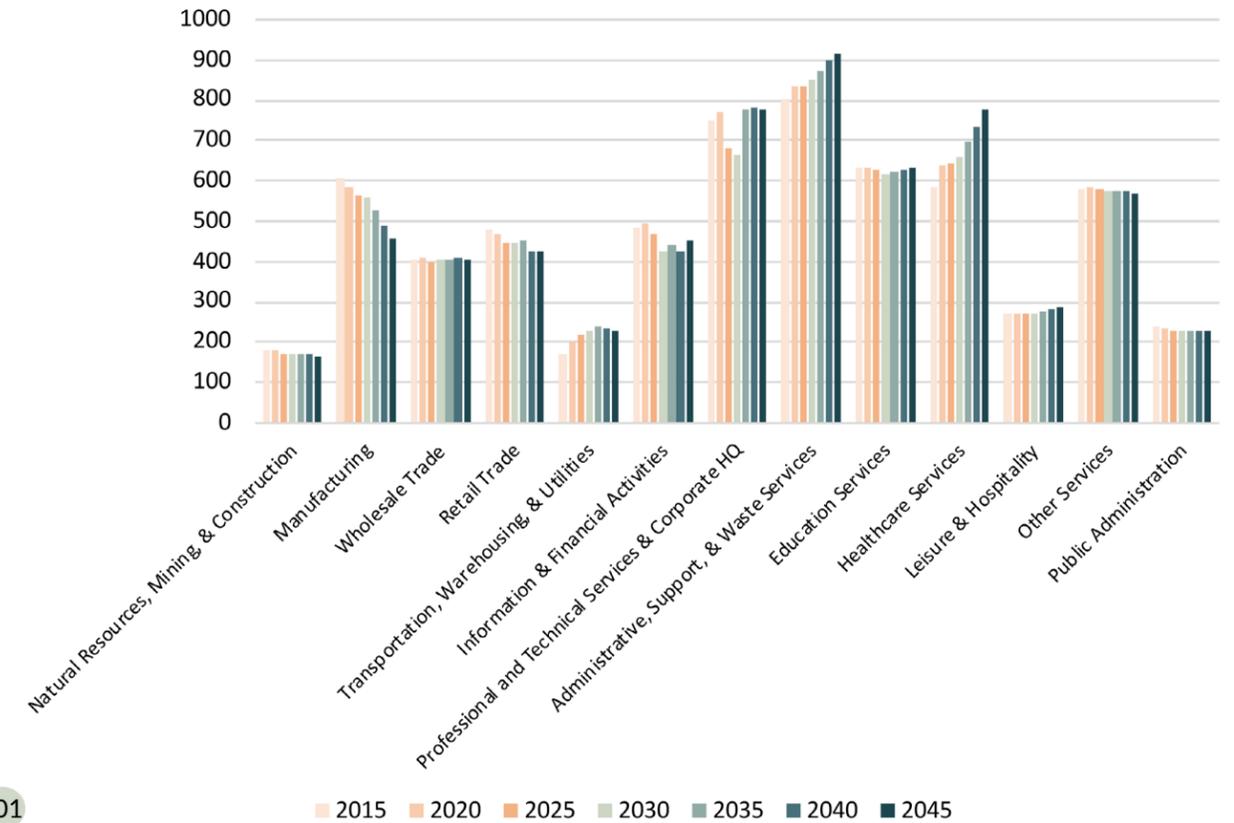
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Number of Employment Establishments

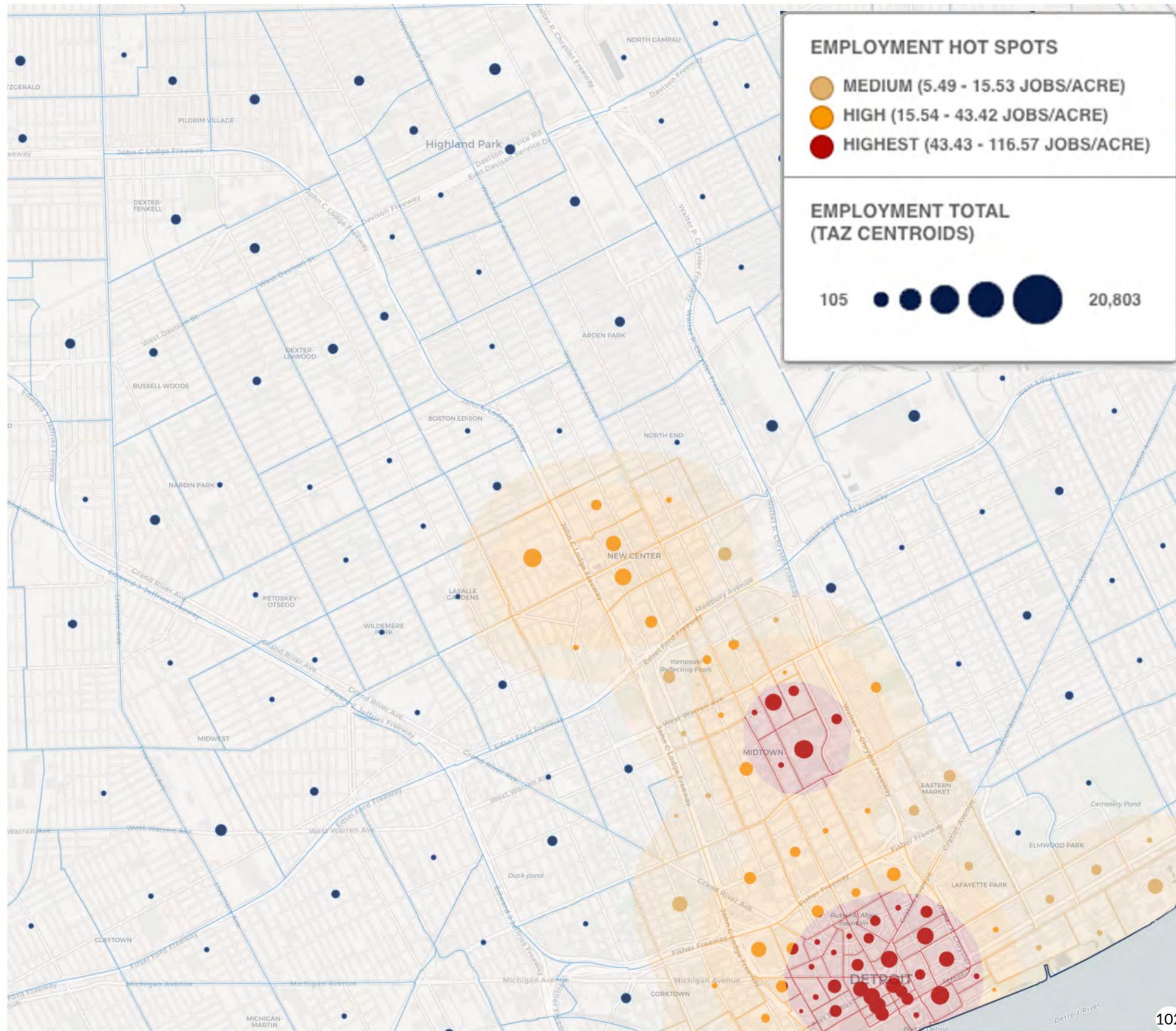


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Jobs by Industry Sector



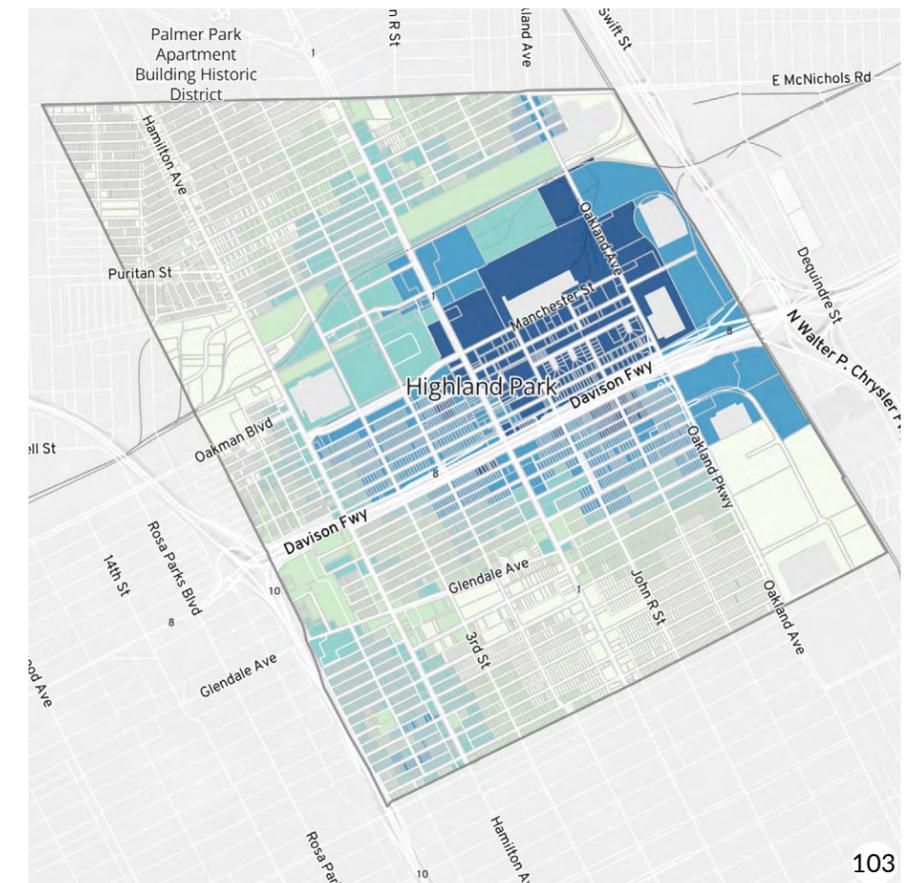
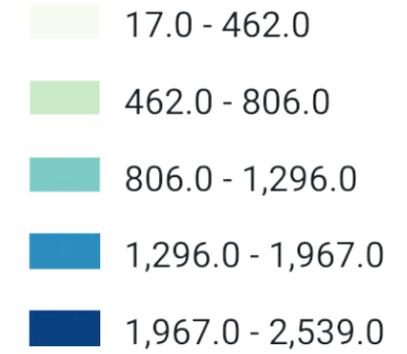
101



Employment within 15 minutes

Walk Access to Employment

Jobs (17 - 2,539)



JOB	2015	2020	2025	2030	2035	2040	2045	2015-2045	2015-2045
BY INDUSTRY SECTOR									
Natural Resources, Mining, & Construction	183	181	171	170	168	168	166	-17	-9.3%
Manufacturing	604	587	566	558	524	488	460	-144	-23.8%
Wholesale Trade	404	407	401	406	406	407	404	0	0%
Retail Trade	481	466	448	447	452	428	428	-53	-11%
Transportation, Warehousing, & Utilities	169	203	216	231	239	232	227	58	34.3%
Information & Financial Activities	484	496	470	426	439	423	452	-32	-6.6%
Professional and Technical Services & Corporate HQ	748	771	683	665	779	782	779	31	4.1%
Administrative, Support, & Waste Services	801	833	836	849	874	898	917	116	14.5%
Education Services	631	634	627	619	623	630	633	2	0.30%
Healthcare Services	587	639	643	658	696	736	777	190	32.4%
Leisure & Hospitality	270	271	272	273	278	283	288	18	6.7%
Other Services	580	585	578	572	575	574	569	-11	-1.9%
Public Administration	239	234	229	229	229	229	229	-10	-4.2%
Total Employment Numbers	6,181	6,307	6,140	6,103	6,282	6,278	6,329	148	2.4%

Source: SEMCOG 2045 Regional Development Forecast



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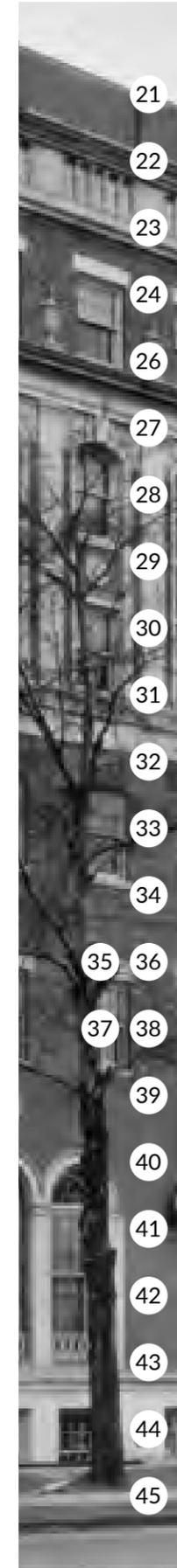
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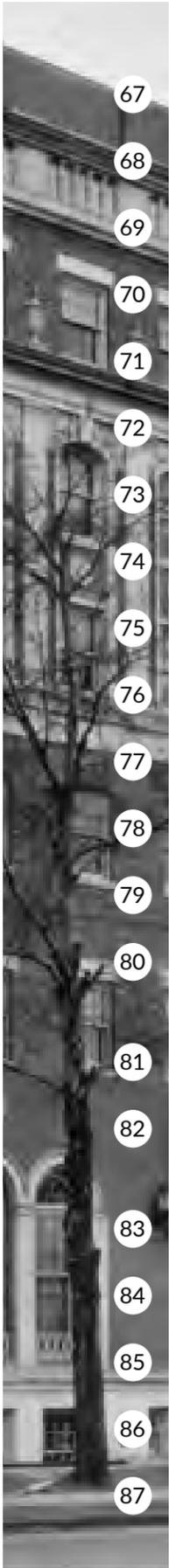


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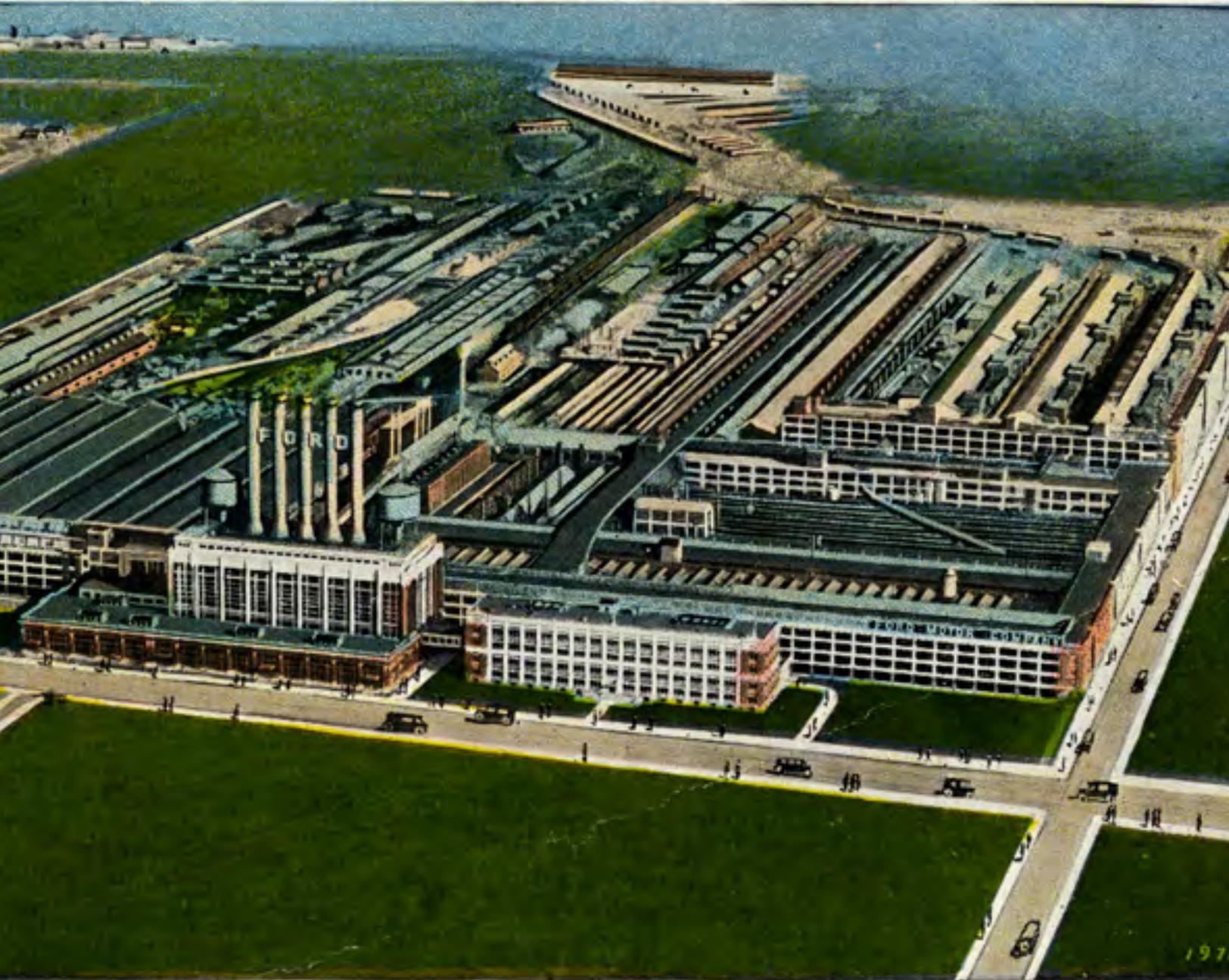
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