



ROCKWOOD MASTER PLAN 2015

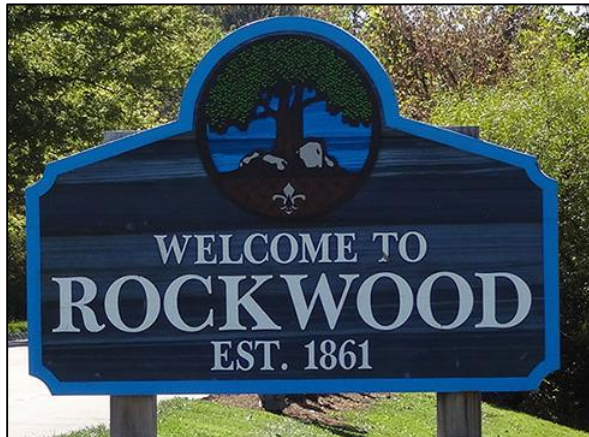
CITY OF ROCKWOOD, MICHIGAN

ADOPTED JUNE 17, 2015

Master Plan

City of Rockwood, Michigan

Adopted June 17, 2015



Prepared by the **Rockwood Planning Commission** with the assistance of:

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1. History of Rockwood

By Patricia Quick, Rockwood Historian

Originally written for the City of Rockwood Master Plan, 2004 Update

Once a part of Brownstown Township, established in 1827, Wayne County's smallest and southernmost city saw its first official deed of land granted in 1796. The early missionaries referred to the homes of the early pioneers along both sides of the Huron River as the Huron Settlement. The first business established was Chamberlain's Mill in 1818. There were scattered farms and a store in this area as early as the 1840s. Some early landowners were Wood, Chapman, Woodruff, Reed, Olmstead, and Swallow. Not until the mid-1850s was there growth in the area. With the coming of the Lake Shore and Michigan Southern Railroad, land speculators and real estate developers created a boom by selling lots along present day Huron River Drive and Church Street. By 1861 the settlement had grown so large a post office named Huron Station was established. The post office served patrons on both sides of the Huron River. The small hamlet boasted two hotels, two general stores, a shoe store, a wagon shop, a hardware store, a blacksmith shop, a railroad station and a courthouse. The name was changed from Huron Station to Rockwood in 1872.

John Strong built a mall and a general store on the south side of the river in 1863. At his request a post office was established in his general store in 1877; the name chosen was South Rockwood.

A thriving basket industry supplied employment to area citizens from 1862 until 1922. Three basket shops and a basket factory sent boxcar loads of baskets to customers all over the United States, Europe, Australia, and New Zealand. Business establishments intermingled with houses, during the early years, extended from present day I-75 to Burton Street, and along Church Street.

Shipping by boat along the Huron River played an important role in the economics of the small town. Merchants sent cordwood, limber, apples, grain and baskets to market on sailboats, scows and steamers via the Detroit River and Lake Erie. Three churches, a school and many homes and businesses were built during the 1880s. The great fire of the 1890's destroyed the entire business block from the railroad to Church Street. All the merchants chose to rebuild their stores on their original site.

The early 1900s saw the D.U.R., the electric line, provide clean, quiet swift transportation to Detroit and Toledo. The Sand Plant (U.S. Silica) and the Breitmeyer Nursery and Landscape Company (Post Gardens) trace their beginnings to this era. Huron River Drive was paved, and the Dixie Highway, the first interstate road to traverse the nation from north to south, came through Rockwood as a paved highway in 1917.

The 1920s brought prohibition, rum running, and bootlegging. The '20s also brought prosperity, a new public school, and a beautiful white, wood bridge that connected Huron River Drive (M-56) to Michigan's newest state park, Dodge Brothers Park #9, in South Rockwood. Fort Street was extended from the north to the Dixie Highway in Rockwood. New streets and many other new homes were built during these prosperous years: Short, Hazel, Mather, York, Elm, Burton, Harding, Washington, Lincoln, Pingree, Truman and Breitmeyer, to name a few. Rockwood was incorporated as a City with the adoption of a charter dated November 10, 1926. George Burton served as the first City President.

1. History of Rockwood

The only bright spots in the 1930s, the days of the Great Depression, were the construction of the first standardized Michigan State Police Post, the opening of St. Mary's School, and the founding of the Rockwood Rotary Club. Additionally, the Rockwood Wastewater Treatment Plant was initially constructed as a WPA project. The 1940s saw Rockwood purchase the State Police Post for use as a municipal building. World War II came to an end and soon there was a housing boom in Rockwood.

The newest streets were Swallow Drive, McKinley and Roosevelt. New business establishments sprang up along Huron River Drive and Fort Street, while new homes were built along almost every street.

Construction began on the Detroit Toledo Expressway (I-75), the Calgon Plant, Down River Casting, a new bank, and Rockwood Park in the 1950s. The City received funding under the Federal Urban Renewal Program to clear dilapidated buildings at the corner of Fort Street and Huron River Drive. The resulting redevelopment is what we now know as the Rockwood Plaza. The City's Housing Commission was also founded at that time, to relocate residents in the Urban Renewal Zone.

The Rockwood Commerce Park was developed in the 1980s, thanks to a donation of land. The City continues to market the remaining empty land in the Commerce Park today.

2. Survey and Analysis

Community Profile

Demographic analysis, or study of the characteristics of the population, is a fundamental element of master planning. Planning for future growth and development requires consideration of “how much” – how many people will need City services, how much housing is affordable, how many new houses will be built, and other vital signs. One must understand these existing conditions and past trends in order to appropriately anticipate and plan for the future needs of the community.

The intent of a demographic analysis is to paint a general picture of the community: the population’s age, gender, family size, marital status, residency, educational status, and similar features. The analysis compares Rockwood to nearby communities, Wayne County, and the State of Michigan as a whole. The two communities used for comparison purposes are South Rockwood and Gibraltar. Differences in demographic characteristics may indicate issues or areas in which land use planning and public policies are warranted; may identify strengths or assets that can be further developed or emphasized; or may identify weaknesses or issues that need to be addressed.

Most of the data presented comes from the US Census. The most recent data comes from the 2012 American Community Survey 5-Year Estimates. The American Community Survey is conducted every year and samples a percentage of the community on topics such as population, economics, housing, etc. The 5-year estimates for a given population are considered a reliable source as they represent 60 months of collected data for all geographic areas. However, in some specific cases, the data may contain inaccuracies due to sampling.

POPULATION

Changes in the number of people residing in a community are an important indicator for community planning. Growing communities have different needs than communities with stable or declining populations. Table 2.1 shows the relative populations of Rockwood and the comparison communities, while Figure 1 compares the population trends.

Table 2.1: Population

Population	Rockwood	South Rockwood	Gibraltar	Wayne County	State of Michigan
2000	3,442	1,284	4,264	2,061,162	9,938,444
2012	3,286	1,830	4,597	1,822,469	9,897,264

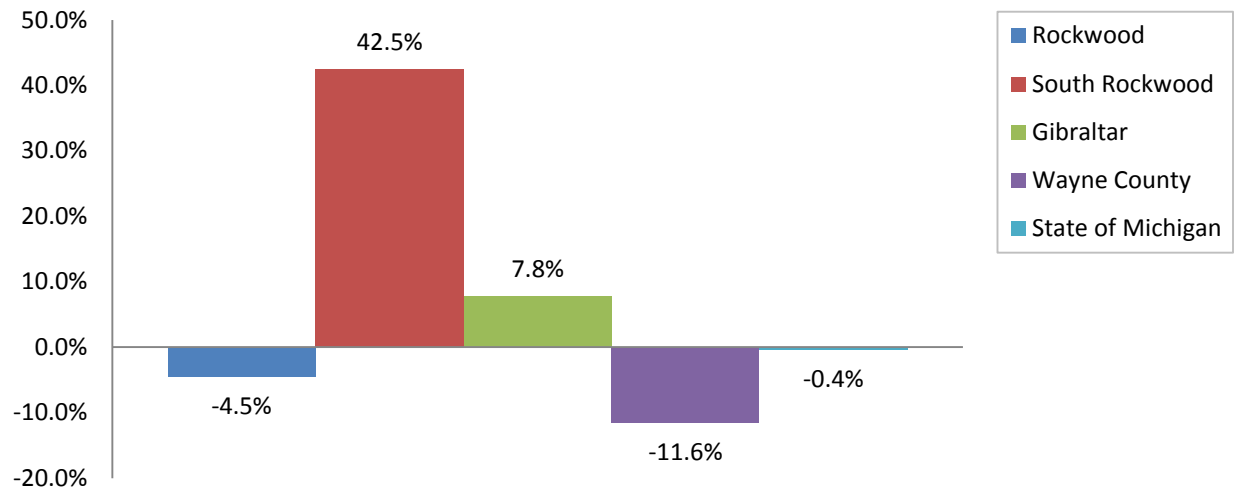
Source: US Census Bureau, 2000 Census and 2012 American Community Survey 5-Year Estimates

Rockwood’s population grew 9.4% from 1970 to 2000. However, during the 2000s, that trend reversed, with the City losing 4.5% of its population. The chart below shows the change in population as compared to the comparison communities. South Rockwood had a high population growth rate due to the construction of a large apartment complex in the Village, so its population is unlikely to continue to grow as fast in coming years, and there is very little projected future growth in South Rockwood that

2. Survey and Analysis

could be attracted across the river to Rockwood. The City of Rockwood has an aging population (see below), which slows population growth and can even cause population decline. However, the City could experience more growth if housing is developed on vacant land.

Figure 1: Population Change 2000-2012

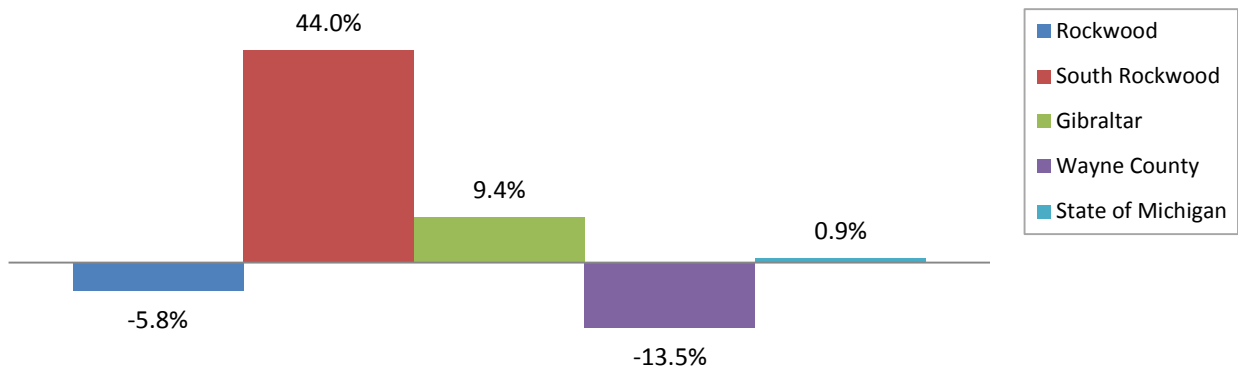


Source: US Census Bureau, 2000 Census and 2012 American Community Survey 5-Year Estimates

HOUSEHOLDS

This section analyzes the composition and characteristics of households in Rockwood. The chart below shows that the number of households in the City has decreased by 5.8 percent (a loss of 76 households). Because the number of households is decreasing faster than the population, that indicates that while some households are moving out of Rockwood, other households are increasing in size (likely through more children being born). The City must take proactive steps to keep families in Rockwood and return growth in both population and households.

Figure 2: Change in Number of Households, 2000-2012



Source: US Census Bureau, 2000 Census and 2012 American Community Survey 5-Year Estimates

Average household size is another indicator of community composition. Larger average household sizes generally mean more children and fewer single-parent families. Nationally, household sizes are shrinking as young singles wait longer to get married and life expectancy increases for the senior population. Table 2.2 compares the change in average household size since 2000 for Rockwood, the comparison communities, the County, and the State.

Rockwood bucked the national trend, seeing its average household size increase. This is a positive indicator – it means more children are being born and more families are choosing to raise their children in Rockwood.

Table 2.2: Average Household Size, 2000-2012

Household Size	Rockwood	South Rockwood	Gibraltar	Wayne County	State of Michigan
2000	2.60	2.85	2.46	2.64	2.56
2012	2.63	2.82	2.43	2.64	2.53

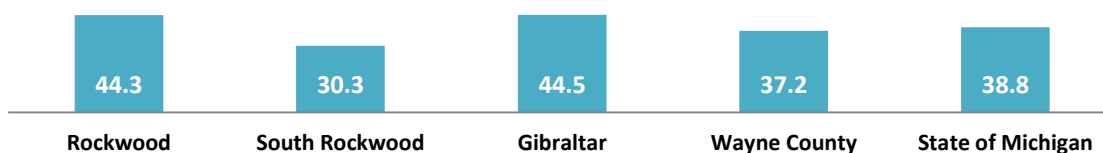
Source: US Census Bureau, 2000 Census and 2012 American Community Survey 5-Year Estimates

AGE

The age of a community's population has very real implications for planning and development, whether it is an increased or decreased need for schools to serve the population under 18, or a need for housing alternatives and services for empty nesters and older residents.

The chart below compares the median ages (the mid-point where half the population is younger and half is older) of Rockwood and the comparison communities. Rockwood has an older population than South Rockwood, and a slightly younger population than Gibraltar. The City's median age increased between 2000 and 2010, but decreased slightly between 2010 and 2012.

Figure 3: Median Age, 2011



Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates

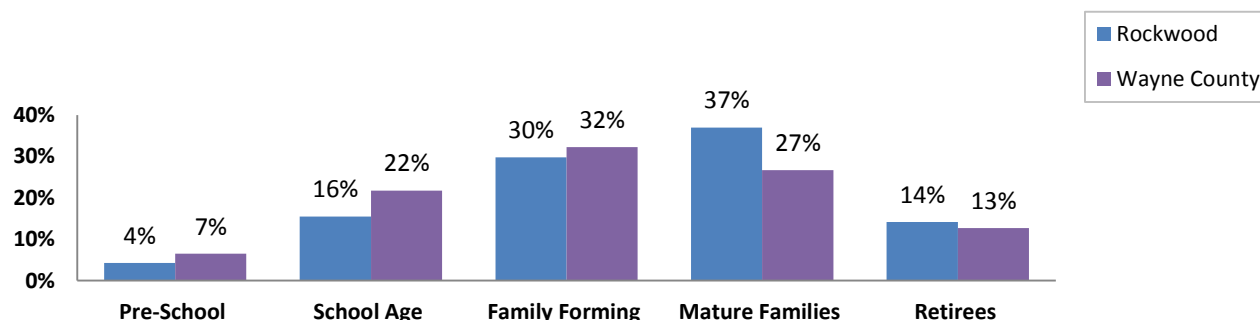
Age structure (analyzing which proportions of a municipality's population are in which stages of life) gives a nuanced view of the makeup of a community. To compare age structure, the population is divided into the following groupings:

- Under 5 (Pre School)
- 5 to 19 (School Aged)
- 20 to 44 (Family Forming)
- 45 to 64 (Mature families)
- Over 65 (Retirement)

2. Survey and Analysis

The chart below compares the age structure of Rockwood with that of Wayne County. Rockwood's population is older than the County at large, with more mature families and retirees. The City's older population means Rockwood should be planning for residents to downsize their housing stock, seek out walkable neighborhoods, and participate in passive recreation, such as walking paths and naturalized waterfront areas. However, with the data suggesting that more children are being born to City residents in recent years (see above), if the City can retain the young families, the population will eventually begin to skew younger again.

Figure 4: Age Structure, 2011



Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates

EDUCATION

This section analyzes the level of educational attainment in Rockwood and the comparison communities for persons age 25 and older. Rockwood is part of the Gibraltar School District.

The City has a higher percentage of high school graduates than the County and the State. The number of individuals attending college is very similar to the comparison communities and to the State of Michigan. However, the number of Bachelor's and advanced degrees lags behind the State average.

Table 2.3: Educational Attainment, 2012

	Rockwood	South Rockwood	Gibraltar	Wayne County	State of Michigan
Less than High School	14.4%	14.0%	9.5%	15.2%	11.6%
High School Graduate	37.8%	39.4%	34.1%	30.0%	31.1%
Attended College	26.4%	22.4%	28.4%	25.1%	23.8%
Associate Degree	9.2%	6.2%	9.5%	7.5%	8.2%
Bachelor's Degree	9.2%	12.1%	12.4%	13.2%	15.6%
Advanced Degree	3.0%	5.9%	6.2%	8.9%	9.7%

Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates

Projections

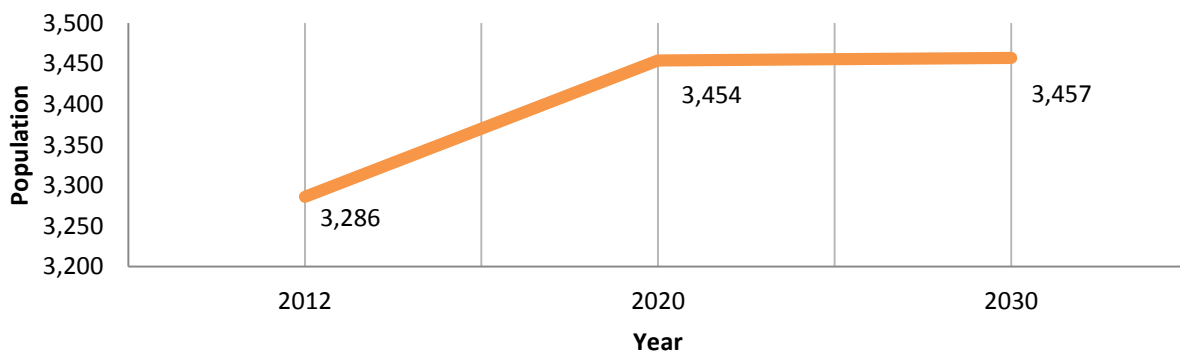
The following projections predict the populations of Rockwood and Wayne County in 2020 and 2030. These projections estimate future needs of the community and services that should be planned particularly in regards to housing, jobs, retail, public services, recreation, and park space in the community over the next 20 years.

Methodology. Projections are based on 2012 US Census American Community Survey population data broken down into ten-year age groups. Each population cohort was moved ten years forward to project to 2020 – for instance 21-30 year olds became 31-40 year olds. Mortalities were factored out using reasonable rates for each age group. Three percent of each group was removed to account for net migration – this assumption does not account for new development that may occur and bring new residents to the community, but it is reasonable considering recent trends and the current economic and housing conditions in the region. To account for specific trends in the City, five percent of 10-19 year olds were removed as they aged into the 20-29 year olds to account for graduates finding jobs in other communities, and five percent of 20-29 year olds were removed as they aged into 30-39 year olds to reflect young families buying homes in other communities. Additionally, five percent of the 10-19 were removed as they aged into the 20-29 year olds in the County. Finally, using the statewide birth rate and the estimated number of females of childbearing age, a new 0-10 age group was calculated. The process was then repeated to obtain the population and age cohorts for 2030.

ROCKWOOD

As shown in Figure 5, Rockwood's population is expected to increase over the next ten years, then level off as the large Baby Boomer generation continues to age. The City should plan for modest growth, to accommodate the slowly growing population, but should also plan for larger numbers of seniors and retirees.

Figure 5: Rockwood Population Projection, 2012-2030

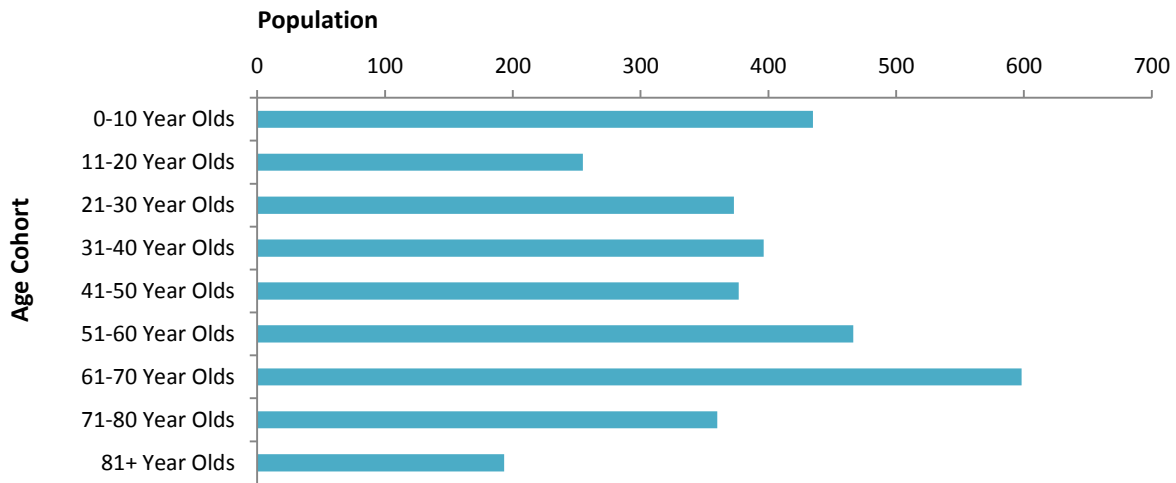


Source: US Census Bureau, McKenna Associates projection

As shown in Figure 6, Rockwood's age distribution projection for 2020 shows a large number of retirees and other older adults. However, it also shows a large number of school-age children. It is important that the City retain and attract young families to replenish the population as the Baby Boomer generation ages.

2. Survey and Analysis

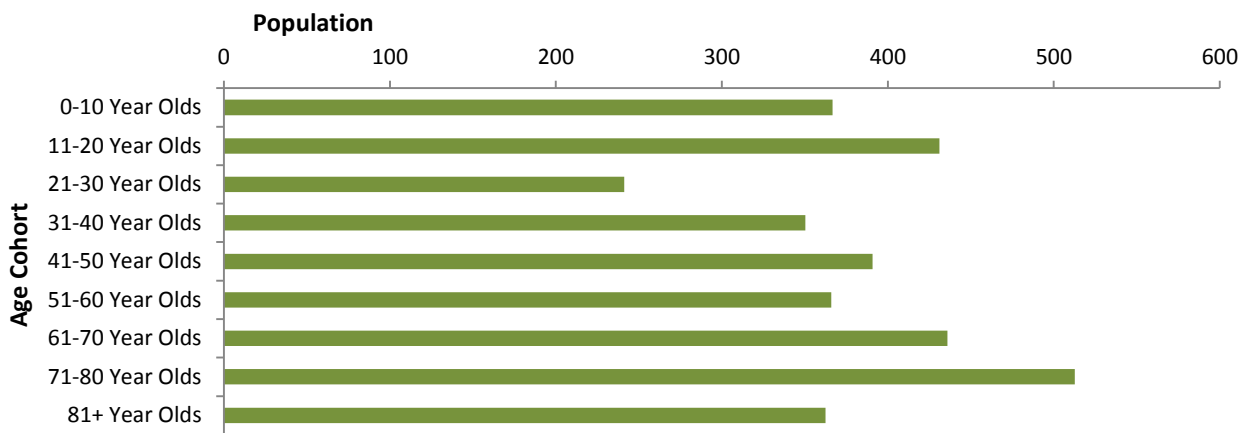
Figure 6: Rockwood Age Distribution, 2020 Projection



Source: US Census Bureau, McKenna Associates projection

Figure 7 shows the continuation of the trend in 2030 – a very large group of senior citizens, but also a large population of school-age children. The City’s challenges in the 2030s will be to take care of the seniors who wish to remain in their homes, to retain high school graduates, and to attract new 20-somethings (and their soon-to-be-growing families).

Figure 7: Rockwood Age Distribution, 2030 Projection



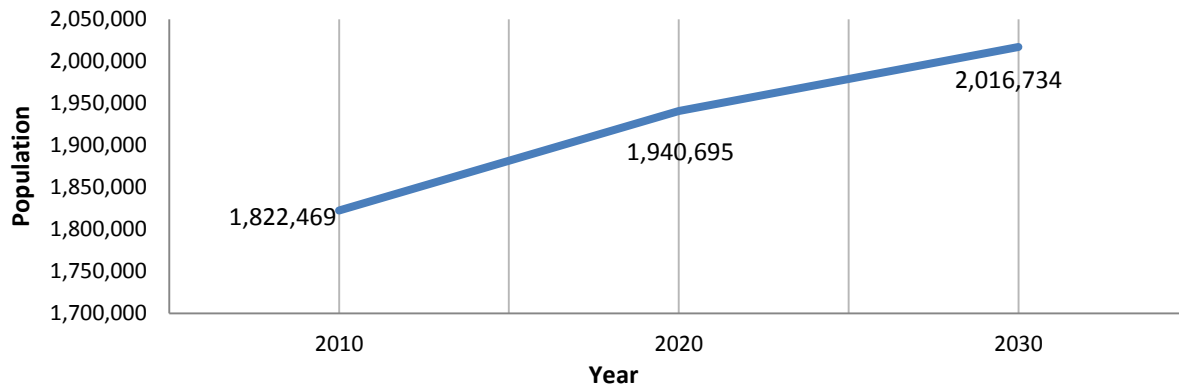
Source: US Census Bureau, McKenna Associates projection

WAYNE COUNTY

As shown in Figure 8, Wayne County’s population is expected to increase steadily over the next twenty years. This is a reverse of recent trends in the County. The projected population increase is based on the County’s high number of 20 and 30 somethings (see charts below). In order for these projections to

come to fruition, those people would have to choose to raise their children in Wayne County, rather than in surrounding counties such as Oakland, Macomb, or Monroe.

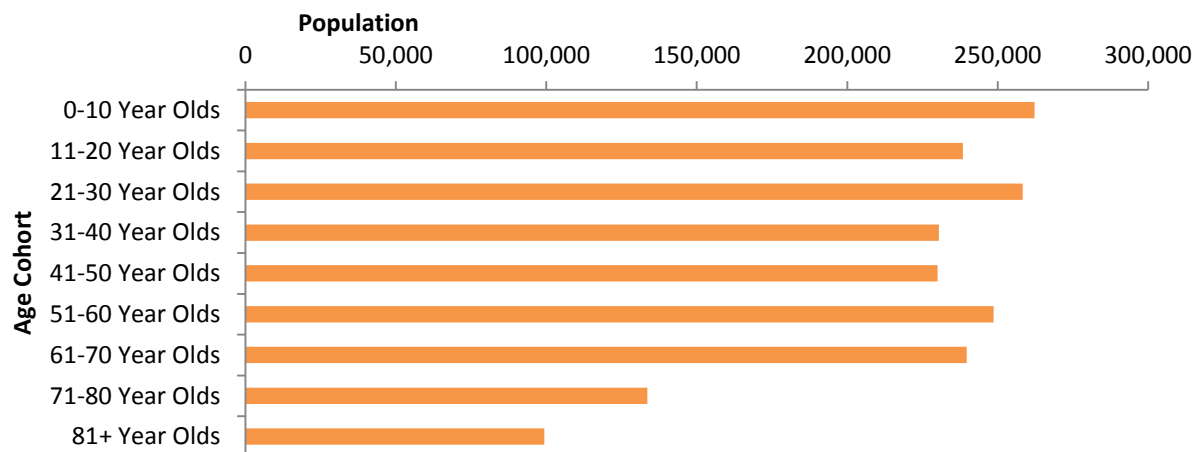
Figure 8: Wayne County Population Projection



Source: US Census Bureau, McKenna Associates projection

The graph below shows the projected age distribution in Wayne County in 2020. The graph shows large groups of young adults and their young children. This is the type of age distribution that results in population growth. However, in order for that growth to occur, the families have to stay in the County to raise their children.

Figure 9: Wayne County Age Distribution, 2020 Projection

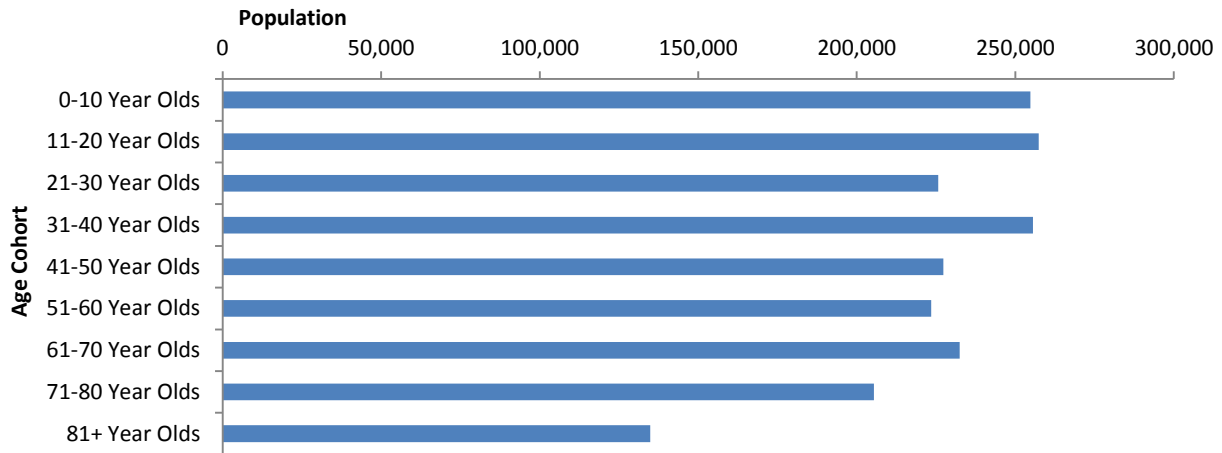


Source: US Census Bureau, McKenna Associates projection

The 2030 graph below shows a young population, replete with children. If Wayne County can retain today's young adults, it can achieve this age distribution, which would have positive economic effects that would induce new development and population growth in Rockwood and other communities in the County.

2. Survey and Analysis

Figure 10: Wayne County Age Cohorts, 2030 Projection



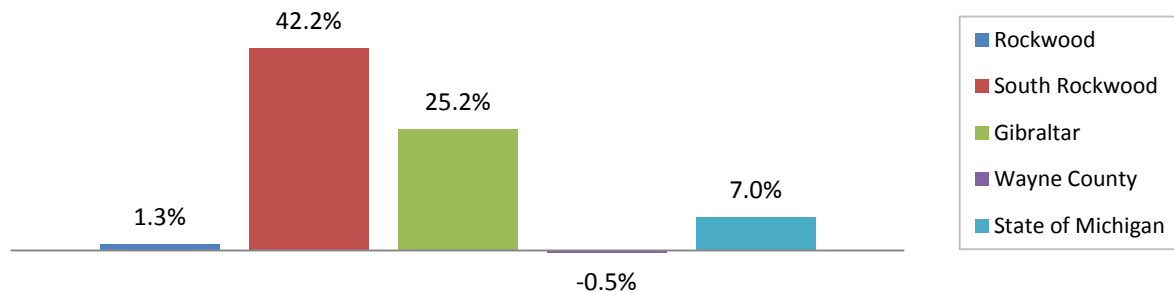
Source: US Census Bureau, McKenna Associates projection

Housing

HOUSING UNITS

Each housing unit represents one dwelling unit – a house, apartment, condominium, etc. The number of housing units in Rockwood has grown over the past decade-plus, even though the population has declined and the average household size has increased. This is something of a concern, because it means that households are vacating existing households in the City to move to new housing.

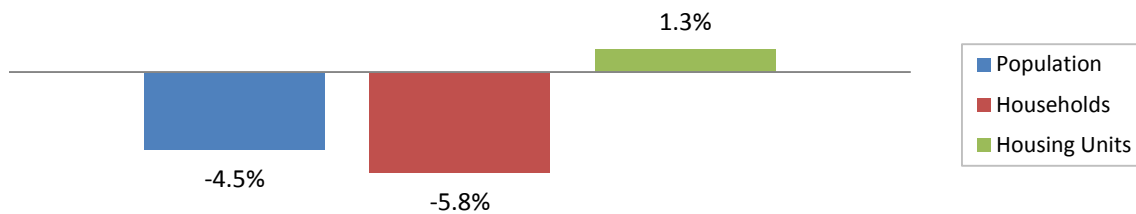
Figure 11: Change in Number of Housing Units, 2000-2012



Source: US Census Bureau, 2000 Census and 2012 American Community Survey 5-Year Estimates, 2013 City Records Survey

Figure 12 shows that between 2000 and 2012 Rockwood lost population and households, but gained housing units. Without new population or new households, there is little demand for new housing units. Therefore, the addition of new housing units increases the vacancy rate among existing units and can cause blight. Based on the population trends above, the population is expected to start growing again, creating more demand for housing, but the new demand will have to fill the existing excess housing before more housing can be built.

Figure 12: Change in Population vs. Change in Households vs. Change in Housing Units, Rockwood, 2000-2012



Source: US Census Bureau, 2000 Census and 2012 American Community Survey 5-Year Estimates

AGE OF HOUSING

The table below shows the age of housing units existing in the City. Rockwood experienced a boom in housing construction from the 1950s to the 1970s. Good economic times in the 1990s brought additional housing construction. The Great Recession brought new housing construction to a halt – no new units have been built since 2010. With the Recession over and projected growth on the horizon, demand for new housing may present itself soon. However, as noted above, new demand should be met by vacant units before new housing is built.

Within the core of the city, the presence of older homes is more evident. As housing ages, it requires greater investment of time and money to keep it in good condition. Typically, residences that are 30 years old and older will require substantial maintenance. Lack of maintenance will create blight and decline for the broader community. Older homes also tend to lack features that support handicap access and may not be suitable for aging owners without significant retrofits. This is a concern for the City as nearly three quarters of the housing stock was built before 1980.

Table 2.4: Age of Housing, 2012

Year Structure Built	Percent
2000 or later	6.2%
1990-99	16.4%
1980-89	4.8%
1970-79	21.8%
1960-69	18.5%
1950-59	20.1%
1940-49	5.2%
1939 or earlier	7.0%

Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates

2. Survey and Analysis

HOUSING TYPE

This section analyzes the types of housing present in Rockwood and their proportions, as compared to Wayne County. As Table 2.5 shows, the City has similar proportions of single family detached units as the County and in general, offers a variety of housing choices.

Table 2.5: Housing Type, 2012

Housing Type	Rockwood		Wayne County	
	Number	Percentage	Number	Percentage
Single Family Detached	959	70.0%	568,356	69.1%
Single Family Attached/Two-Family	103	7.6%	91,995	11.2%
Multiple Family	246	18.0%	147,362	17.9%
Manufactured Unit	60	4.4%	14,153	1.7%
Other	0	0.0%	124	0.0%
TOTAL	1,370	100%	821,990	100%

Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates. 2013 City Records Survey

HOUSING TENURE

Housing tenure describes how housing is occupied – by the owner, by a renter, or whether it is vacant. Table 2.6 shows that the majority of dwellings within Rockwood, over 66 percent, are owner-occupied. Just under 24% are renter occupied. Only 18% of the City's housing stock is multiple-family units, which means there are approximately 80 single family homes in the City that are for rent (approximately 8% of the total single family homes). High homeownership rates are good for neighborhood stability, but can also provide barriers to the housing market for low-income households.

The City's residential vacancy rate is 9.5%, based on the American Community Survey. This is a high rate, and illustrates the problem with new housing being built as the City's population declines.

Table 2.6: Housing Ownership Status and Tenure, City of Rockwood, 2012

Percentage of Total	
Owner-Occupied	66.8%
Renter-Occupied	23.7%
Vacant	9.5%

Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates

MEDIAN HOME VALUE

The value of the homes in Rockwood is one measure of the quality of life in the community and the health of the economy. Currently, the median value of owner-occupied homes in the City is \$134,100. Wayne County's median home value is \$97,100. Both the City and County housing markets are continuing to feel the effects of the Great Recession, which caused a dramatic decline in housing values, especially relative to inflation. In 2012 dollars, Rockwood's median home value dropped 15.3% between 2000 and 2012 (the median was \$158,272 in 2000, in 2012 dollars). Wayne County as a whole

dropped even more – 29.3%, largely due to extreme drops in some parts of the City of Detroit and other communities.

While the recession is over and housing values are slowly rising, the City of Rockwood must plan to make its neighborhoods more attractive for young families, in order to be less susceptible to fluctuations in the national and regional housing market.

Economics

INCOME

Rockwood's median household income in 2012 was \$54,643, which is comparable to South Rockwood, but lower than Gibraltar. Wayne County's median income as a whole dropped by almost \$13,000 between 2000 and 2012, adjusted for inflation, due to the impact of the Great Recession. Rockwood's median income dropped only slightly, suggested better economic resilience than other communities in the County. With the recession over, the City should see median income rise again over the next decade.

Table 2.7: Median Income, 2000-2012 (2012 US Dollars)

	Rockwood	South Rockwood	Gibraltar	Wayne County	State of Michigan
2000	\$55,987	\$62,500	\$58,167	\$54,366	\$44,667
2012	\$54,643	\$54,148	\$64,816	\$41,504	\$48,669

Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates and Social Explorer, 2000 Census Data

OCCUPATION

This section addresses the employment of Rockwood residents. This is not an analysis of what kind of jobs are available or what businesses are located within the community, but rather in what occupations members of the community are employed, regardless of where they work. Thus, commuters from Rockwood to other areas are included in this analysis, but commuters from other locations coming into the City are not.

By far the two largest occupational sectors are Manufacturing and Education/Health Care. Nearly half of Rockwood's work force is employed in one of those two sectors. There are some industrial uses in the City, so a significant portion of those employed in Manufacturing may work in Rockwood, but there are no major health care facilities and only one small school, so the Education/Health Care workers are almost certainly commuting elsewhere. Despite the huge impact that the stone quarry has on the City, both positively and negatively, only 24 Rockwood residents (1.5% of the workforce) are employed in Agriculture/Mining.

Rockwood has nearly double the proportion of residents working in Manufacturing, compared to the County as a whole, but has fewer residents working in Retail or Arts and Entertainment. If the City is successful at attracting young families in the coming decade, then the number of workers in Education/Health Care, Arts and Entertainment, Information, and Professional Services will likely increase. Rockwood will also continue to be home for manufacturing because of its proximity to those jobs in neighboring communities.

2. Survey and Analysis

Table 2.8: Occupational Sectors, 2012

	Rockwood		Wayne County	
	Number	Percentage	Number	Percentage
Agriculture and Mining	24	1.5%	2,156	0.3%
Construction	76	4.9%	26,143	3.8%
Manufacturing	423	27.3%	108,241	15.7%
Transportation and Utilities	38	5.2%	41,742	6.0%
Information	30	1.9%	13,213	1.9%
Wholesale Trade	68	4.4%	17,117	2.5%
Retail	114	7.4%	77,000	11.1%
Finance, Insurance, and Real Estate	30	1.9%	38,737	5.6%
Arts and Entertainment	127	8.2%	72,618	10.5%
Education and Health Care	334	21.5%	161,131	23.6%
Professional Services	93	6.0%	4,780	7.0%
Other Services	100	6.5%	33,482	4.8%
Government	23	1.5%	27,732	4.0%

Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates

COMMUTING

Because of Rockwood's small size, many residents commute to other communities to work. Table 2.9 shows the commute time of City residents, with an average commute time of 22.1 minutes.

The various locations listed within this table indicate the wealth of possibilities where Rockwood residents commute for employment. The majority of residents, almost 52 percent, commute between 10 and 30 minutes for employment, reaching destinations such as Downtown Detroit, Monroe, and Dearborn.

Table 2.9: Commuting Destinations, 2012

Time of Commute	Places of Work Within this Radius	Percentage of Residents
Under 10 Minutes	Flat Rock, Woodhaven, Trenton	16.1%
10-30 Minutes	Detroit, Monroe, Dearborn, Wyandotte, Taylor	51.8%
30-60 Minutes	Ann Arbor, Southfield, Troy, Warren, Toledo	32.1%
60+ Minutes	Jackson, Brighton, Sandusky	0.6%

Source: US Census Bureau, 2012 American Community Survey 5-Year Estimates, Excludes 2.3% of residents who reported working from home

Conclusions

The analysis of the demographic statistics for the City of Rockwood leads to the following conclusions:

- In the past decade, Rockwood has experienced a decrease in population and a decrease in the number of households. However, the number of housing units has increased. This had led to higher vacancy rates as residents leave old housing units for new ones.
- The average household size in Rockwood is increasing, and the median age is (slowly) decreasing, indicating that there are more children being born and raised in the City. The City also has a large “Baby Boomer” population that will retire in the near future.
- Reinvestment in older housing units and older neighborhoods is increasingly important to accommodate aging in place and ensure the quality of neighborhoods.
- The City’s housing market has shown better resiliency to the impacts of the Great Recession than that of Wayne County as a whole. However, there was a significant drop in housing values between 2000 and 2012. The best way to make housing values more stable is to invest in parks, schools, sidewalks, and other aspects that make neighborhoods attractive, regardless of the regional and national economic climate.
- The vast majority of Rockwood’s residents commute out of the City for employment, even though there are employment opportunities within the City limits. Only 24 Rockwood residents are employed in Agriculture and Mining, despite the presence of a large stone quarry within the City and other quarries nearby.

2. Survey and Analysis

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3. Market Potential Analysis

Rockwood’s “downtown” core, centered on the intersection of Fort Street and N. Huron River Drive, is a local retail center, providing shopping and services for the City and neighboring communities like South Rockwood and Gibraltar. It is not a destination shopping area like Woodhaven’s Allen Road/West Road area or Flat Rock’s North Telegraph, but it does fulfill an important market niche for residents.

This section will analyze the market for additional commercial space in Rockwood by conducting a “Gap Analysis.” Gap Analysis compares the supply of a certain good or service within a community to the demand for that good or service, based on the spending power of residents. If the number is positive, that indicates pent-up demand for a new retail location. If the number is negative, that indicates an oversupply of a certain type of commercial business.

Then, the “gap” is converted from a spending power amount (in dollars) to a number of additional square feet of retail space demanded (based on per-square-foot sales for each category of retail). Finally, the number of additional square feet will be compared to the average size of a store in each category to determine the number of new stores demanded.

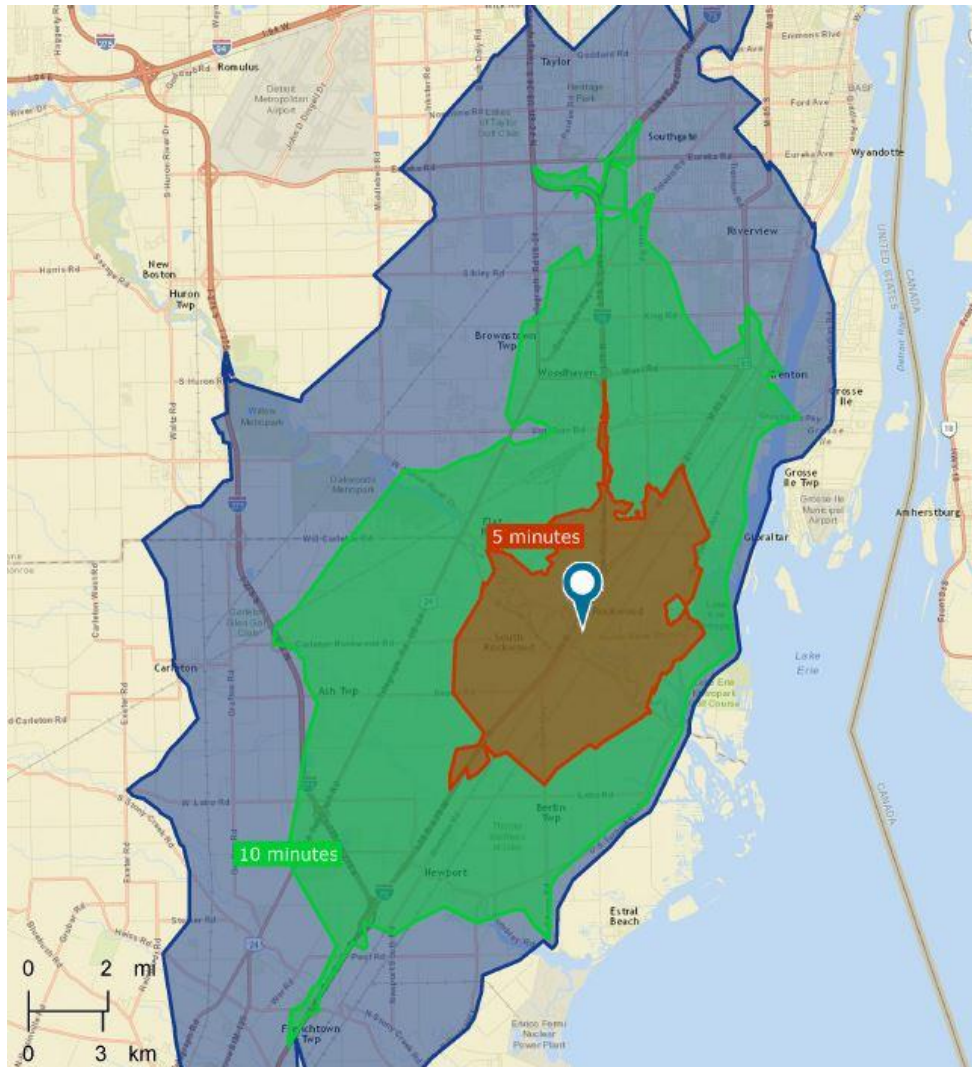
In considering the results of these retail gap calculations for purposes of the Master Plan, it is important that the numbers not be viewed as an absolute determinant of the community’s future. Retail gap is only one aspect. Local variations in buying preference, buying power, community desires, and other local characteristics and assets will greatly impact the future and outcome. The purpose of this analysis is, therefore, to give some insights which can contribute to a balanced approach in future economic development efforts, including “economic gardening,” and to create realistic expectations for the types of new retail development the City can hope to attract.

Trade Area and Existing Businesses

Customers and potential customers for Rockwood businesses come approximately from the three “rings” surrounding the corridor. For purposes of analysis, they are measured from the intersection of Fort Street and N. Huron River drive, which is the commercial heart of the City. The first ring, within a five minute drive, covers the entire City, the Village of South Rockwood and portions of the Cities of Flat Rock and Gibraltar and Brownstown Township. The second ring, within a 10 minute drive, covers Woodhaven, Trenton, and Flat Rock (Notably, the planned new Meijer store at the corner of Telegraph and Vreeland in Flat Rock is not included in this analysis). This means that Rockwood is competing with those major retail centers for the customers in the 10 minute drive area. The third ring, within a 15 minute drive, reaches as far north as Taylor (another major retail center) and almost as far south as Monroe. The 15 Minute Drive area is considered the complete Trade Area for Rockwood – i.e. the vast majority of the customers and competing businesses will come from within that area.

3. Market Potential Analysis

Map 1: 5, 10, and 15 Minute Drives From Fort Street and N. Huron River Drive (the Rockwood Retail Trade Area)



Source: ESRI Business Analyst 2014

A McKenna Associates windshield survey in October 2014 showed 31 retail and service businesses along the N. Huron River Drive corridor, the Fort Street corridor, and in the Rockwood Plaza shopping center. There are 37 retail storefronts in Rockwood, for a vacancy rate of approximately 16%. There is very little vacant land for new retail uses, so if there is demand for additional retail, it will have to come in the form of redevelopment.

Table 3.1: North Huron River Drive Business Mix

Category	Number of Businesses	Business Names
Gas Stations	2	Speedway Marathon
Restaurants/Bars	4	Rockwood's Benito's Pizza Huron River Inn Howsa Bouta
Pharmacy/Convenience Store	1	Rite Aid
Barber/Hair Salon	1	All the Buzz
Clothing	1	Previously Loved
Services	1	Mercure Insurance
Funeral Home	1	Ford Chapel
Medical	1	Rockwood Family Practice
Auto Repair	1	Emery's Tire
Vacant	3 (18.8%)	
Total	16	

Source: McKenna Associates Survey, October 2014

Table 3.2: Fort Street Business Mix

Category	Number of Businesses	Business Names
Restaurants/Bars	2	Dominic's Pizza Double D's
Barber/Hair Salon	1	Creations Hair Design
Auto Repair	1	Conway's Car Care
Laundromat	1	Coin Laundry
Services	3	Blue Skies Realty Kohn Accounting Julie Piesz Interiors
Fitness/Specialty Food	1	Weigh Fit Nutrition
Florist/Gifts	1	Rockwood Florist and Country Gifts
Vacant	3 (25.0%)	
Total	12	

Source: McKenna Associates Survey, October 2014

3. Market Potential Analysis

Table 3.3: Rockwood Plaza Business Mix

Category	Number of Businesses	Business Names
Restaurants/Bars	2	Marco's Pizza Subway
Barber/Hair Salon	1	Savvy Salon
Wireless Phones	1	MetroPCS
Pharmacy/Convenience Store	1	Hometown Pharmacy
Grocery	1	Sav-a-lot
General Retail	1	Dollar General
Pets	1	I Heart My Pets
Tanning	1	Majestic Sun Tanning
Vacant	0 (0.0%)	
Total	9	

Source: McKenna Associates Survey, October 2014

Gap Analysis

Once the trade areas for the community are established (in this case, approximately estimated as the 15 minute drive around the intersection of N. Huron River Drive and Fort Street, with sub-areas at 5 and 10 minutes for more detailed analysis), a gap analysis can be performed. This analysis consists of comparing the demand for a particular good to the supply of that good in the trade area and then computing the difference, or “gap” between demand and supply.

A positive gap indicates that there is more demand than supply and that a new store may be necessary to fill a particular need. A negative gap indicates that there is more supply than demand, meaning either that existing stores may be in danger of going out of business or that additional demand is coming from outside the identified trade area.

For the purposes of this analysis, the gap will be expressed as a percentage of demand – i.e. the percentage of demand that is not being met by the existing supply. A negative percentage indicates a negative gap, i.e., a surplus of retail space in that category and no demand for additional stores of that type. Displaying the gap as a percentage allows a quick-glance analysis and easy comparison between categories.

Once the gap is calculated, it can be used to project the demand for new stores in various retail categories. The gap will be divided by the average sales per square foot for each type of retail, and the resulting figure will be compared to the approximate size in square feet of an establishment that could open in Rockwood.

The analysis will produce an estimate of the types of new businesses that are most likely to be supported over the next ten years in the City.

Table 3.4 shows the percentage gaps based upon the supply and demand within the trade areas. A positive gap (in green) means that there is unmet demand that could be filled by new businesses. A negative gap (in red) means the market is already oversupplied. For most categories, a gap over +50% indicates demand for a new store, although that rule of thumb changes based on the market size and the usual size of stores in that category. Generally, the gaps are smaller, or even disappear, in the 15 Minute Drive area, because of increased competition from major regional retail areas. The large gaps within the 5 Minute Drive area do indicate a demand for new retail, although the demand is not as great as indicated because some customers are content driving to existing stores that are further away.

Table 3.4: Percentage of Unmet Retail Demand (Full Time Residents)

Category	5 Minute Drive	10 Minute Drive	15 Minute Drive
Automobile Dealers	-11.4%	-52.5%	-47.5%
Outer Motor Vehicle Dealers	68.7%	56.9%	7.5%
Auto Parts Stores	92.9%	69.3%	22.4%
Furniture Stores	100.0%	52.8%	-8.8%
Home Furnishings Stores	91.0%	75.2%	10.0%
Electronics and Appliance Stores	95.7%	71.7%	22.2%
Building Materials and Supply Stores	79.7%	-43.1%	-73.0%
Lawn and Garden Equipment Stores	73.7%	18.4%	45.0%
Grocery Stores	-243.2%	-61.2%	-10.8%
Specialty Food Stores	72.3%	12.3%	14.7%
Beer, Wine, and Liquor Stores	11.3%	25.6%	-17.8%
Health and Personal Care Stores	92.4%	37.0%	7.5%
Gas Stations	43.8%	20.6%	6.7%
Clothing Stores	43.8%	59.3%	-2.2%
Shoe Stores	96.7%	82.9%	-12.7%
Jewelry and Luggage Stores	78.9%	69.7%	1.8%
Sporting Goods, Hobby, and Music Stores	62.8%	27.3%	-38.5%
Book Stores	100.0%	92.2%	50.7%
Department Stores	98.3%	-117.8%	-32.9%
General Merchandise Stores	99.6%	43.3%	-3.5%
Florists	94.0%	18.7%	31.2%
Office Supply Stores	92.3%	15.9%	-14.3%
Used Merchandise Stores	98.5%	72.6%	17.3%
Full Service Restaurants	-23.2%	-14.8%	-40.1%
Fast Food Restaurants	67.5%	-20.3%	-78.3%
Bars	59.5%	54.2%	46.4%

Source: ESRI Business Analyst 2014

3. Market Potential Analysis

Table 3.5 shows the gap converted to a demand for additional stores, based on the size of the potential market and the usual square footage of stores in the category. To some extent, the number of stores demanded in the 5 and 10 Minute Drive areas will be smaller than the numbers indicate, because of competition from stores within the 15 Minute Drive area and beyond.

Table 3.5: Demand for New Stores

Category	5 Minute Drive	10 Minute Drive	15 Minute Drive
Automobile Dealers	0	0	0
Outer Motor Vehicle Dealers	0	0-1	0-1
Auto Parts Stores	0-1	6-7	2-3
Furniture Stores	0	1-2	0
Home Furnishings Stores	0	0-1	0
Electronics and Appliance Stores	0	3-4	2-3
Building Materials and Supply Stores	0	0	0
Lawn and Garden Equipment Stores	0	0	0-1
Grocery Stores	0	0	0
Specialty Food Stores	0	0	0-1
Beer, Wine, and Liquor Stores	0	0	0
Health and Personal Care Stores	0-1	3-4	0-1
Gas Stations	0-1	4-5	1-2
Clothing Stores	1-2	7-8	0
Shoe Stores	0-1	0-1	0
Jewelry and Luggage Stores	0-1	0-1	0
Sporting Goods, Hobby, and Music Stores	0	0-1	0
Book Stores	0	1-2	1-2
Department Stores	0-1	0	0
General Merchandise Stores	4-5	15-17	0
Florists	1-2	0	0-1
Office Supply Stores	0	0	0
Used Merchandise Stores	0-1	0	0-1
Full Service Restaurants	0	0	0
Fast Food Restaurants	0-1	0	0
Bars	0	0	0-1

Source: ESRI Business Analyst 2014

DEMAND FOR NEW ESTABLISHMENTS

In general, the preceding analysis shows that there is **pent-up demand for additional retail** in the Downriver and Huron Valley areas. Rockwood can capture this pent-up demand by positioning itself as a walkable retail center, with easy access to I-75.

However, there is little to no demand in many specific retail categories. Further, the demand that is shown in 5 and 10 Minute Drive Time areas disappears in several categories in the 15 Minute Drive Time area, due to additional competition. The planned Meijer in Flat Rock will also increase retail supply, especially in the 10 Minute Drive Time area.

CREATING ADDITIONAL DEMAND

Additional demand can be created through aggressive marketing, community events, and recreational improvements that will draw more customers to the Rockwood community. The City's transportation linkages and riverfront recreational opportunities bring potential customers into the area every day – and these visitors are not included in the gap analysis. By capitalizing on these advantages, Rockwood can bring more customers to its businesses. The City is especially well-positioned because of the I-75 interchange.

Additional customers can also be brought to an area through “placemaking.” If Rockwood looks and feels like any other exit off I-75 between Detroit and Monroe, it will not maximize its commercial potential. However, by working to recreate the City's historic walkable character, Rockwood could create a **memorable and exciting place** – reinvigorating the downtown. If designed and developed correctly, Rockwood's core could become an attraction in and of itself, bringing in not only customers from the local area, cyclists on the bike path, and travelers on I-75, but also people coming to experience the **vibrancy and excitement of a thriving small town.**

Further investment in the City's bike paths, including a potential bridge to South Rockwood and further regional connections to the north and south, will bring additional customers to Rockwood. If businesses along the path are **oriented to take advantage of the cyclists** (with bike parking facilities and front doors along or near the bike path), then they will attract additional customers.

The concept of “economic gardening” focuses on fostering long-term sustainable growth in the community and creating a nurturing environment for entrepreneurs, including relationship-building between local businesses. **The public's growing preference to buy and produce “local” can be an important driver for the City's economy.** This includes the burgeoning local foods movement, as well as efforts to better facilitate neighborhood and local shopping. The emphasis on local foods is creating opportunities for agri-tourism and small-scale production, distribution, and retail ventures.

Similarly, while Chambers of Commerce have long touted **“shop local” campaigns**, a catchy slogan and a window placard are not enough anymore. Innovative programs designed to increase the level of engagement between local shop owners and customers, such as printing their own local currency, are among the many ways to encourage buying local.

The data and strategies listed above inform the recommendations of this plan.

3. Market Potential Analysis

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4. Physical Analysis

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

The City of Rockwood is an older, established community that has continued to grow and develop. Rockwood is located in the southeast corner of Wayne County - Michigan's largest county by population. Monroe County is located directly to the south of the City. Wayne County is an urban county, which has influenced Rockwood's growth pattern, however, significant agricultural and open space resources remain in the City.

The Physical Analysis contains two main components - an examination of the natural resources and, a discussion of existing land uses located within the City.

Natural Features

This section of the Master Plan approaches land use planning and natural resource protection from an ecological viewpoint. Our collective health and well-being depend on the myriad functions that our natural resource base performs, such as biological productivity, mineral cycling, water cycling, and water and air filtration. Additionally, the natural landscape offers commodities of more subjective value, such as scenic views and recreation opportunities. It is understood that the only way to reap these benefits in a sustainable manner is to keep intact the intricate ecological systems that have taken nature years, centuries, or longer to create.

SURFACE WATER RESOURCES

The City of Rockwood lies within an area that was completely covered by a glacial lake at the end of the last ice age. As a result, the topography of the City is primarily that of a level plain which was formed by sediments settling to the bottom of the glacial lake. The elevation ranges from 575 to 590 feet above sea level. Open water (including lakes and ponds), riparian corridors (rivers, streams, and drains), and a variety of wetland types comprise the City's lowland and surface water drainage network. One of the primary functions of this network is the drainage and collection of runoff from stormwater and snow melt. Wetlands play a particularly important role in the management of stormwater. When run-off exceeds the capacity of the natural drainage system, it collects in the floodplain, which is the lowland area that flanks this drainage network and becomes inundated during a flood-stage event. Because of this periodic flooding, the floodplain is included in this category for discussion, and is generally considered a sensitive natural feature.

Habitat for aquatic species is another primary function of this surface water network. While some species may utilize only one aquatic habitat type (that is open water, riparian, wetland), many benefit from and even require more than one. For example, some species may inhabit open water as an adult, but as a juvenile may require wetland habitat.

Wetland habitat may provide cover from predators, or may provide a particular food source. Some aquatic species depend on a riparian corridor to connect them to a particular spawning area. The interrelatedness of the City's various aquatic resources is undeniable.

4. Physical Analysis

The upland areas surrounding this network of water bodies and wetlands are important for ecosystem health, too. With the appropriate vegetation, these upland buffers can intercept and filter run-off, extracting particulates and other pollutants, slowing shoreline erosion, and preventing dramatic temperature changes as run-off enters an aquatic system. These areas also serve as the connection between aquatic and terrestrial habitats. In addition to a source of drinking water, some terrestrial species look to these areas for their main source of food.

WOODLANDS

Although much of Michigan, as well as Rockwood, was once covered in dense forest, logging through the 1800's and agricultural cultivation has left only fragments of woodland. Many of these areas have maintained their forest cover because they are found in wetlands or on steep slopes and were not suitable for agriculture or development or were too difficult to harvest. Rockwood is located in the eastern hardwood forest zone, which is characterized by oak-hickory and beech-maple forest associations. A number of smaller woodlands can still be found located throughout the City of Rockwood. The most notable of these woodlands are located along Silver Creek and along the Huron River. The remaining woodlands are a valuable resource since wooded property creates a scenic atmosphere valued by the residents of the City. Woods also stabilize soils, control erosion, help to buffer winds, and retain water. The potential downfall of prime woodland is the fact that the soil that supports the highest quality trees (that is, American basswood, black cherry, black walnut, northern red oak, sugar maple, white oak, yellow birch and yellow poplar) is also the most suitable for development and often agriculture. The remaining acreage of healthy woodland within the City provides crucial habitat for a abundance of species, while also playing a role in air purification.

EARLY SUCCESSIONAL LAND

Fallow farmland, open meadows, and other open or scrub/shrub areas within the City provide an important terrestrial habitat. Some species rely solely on this type of habitat, while others, such as the white-tailed deer, thrive on the combination of woodland and open meadow.

Although this habitat type is of a much earlier successional stage than, for instance, woodlands, their ecological significance is undeniable.

Because these areas are often very attractive for development, consideration of their ecological significance should be taken into consideration as new development is proposed. These areas can be found throughout the City.

WILDLIFE HABITAT

Habitat for wildlife can come in nearly any form. Open water, rivers, wetlands, fields and forest each support their own ecological communities. The entire habitat for many species may encompass a number of land cover types. Regardless of the type of habitat, there are a number of factors that affect the relative quality of habitat that a particular area provides. Generally, larger areas of habitat can support larger populations and more diverse flora and fauna, which tend to create healthier ecosystems. Small animal populations that are isolated from others of their kind typically suffer from the detrimental effects caused by inbreeding. Without access to a broader gene pool, these populations are less viable.

Habitat is also of a higher quality when it is contiguous and has not been infiltrated by human interaction or development. Those areas on the fringe, or edge of a habitat tend to offer lower quality habitat than the core, which is insulated from other habitats and the presence of human beings. As

development and the presence of mankind infiltrates into the remaining natural areas of the City, this “edge effect” follows, reducing habitat viability.

As implied above, connectivity of a habitat with other areas of similar composition increases the viability of those species found there. Access to a larger area of habitat and linkage to a broader gene pool increases the viability of a species’ population. In addition to obvious strands of habitat that can knit areas together, features such as streams and hedgerows, given the right circumstances, can also enhance habitat connectivity.

Diversity of plant communities and terrain also enhances an area’s ability to provide habitat. The greater diversity of vegetation and terrain types present, the more niches there are for wildlife to fill. The presence of exotic species often has a negative impact in this regard, replacing diverse plant communities with homogenous vegetative cover.

The Wayne County Soil Survey discusses wildlife living in the County in some detail. Wooded areas in the county are home to woodpeckers, warbler, nuthatch, owl, squirrel, raccoon, weasel, white-tailed deer, and opossum. Open land areas such as farmland and early-successional areas are often inhabited by pheasants, quail, cottontail rabbit, woodchucks, fox, opossum, hawk, skunks, field mice, and numerous songbirds. The County’s wooded streams and various wetlands support herons, ducks, geese, bittern, and muskrats. Streams and lakes support populations of sunfish, perch, largemouth bass, smallmouth bass, northern pike, and bullhead.

Wayne County is home to four species that have been identified by the U.S. Fish and Wildlife Service as threatened or endangered species.

Endangered species include the Indiana Bat, Northern Riffleshell, and White Catpaw. The only threatened species listed is the Prairie Fringed Orchid. As expressed above, the precise location of these species and habitat types cannot be determined without detailed field investigation.

However, consideration of their potential habitats should be taken into consideration as the City continues to develop vacant parcels and redevelop other sites.

SOILS/SLOPES

Soils play an important role in the quality of the City’s natural environment. Some soils are particularly sensitive, either because of their association with an important land form, like alluvial soils in the floodplain, or because they possess a particularly sensitive characteristic, such as the concern for erosion that soils on steep slopes create. Adequate soil erosion and sedimentation control measures must continue to be installed and monitored during any construction activity within the City.

GROUNDWATER

Groundwater, contained in porous materials below the Earth’s surface, can be found in some quantity and at some depth in most parts of Wayne County. It can be found saturating the ground between the ground’s surface and a confining layer below, forming what is termed a perched water table aquifer. This aquifer’s upper limit is the water table. Open water and wetlands can be found where the topography of an area drops below the water table. Groundwater can also be found in artesian aquifers held between confining layers farther below.

The quantity and quality of this resource is critical for a number of reasons, both social and ecological. The social value (i.e. drinking water) is clear, particularly in areas not served by a municipal water connection. The contamination of a community’s groundwater can pose a serious health threat to its

4. Physical Analysis

residents. Also, once an aquifer has been depleted, it can often take decades, if not longer, to replenish itself.

The majority of the City is serviced by municipal water, however, the quality of groundwater must still be monitored and maintained to ensure the health and safety of the City's residents and residents in the surrounding communities.

Groundwater also plays an important ecological role. The level of the water table often determines lake levels and the hydrologic state of wetlands. Low water tables can affect stream flow, causing a regularly flowing stream to be reduced to intermittent flow, posing potential negative impacts on aquatic species, both plant and animal. Aquifers serve as subsurface links between ecosystems in the landscape and, consequently, are at risk of being conduits for contamination by pollutants.

GROUNDWATER RECHARGE AREAS

Areas where groundwater recharge is possible are significant for two related reasons. First, as wells deplete an aquifer, the supply must be replenished at an equal rate in order for the aquifer to remain a sustainable source of drinking water. This is also necessary to prevent the negative ecological effects that could be caused by a drawn-down water table as discussed above. Secondly, these recharge areas not only allow runoff to enter an aquifer, they are also a potential point-of-entry for pollutants (often contained in run-off) entering the groundwater supply.

Uncontrolled land use development threatens groundwater resources within the City in a number of ways. It often creates unreasonable demands on local aquifers, drawing them down much faster than they can be replenished, while impervious surface in the form of rooftops, roads, and parking lots can prevent them from being replenished at all. Also, urban run-off carrying a variety of pollutants that is allowed to percolate directly into the ground without being filtered increases the potential for groundwater pollution. Areas of groundwater recharge must be protected and maintained in an open and permeable condition, and, therefore, must be considered as development is proposed within the City.

Subsurface geology must be taken into account to determine the recharge and vulnerability characteristics of an artesian aquifer.

PRIORITY VIEWS

Aesthetically important scenic views, those that are crucial to the character of a community, are an important, but often overlooked aspect of the natural environment, particularly in areas along the Huron River. For this reason, important scenic views related to natural features are an important component of future City land use. Scenic views include a number of different visual characteristics of the landscape such as texture, variety, scale, form, contrast, color, uniqueness, rhythm, sequence and composition. Each of these characteristics play an important role in forming an opinion of scenic quality.

Although community aesthetics are somewhat subjective, there are certain elements of the natural landscape that are generally valued. Expansive views, natural settings featuring open or running water, scenic roadways or corridors with uninterrupted open space or those enclosed by a woodland canopy are all examples of highly valued scenery in a community. Not surprisingly, there are numerous locations within City of Rockwood that exemplify its natural characteristics. Including, but not limited to, the scenic views along the Huron River and the woodland canopy over Streicher Road.

As additional land area is developed within the City, it is imperative that protection of views that characterize the community are considered in the development process. New development may be

attracted to an area specifically for its scenic quality which, ironically, may be impaired or destroyed by that very same form of development. Scenic views may be protected and in some cases of creative design may actually be enhanced by carefully considered placement of structures, roadways, trails and landscaping. Public Act 451 of 1994 allows for a roadway designation of Natural Beauty Road which protects design of public roads and sensitive areas. The removal or modification of natural features in the landscape can negatively impact the quality of the City's environment.

Existing Land Use

The survey and examination of existing land uses is an essential first step in the preparation of a community Master Plan. The existing land use survey provides a snapshot of land use and development activity at a given moment in time, and becomes part of the community's historical record helping to tell its continuing story written in the pattern of its activities and land uses. When compared against previous land use surveys it reveals which land uses are growing in area and which are not, and where existing and/or potential land use conflicts may exist. As a community shapes its master plan and resolves and balances its land use and development issues, the land use survey remains a valuable resource and reference point.

McKenna Associates conducted a windshield survey of the City during October, 2014. Uses were categorized on a parcel-by-parcel basis and then mapped for analysis. The following is a brief description of each of the land use categories identified in this survey delineated on the Existing Land Use map.

Table 4.1: Existing Land Use Summary

Land Use Category	Acres	Percentage of Total Land Area
Commercial	24.2	1.4%
Extraction	313.8	18.2%
Greenhouse	56.2	3.3%
Industrial	63.3	3.7%
Mobile Home	28.2	1.6%
Multiple Family	27.6	1.6%
Park	72.3	4.2%
Public/Semi-Public	65.8	3.8%
Single Family	289.3	17.0%
Vacant	541.9	31.4%
Right-of-Way	241.5	14.0%
Source: McKenna Associates 2014		

LAND USE CATEGORIES

Vacant/Agricultural

The City still has significant swaths of undeveloped land. However, vacancy does not have the same causes everywhere. Nor does the City consider the parcels to have equal priority to develop.

4. Physical Analysis

- Near the big bend in the Huron River at the west end of the city, there is a large wooded parcel.
- In the northern part of the City along Olmstead Road, there are some undeveloped parcels that could be developed as extensions of the adjacent single family neighborhoods. However, the flood plain of Silver Creek presents a barrier to development.
- A large amount of vacant land at the east end of the city has prime potential for residential development.
- A former industrial site near the center of Rockwood represents an opportunity for the City to expand its core with mixed-use development.
- There are several vacant lots in and near the Commerce Park, in the northern part of the City along Fort Street and Woodruff Road. These lots are a very high priority to develop.

Single Family Residential

This land use category includes the City's single family neighborhoods. Single-family lots are generally consistently sized throughout the City, even though the housing stock varies from pre-World War II to post-2000. The oldest neighborhoods are in the core of the City, east of Fort Street and north of N. Huron River Drive. The newest neighborhoods are in the far east side of the City. West of I-75 are three inter-connected neighborhoods built between the 1960s and 1990s.

Multiple Family Residential

Multi-family residential includes Rockwood's denser housing options: apartments and attached condos. There are apartments on the north end of the City, along Woodruff Road near I-75, as well as scattered along N. Huron River Drive, and in amongst the older neighborhoods in the City's core, along Burton and Lamont Streets.

Mobile Home Park

There is a Mobile Home Park south of N. Huron River Drive along Fort Street. It is the only manufactured home park in the City. Additional manufactured home parks are not expected.

Commercial

The Commercial category includes all of Rockwood's retail and office uses. They are generally concentrated in the center of town, near the Rockwood Plaza shopping center. However, there are other commercial uses spread out along Fort Street and N. Huron River Drive.

Industrial

Interest in Rockwood's industrial land has decreased in recent years, due to the impact of the Great Recession. However, industrial occupancy rates and employment are improving, which could lead to new development in the Commerce Park and other industrial areas of the City.

Greenhouse

The City's two greenhouse businesses, Post Gardens and J&S Gardens, have their own land use category. They are not industrial, agricultural or commercial, although they have qualities of all three. Their impact on their neighbors and on the planning of the city is different than any of those categories, so they are listed separately.

Extraction

A large swath of the southeast portion of the City is currently used as a limestone and silica quarry. The quarry has a major impact on the economy and development of the City, due to truck traffic, employment, and City revenues. When the quarry's useful life has ended, it will be remediated in accordance with a remediation plan.

Public / Semi-Public

Public uses include City services, parks, schools, and utilities. Semi-public uses include churches and other community organizations.

5. Opportunities and Constraints

Transportation/Circulation

The location and characteristics of roads and transportation facilities in a community have wide ranging impacts. Transportation and circulation includes the road network, non-motorized and pedestrian pathways, and other forms of transportation including mass transit, railroads, airports, and navigable waterways. How the various components of the transportation network work together directly affect how a community functions, develops, and grows.

The primary components of the transportation system in the City of Rockwood are the road network, railroads, and pedestrian routes. These components do not always complement each other, and sometimes they create conflicts. For example, in the City of Rockwood, railroads are often a significant barrier to the efficient functioning of the road network, and components of the transportation system serve to isolate parts of the City from each other rather than connecting them. The two major railroads and I-75 limit the number of east-west connections in the City.

Each of the three components of Rockwood's transportation system are described in more detail below.

ROADS

The primary means of transportation for the residents and businesses of the City of Rockwood is the road network, so it is important that the road network facilitate the safe and efficient movement of vehicles. At the same time, it is important to create a pedestrian friendly and walkable environment. The roads in the City of Rockwood are under the jurisdiction of the Michigan Department of Transportation, the Wayne County Department of Roads, and the City of Rockwood. MDOT retains jurisdiction over I-75, Wayne County retains jurisdiction over Fort Street, Streicher Road, Huron River Drive, and Woodruff Road east of I-75. The City retains jurisdiction over all remaining roads, including Olmstead and Woodruff Road west of I-75.

For traffic to flow safely and efficiently, a network of roads serves various functions. The Federal Highway Administration (FHWA) developed the National Functional Classification (NFC) to classify all highways, streets, and roads according to their function. This system has been in place since the 1960s and is recognized as the unofficial road classification system by transportation engineers and planners around the country. There are 4 categories of roads in the functional road classification:

Principal Arterials. These roads are designed to facilitate long distance travel. They are also designed to provide access to regional centers, such as airports, regional shopping centers, or even other urban areas. I-75 is an Interstate freeway, and functions as a principal arterial.

Minor Arterials. These roads function similar to principal arterials, except that they generally carry shorter trips to less intensive traffic generating centers. Minor Arterials generally have limited access points, higher speeds, and wider rights-of-way. Fort Street and Huron River Drive are the minor arterials located in the City.

Collector Streets. The main function of collector streets is to gather traffic from nearby local streets and link it with the surrounding arterial street system. Collector streets are eligible for federal funding. Generally, collectors are not intended for through traffic, but may be forced into this role if arterials

5. Opportunities and Constraints

become congested or are not available. Speed limits are usually 25-35 mph, and rights-of-way are typically less than arterials but greater than local streets. Collectors also funnel traffic from residential or rural areas to arterials. Olmstead is the only collector street present in the City.

Local Roads. Local roads primarily provide access to property, but also provide residents access to neighboring residential and non-residential land uses in the immediate area and to collector roads. All roads in the City not previously mentioned are local roads.

TRUCK TRAFFIC

Truck traffic is a major concern in Rockwood, due to the noise, congestion, and road deterioration that it causes. The biggest driver of truck traffic is the quarry, which sends frequent trucks rumbling down N. Huron River Drive towards I-75. Truck traffic is also a concern of residents near the industrial businesses on Cleveland Street.

RAILROADS

Two railroads run north-south through the City. The Conrail system railroad is located on the west side and parallel to Fort Street. Access is very limited to the land between the Conrail railroad and I-75. The railroad also inhibits development along the west side of Fort Street, making it hard to develop a coherent or walkable business district in the City's core.

The Grand Trunk railroad is located about a half-mile to the east of Fort Street, and runs parallel to the Conrail railroad. The Grand Trunk railroad effectively severs the eastern section of the City, with Huron River Drive being the only means of access to that area.

PEDESTRIAN CIRCULATION

The need for pedestrian walks and bikeway facilities will increase as the population grows. More businesses and residents in the City, as well as the vicinity will lead to more traffic; therefore, a well-developed pedestrian transportation system will be paramount for pedestrian safety. Potential improvements include conventional sidewalks, paved shoulders dedicated and marked for bicycle use, and separate bicycle pathways next to the road. Linking bike paths to adjacent communities and neighborhoods will help in providing recreational opportunities for residents and residents of neighboring communities.

The City is actively participating in the Downriver Linked Greenways Initiative. This Initiative's goal is to provide a regional pathway system that will have the ability to accommodate large volumes of users of various types and abilities. Portions of the system have been completed in Rockwood, including a pathway along Woodruff Road that connects destinations in Flat Rock to the Lake Erie shoreline in Gibraltar, and a spur along Fort Street from Woodruff to N. Huron River Drive. Additionally, the City has constructed a bike path that runs from Fort Street to Swallow Drive along the Huron River.

Sidewalks should be required in conjunction with development, particularly in subdivisions, and with multiple family, commercial, office and light industrial/office research development. First, developers should be required to install sidewalks along all road rights-of-way in conjunction with all new construction. Second, the City should become directly involved in the installation of sidewalks if the following circumstances exist:

- Pedestrian safety is a concern.
- It would be beneficial to provide access to key centers of community activity, such as to schools, parks, or libraries.

- It is necessary to complete the missing links in an area where much of the pathway system has been installed.
- Sidewalks have deteriorated and need maintenance.

PUBLIC TRANSPORTATION

While both Wayne County and Monroe County have transit systems, Rockwood is not served by either one. The nearest SMART bus stop is near the corner of West and Allen Roads in Woodhaven. That stop is served by Route 160, which circulates through downriver communities such as Trenton, Riverview, Wyandotte, and Southgate, and Route 830, which provides express service to Downtown Detroit via I-75. Parking is available, so Rockwood residents have access to the system, but have to drive to Woodhaven to catch a bus.

In Monroe County, Lake Erie Transit serves the greater Monroe area. A commuter bus previously ran from South Rockwood but that service has been discontinued.

AIR TRANSPORTATION

The City of Rockwood is within close proximity to two major airports. The Detroit Metro Airport, a hub for Delta Airlines, provides flights to destinations throughout North America and worldwide, with frequent flights to Europe, Asia, and the Middle East. Toledo Express Airport in Toledo, Ohio provides connector and commuter flights, along with the ease of using a smaller airport.

General aviation services are also available from Detroit City Airport, but commercial airlines no longer fly there.

CIRCULATION SYSTEM DEFICIENCIES

The ability of people and goods to efficiently flow without unexpected stops or unprecedented congestion is an important part of the quality of life in a community as well as a vital part to a community's economic wellbeing and growth. Traffic impediments are not a serious problem in the City at this time. However, the presence of the Conrail and Grand Trunk Railroads and I-75 limit the east-west connections in the City. Huron River Drive is the only major east-west route in the City. Woodruff also serves as east-west connection, but it is not paved west of I-75.

New development should be constructed with the road system in mind. Residential neighborhoods should connect to existing streets at as many points as possible, and industrial development should be concentrated in areas with clear, efficient access to major corridors, especially I-75.

The status of the local road system has important consequences in terms of the future land use plan. An inadequate road system can impact whether the City achieves its development objectives. For example, the lack of good access to some areas of the City may prevent desired residential, commercial, and industrial development. In other areas, continued development without necessary road improvements will result in increasing congestion, truck traffic, and traffic conflict on local streets.

Lack of public transit is also a concern, especially as Rockwood's population ages. Senior citizens frequently rely on public transit. Additionally, in order to attract more young families, the City should recognize the trend among people born in the 1980s and 1990s of driving less and desiring to commute on public transportation to reduce costs and allow more freedom to use electronic devices.

5. Opportunities and Constraints

COMPLETE STREETS

“Complete Streets” is the concept that roads should be safe and available for all types of users, not merely automobiles. In many ways, Rockwood’s streets already have some “complete streets” characteristics, including sidewalks and non-motorized pathways. However, improvements can be made. Complete Streets recommendations are included in the Future Transportation Plan.

Utilities

WATER

The City of Rockwood owns and maintains the local public water distribution system which services all developed areas within the City. Water is supplied by/purchased from the Detroit Water and Sewer Department, and sold to customers within the jurisdiction of the Rockwood system. Major water mains in the City lie along Fort Street and Huron River Drive. The system is generally in good condition, however, there is a need to replace some undersized lines within the older portion of the City and to replace lines in the system which are prone to breakage. System looping in new developments will improve overall water pressure in the system.

SANITARY SEWER

Rockwood owns and maintains the sanitary sewer system and facilities. The sewer system is comprised of the collection system piping, lift stations, and the treatment plant.

The maintenance and operation of the collection system are the responsibility of the city and the Department of Public Works. The collection system should be cleaned and flushed on a regular basis to reduce unwanted stormwater infiltration and septic conditions within the system.

The components of the sanitary sewer system include:

- **Treatment Plant.** The wastewater treatment facility is located at the end of Swallow Drive, along the Huron River. The maintenance and operation of the facility is currently subcontracted through Earth Tech (formerly W.W. Operation Services). The plant was originally constructed in 1939 to provide primary treatment and disinfection. Due to population growth and stricter EPA requirements, the plant was upgraded to include secondary treatment and phosphorous removal in 1970. In 1982 a 300,000 gallon sludge storage tank was constructed, when operations were transferred from the County to the City.

In 1996 and 1999 additions were made to the main building for electrical upgrades, chemical storage and containment, to replace obsolete equipment, and to install larger pumps.

Since the 1999 upgrade, the treatment plant processes and adequately treats 0.3 to 0.4 million gallons per day (MGD) of sanitary sewage. As a result of the 1999 upgrade, the treatment plant capacity was increased from an average daily flow of 0.4 MGD to 1.0 MGD. The peak hour capacity was increased from 0.8 MGD to 2.6 MGD.

Due to the inflow and infiltration problem, the collection system transports an average flow ranging from 1.0 to 2.0 MGD to the treatment plant in a 24 hour period (consisting of approximately 25 to 50% sanitary/50 to 75% rainwater or non-sanitary) during short periods of heavy rainfall or extended periods of significant rainfall. The plant has also experienced

sustained flows of 2.6 MGD or greater in the past. These sustained flows have lasted up to 4 hours in duration.

- **Lift Stations.** Four lift stations are used to pump sanitary sewage to the treatment facility. Lift stations located on Fort Street, Huron River Drive, and Olmstead help transport sewage to the treatment facility. The fourth lift station, Gossett, transports sewage to the Huron River Drive lift station. The lift stations were upgraded in the late 1990's.
- **Collection System .** Some repair work was done on the collection system piping during the 1990's to alleviate the infiltration of storm water into the sanitary sewer lines, however, it appears that some of the sewer lines in the older subdivisions on the east side of the City are still in need of rehabilitation (particularly the streets in the Presidential subdivision). Damaged or cracked sanitary sewer lines allow water to infiltrate the sewer. There are also many subterranean patio structures and sump pumps within the City with drains connected to the sanitary sewer. Resolving these problems would greatly reduce unwanted inflow into the sanitary sewer system. Some of these inflow issues are regulated by the Sanitary Sewer Ordinance, which should be strictly enforced.
- The City should have a complete, accurate, and updated sanitary and storm sewer system map on file. If it does not, one should be created by the City Engineer using GPS mapping technology.

STORM DRAINAGE

The City of Rockwood contains a number of enclosed storm drains and lines. Due to the age of some of the sewer lines in Rockwood, it is suspected that some of the storm sewers may feed directly into the sanitary sewer system, providing additional unwanted rainwater to the treatment plant. A detailed study of these systems would help determine the extent to which combined sewers still exist. All enclosed stormwater and surface water runoff from the City discharges into the Huron River, either directly or via open drains such as Smith and Silver Creeks.

GAS AND ELECTRIC

Michigan Consolidated Gas (a subsidiary of DTE Energy) supplies natural gas for home heating and cooking. DTE Energy is the sole electricity provider.

BROADBAND

High-speed broadband internet access and cable television is currently available to the citizens of Rockwood. Comcast is the only provider option for the majority of households.

WIRELESS TELECOMMUNICATIONS

Wireless voice and data service is strong in the City for all major carriers. There is only one wireless telecommunications facility within the City limits. It is located on City-owned land near Mercure Park.

Community Facilities

Public services are provided to the citizens of Rockwood by several public and private entities including the City itself. This chapter of the Master Plan addresses certain community facility needs which are provided by the City and other entities.

CITY HALL

Rockwood City Hall is located on Fort Street north of Huron River Drive. City Hall was built in 2000 to replace the old City Hall. The City Hall site is a registered historic landmark, as the first standardized state police post was built there in 1929. The state police post later became Rockwood City Hall until it was replaced by the new facility in 2000.

City Hall houses the City administration offices, City Council chambers, police and fire departments, and community space and meeting rooms. The building contains state of the art technology and will provide a home for City government for years to come.

CITY ADMINISTRATION AND SERVICES

The City of Rockwood provides a number of essential services including administration and maintenance of city-owned properties, streets, roads and parks.

The City administration includes the City Administrator; an Assistant City Administrator; a full-time Clerk/Deputy Treasurer; a full-time Deputy Clerk/Building Clerk; and a full-time Utility Billing Clerk employed in the water department and as a back-up employee for all existing services and functions.

DEPARTMENT OF PUBLIC WORKS

The Assistant City Administrator also serves as the Director of Public Works (DPW) and serves as the administrative head, under the direction of the Mayor and the City Council, for all public works and other engineering projects. The DPW currently employs 3 full-time workers, one of whom is referred to as the DPW Leader.

The DPW maintenance garage is located on Wood Street, just north of Huron River Drive. This site is the storage location for the vast majority of the major DPW equipment and supplies. The equipment at the site includes 2 tractors, 1 backhoe, 2 dump trucks, 2 snow plows, 3 mower decks, 1 street sweeper, 1 animal control van, 1 road grader, 1 sewer auger, 3 salt spreaders, 2 water pumps, and 1 pick-up truck.

POLICE

The City police department operates out of City Hall. The department currently has a seven person force, including the police chief, a lieutenant, a detective/sergeant, and 4 uniformed patrol officers. It is likely that the department will see the need for an additional patrol officer in the near future. The department has 2 marked and 1 unmarked police vehicle.

All vehicles contain current technology, including laptop computers. The police department, along with the fire department, participates in the Downriver Mutual Aid Agreement. The City also has a 911 dialing service for emergencies. The current 911 system will need to be upgraded to allow cell phones to connect to the system in the future.

FIRE

The City fire department also operates out of City Hall. The fire department provides fire protection and rescue services for all residents of the City. The department also participates in the Downriver Mutual Aid Agreement and in the Monroe County Association to provide services to, and with, surrounding communities.

The fire department currently consists of 22 “paid on-call” firefighters, meaning that firefighters who respond to fire calls are paid for their services. The City Council has, by resolution, authorized a maximum of 30 on-call firefighters. Fire department management personnel continue to recommend that the City hire a full-time firefighter.

The fire department’s equipment is in generally good condition. The city has 2 fire trucks and one (1) ambulance in service. Of the 2 fire trucks, one is an engine and one is a ladder.

COMMUNITY CENTER

The City owns and maintains a Community Center, which is located on Fort Street north of Huron River Drive, adjacent to Mercure Memorial Park. The building contains one large banquet room, two meeting rooms, an office, lobby, and kitchen facilities, and is used for youth, adult, and senior events. The Wayne County Office of Nutrition Services uses the center daily for the senior lunch program.

Community groups including Boy Scouts, Rotary Club, American Legion, Historical Society, Huron Valley Yellow Jackets, and Lions Club use the Center on an ongoing basis. Individuals and groups may rent the Center for weddings, showers, graduations, birthdays, and other events.

LIBRARY

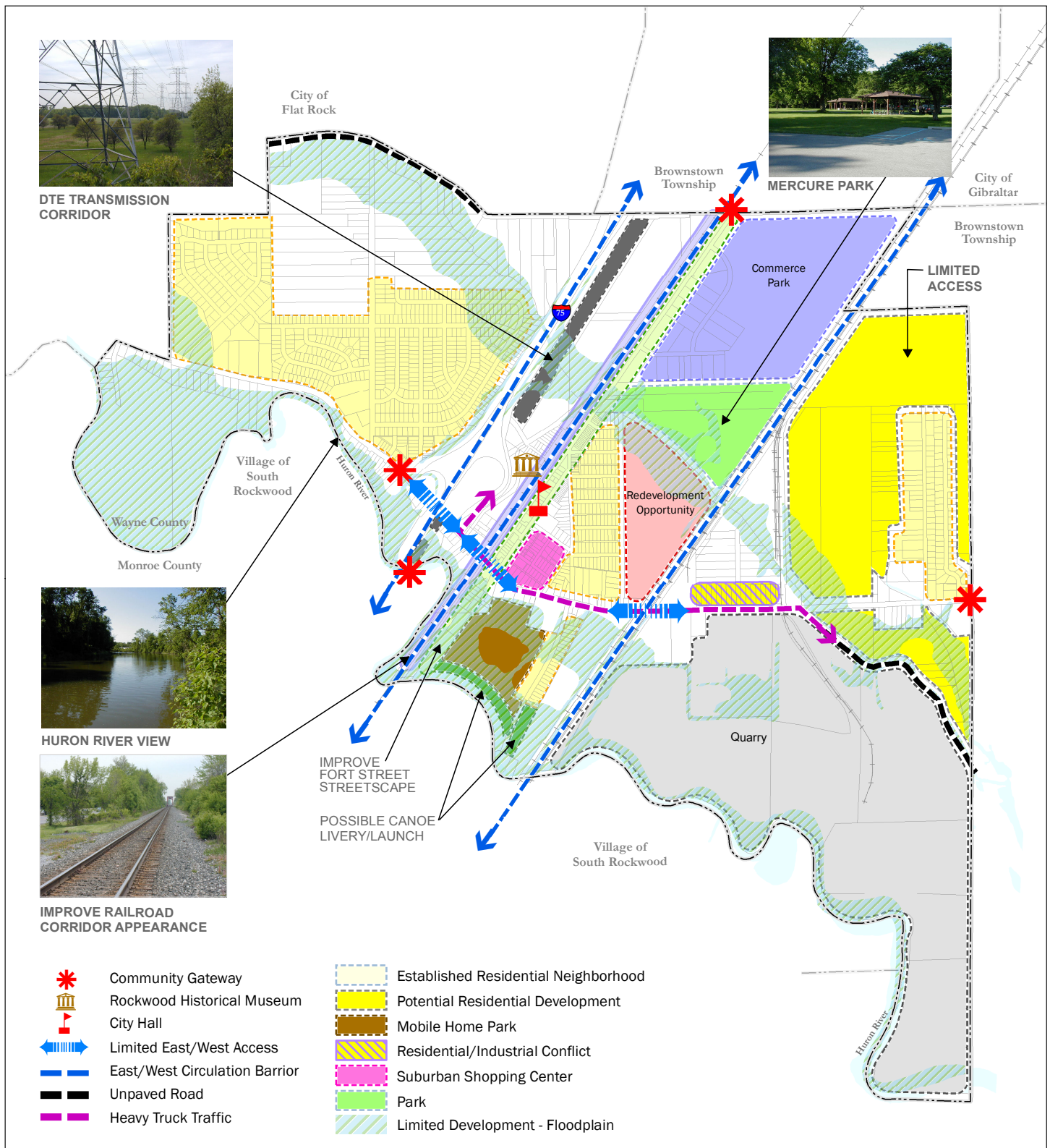
The City of Rockwood does not have its own library, but helps finance the Huron Valley Public Library along with Flat Rock, Gibraltar, Brownstown Township, and Huron Township. The library is located at 25200 Gibraltar Road in Flat Rock, and is a member of the Wayne/Oakland Federation, a cooperative of approximately 60 southeast Michigan libraries. The library is adequate to meet the current needs of the communities it serves.

SCHOOLS

The City of Rockwood is located in the Gibraltar School District. Chapman Elementary School is located on Olmstead Road. Older students are bused to Shumate Junior High and Carlson High School, located outside of Rockwood. St. Mary’s Catholic Church in downtown Rockwood also operates a kindergarten through 8th grade school. The former Rockwood Elementary School, located on Harding and Roosevelt Streets in the central portion of the City is now used as a daycare facility.

POSTAL SERVICE

A United States post office facility is located on an approximately half-acre site on the south side of Huron River Drive, east of Fort Street. The facility contains post office boxes and is the central site for delivery service for City residents. Rockwood is located in the 48173 zip code, which also includes the City of Gibraltar and the lower 1/3 of Brownstown Township.



August 18, 2015

Map 3 Opportunities and Constraints Map

City of Rockwood, Michigan

0 1,000 2,000
Feet



McKenna
ASSOCIATES

Base Map Source: Wayne County GIS, 2002
Data Source: McKenna Associates, Inc. 2014

6. Public Input

COMMUNITY SURVEY

As part of the development of the 2015 Master Plan Update, the Planning Commission conducted a survey of property owners and residents within the community. The results of the survey were used to guide the planning process and create a shared vision for the community.

DISTRIBUTION

The survey was available from December 18, 2014 until March 2, 2015. The survey was advertised on the City website and through postcards sent with water bills. Paper copies of the survey were also available at City Hall.

CHARACTERISTICS OF RESPONDENTS

There were 21 responses to the survey. Of those who responded, 90.4% were between the ages of 25 and 64, and living with a partner and/or children – 95.2% of respondents lived in households of two or more people, and 36.8% reported having children living with them.

Of the respondents to the survey, 78.9% said they own a single-family home in the City. Four respondents reported that they rent their home, two respondents said they owned businesses, and one said they own commercial or industrial property.

RESPONSES

Respondents were asked a number of questions dealing with the present and future of Rockwood. In order to gauge the importance of different potential City priorities, respondents were asked to rate each from “1” (not important to Rockwood at this time) to “5” (Very important to Rockwood at this time). The full results of the survey can be found in the Appendix with key takeaways included here.

Table 6.1: Responses, Overall

Category	Most Popular	Ave. Rating	Least Popular	Avg. Rating
Transportation	Maintain existing roads	4.29	Get a SMART bus route through Rockwood	1.71
Housing	Provide housing for seniors and retirees/building new homes on vacant lots in existing neighborhoods (tie)	2.76	Building more housing within walking distance of businesses	2.43
Parks and Recreation	Walking-biking trails	3.64	Tennis Courts	2.14
Economic Development	Create a traditional, walkable downtown	4.21	Improve transportation between Rockwood and major job centers	3.14
New Businesses	Sit down restaurant	3.79	Convenience Store	1.79

Source: Rockwood Master Plan Survey 2015

6. Public Input

Commuting/Transportation Responses

- Survey respondents supported maintaining existing roads above all other transportation priorities (average rating 4.29), but sidewalks also scored highly (4.00 on major roads and 3.93 within neighborhoods). Biking and walking trails were also popular (3.36 on N. Huron River Drive, 3.36 along the river, and 3.14 for a new bridge crossing the river).
- Road improvements were generally not popular, with road capacity (widening, traffic lights, etc) receiving an average rating of 2.62, new road connections receiving a 2.15, making it easier to cross the rail tracks getting a 2.43, and paving Woodruff Road getting a 2.21. Reducing or re-routing truck traffic was popular, however, with a 3.50.
- Rockwood residents commute to a wide variety of locations for work. The most common responses were Detroit and Rockwood itself, each with three responses. Other work locations included Flat Rock, Woodhaven, Monroe, Dearborn, Taylor, Southgate, Romulus, Ann Arbor, and Novi. Three respondents indicated that they do not commute to work.
- When asked if they would choose not to drive to work if there was another practical option, 42.9% said “no.” Of the remaining respondents, 28.6% said they would bike, 21.4% said they would ride a train, 7.1% would walk, and 7.1% would ride a bus.

Housing Responses

- Across the board, housing priorities were rated low by respondents. The most popular housing priorities were additional housing for seniors and retirees and building homes on vacant lots within neighborhoods, but each had only a 2.79 average rating. Respondents were not enthusiastic about new neighborhoods (2.50), nor did they care whether new housing was built within walking distance of businesses (2.43).

Parks and Recreation Responses

- Respondents targeted walking/biking trails (3.64) as the highest ranking recreational priority but other facilities were popular as well, such as riverfront park space (3.50), indoor event facilities (3.21), a “splash pad” (3.15), picnic pavilions (3.08), and playgrounds (3.00). The least popular recreational amenities were tennis courts (2.14), soccer/lacrosse/football fields (2.57), basketball courts (2.57), and a boat launch (2.64).

Business/Economic Development Responses

- The most popular economic development goal was to create a walkable downtown (4.21). Increasing the number of businesses in the city was also very popular (4.14), as was, relatedly, increasing the number of jobs (3.79). Overall, economic development was rated as a very important priority, with even the lower priorities (developing the vacant portions of the Commerce Park, 3.50, and improving transportation to major job centers, 3.14) scoring relatively high compared to other parts of the survey.
- When asked to name the type of business that is most needed in Rockwood, the most popular choices among respondents were sit down restaurants (3.79), banks (3.36), and hardware stores (3.00). The least popular were convenience stores (1.79), hotels (1.85), and furniture stores (1.93).

VISUAL PREFERENCE SURVEY**Most Popular**

The four images below were the highest-scoring images in the visual preference portion of the survey. Scores are out a maximum of five points.



Average Score: 4.57



Average Score: 4.57



Average Score: 4.50



Average Score: 4.14

6. Public Input

Least Popular

The four images below were the lowest-scoring images in the visual preference portion of the survey.



Average Score: 1.14



Average Score: 1.14



Average Score: 1.43



Average Score: 1.43

7. Goals and Objectives

Goals are general in nature and are statements of ideals toward which the City wishes to strive. They represent the ultimate purpose of the planning effort stated in a way that is broad and generally not measurable.

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

Together, the following goals and objectives provide the foundation of the Master Plan and a framework for future implementation strategies. A community survey was conducted and a visioning session was held to facilitate community participation in the development of the goals and objectives of this Master Plan. Many of the following goals and objectives come directly from the 2008 Master Plan because they continue to reflect the desires and values of the residents of Rockwood.

Community Development Goals

1. The City of Rockwood will continue to grow and evolve as a collection of well-defined neighborhoods with a balance of residential, office, commercial, and public uses connected by a series of pedestrian friendly roads, sidewalks, and paths.
2. The City of Rockwood will be characterized by a high development standard and will offer outstanding natural and built amenities to the residents of the community.

COMMUNITY DEVELOPMENT OBJECTIVES

1. Ensure that new land uses within the City are compatible and in character with existing uses.
2. Ensure that new land uses within the City provide excellent site design features that provide benefit to the community as a whole.
3. Protect and enhance natural features throughout the City.
4. Consider the impacts of various types and intensities of development on the environment, taking into consideration the need to protect sensitive woodlands, the type of stormwater management techniques in the development, the potential impact of development on the Huron River, and on transportation.
5. Encourage on-going maintenance and improvement of properties, buildings, and public facilities in the City.

7. Goals and Objectives

Residential Development Goals

1. Reinforce the single-family residential character and integrity of existing neighborhoods in the City to ensure the long-term viability and stability of the community.
2. Maintain a range of housing types that are designed to be compatible with the predominant single family character of the community.
3. Build new housing in connected, compatible, high-quality neighborhoods that integrate seamlessly with the City's existing residential blocks and create a connected, efficient network of residential streets.

RESIDENTIAL DEVELOPMENT OBJECTIVES

1. Improve the livability of neighborhoods by requiring high standards of housing design and construction and convenient access to parks, schools, and other community amenities.
2. Create a safe, efficient network of connected residential streets that allow people of all ages to travel easily by foot or bicycle, without compromising the connectivity for automobile traffic.
3. Establish residential design standards that encourage high quality residential development.
4. Target vacant lots within existing neighborhoods for infill housing fitting with the character of the existing homes.
5. Encourage the continued maintenance of and reinvestment in residential structures to improve the existing housing stock.
6. Consider programs and techniques to help maintain and improve neighborhoods and the condition of the housing stock in the City, including continued and improved code enforcement and building inspection practices, and assisted housing rehabilitation.
7. Continue to discourage the conversion of single family dwellings to multiple family housing and/or commercial uses, except along high-traffic corridors such as North Huron River Drive and Fort Street.
8. Encourage higher density housing options such as attached single family or multiple-family developments in the core of the City, within walking distance of businesses, parks, and other amenities.
9. Provide affordable housing alternatives for a full range of potential residents.
10. Provide housing alternatives targeted at elderly residents to encourage them to remain in the community, balancing and diversifying the population.
11. Future residential development should be permitted only in accordance with the ability to provide necessary services, including water and sewage disposal, road construction and maintenance, police and fire services, and governmental administration services

Commercial Development Goals

1. Ensure that commercial areas effectively serve the needs and desires of City residents while at the same time strengthening the City's tax and employment base.
2. Maintain the health and viability of existing commercial development in the City while permitting further commercial growth in appropriately designated areas of the City.
3. Ensure that commercial areas are aesthetically pleasing and pedestrian friendly.
4. Encourage continued investment in Rockwood Plaza, with an eye towards improving its aesthetic quality, economic viability, and pedestrian-friendliness.
5. Leverage and improve the existing businesses, historic structures, and walkability of North Huron River Drive between Wood Street and Swallow Drive to create an attractive downtown for the City.

COMMERCIAL DEVELOPMENT OBJECTIVES

1. Improve existing commercial development, especially Rockwood Plaza, to serve as a community asset that contributes positively to property values, community identity, and a sense of place.
2. Create a mix of commercial businesses that encourage an active pedestrian environment and provides a mix of convenience and destination shopping activities.
3. Upgrade the streetscape and provide on-street parking along North Huron River Drive (between Wood Street and Swallow Drive) to encourage businesses to locate in those areas and customers to patronize those businesses on foot.
4. Upgrade the streetscape along Fort Street from the Huron River to Mercure Park, and install on-street parking where appropriate.
5. Work with Wayne County and the railroad to permit additional parking lots between Fort Street and the railroad tracks, where the space is not wide enough for development, to encourage additional development on the opposite (east) side of Fort.
6. Maintain high standards of site design and encourage streetscape improvements, sidewalks, outstanding landscaping, and controlled signage to promote long term commercial stability.
7. Discourage the development of separate off-street parking facilities for each individual use, and encourage the development of off-street parking facilities designed to accommodate the needs of several individual uses with limited access points.
8. Enforce land use and zoning policies which control the expansion of strip commercial development.
9. Promote human scale design in commercial developments by orienting new commercial development to the street with large windows with displays and direct access onto a sidewalk.
10. Encourage off-street parking to be located to the rear of the buildings.

7. Goals and Objectives

11. Permit a complimentary mixture of commercial, office, and higher density residential uses in a planned development where appropriate in order to encourage traditional community living, working, and housing for the residents of the City. Such mixed uses may have office or residential uses located on second floors above ground floor retail uses. Particularly target the following corridors for mixed use development:
 - North Huron River Drive between Olmstead Road and Spreicher Road
 - Fort Street between the Huron River and Mercure Park.
12. Provide incentives (density bonuses, parking reductions) for developments that include a combination of office, retail, entertainment, residential, recreation, and/or public uses.
13. Promote the creation of urban places such as plazas which are oriented toward the pedestrian thereby promoting social interaction and safety.
14. Provide incentives and mechanisms for commercial tenants and owners to facilitate site and building improvements coordinated with the Master Plan and other City plans.
15. Encourage redevelopment of functionally obsolete commercial centers and uses.

Industrial Development Goals

1. Provide for the orderly location of industrial uses, minimizing potential adverse environmental impacts and encouraging diversity in the City tax base.
2. Leverage the City's existing infrastructure to attract more light industrial and technology-based businesses to the Commerce Park and other business and industrial areas of the City.

INDUSTRIAL DEVELOPMENT OBJECTIVES

1. Require adequate setbacks, landscape buffers, and greenbelts to minimize visual, aural, and environmental conflicts with adjoining land uses.
2. Provide safe traffic flow for trucks, separated from residential areas and avoiding the core of the City if possible.
3. Promote the location of new high tech, research, and light industrial uses in attractive settings.
4. Continue to promote diversity in the City's industrial base through recruitment of high-tech, research, and light manufacturing uses.
5. Enforce land use and zoning policies which control expansion of existing industrial development outside the Commerce Park and other planned industrial parks.

6. Encourage “small batch” and other low-intensity manufacturing uses by permitting them in mixed use developments and clustered amongst commercial and residential uses. Specifically target Cleveland Street as an appropriate location for these types of businesses.

Recreation Goals

1. Provide adequate park, open space, and recreation opportunities for all residents of the City.

RECREATION OBJECTIVES

1. Maintain and improve the quality of existing parks and recreational facilities
2. Encourage cooperative use of parks and recreational facilities between the City and Gibraltar School District.
3. Continue to encourage development and maintenance of public school facilities as a recreational resource for City residents.
4. Cooperate with other public organizations, such as the Huron-Clinton Metropolitan Authority, in providing recreation services and facilities to avoid unnecessary duplication.
5. Place a higher priority on the enhancement of existing recreation facilities than on acquisition of new properties.
6. Develop attractive, high quality parks in order to enhance the local identity, image, and property values.
7. Promote parks as a part of future residential developments in the City.
8. Encourage environmentally sensitive recreational facilities along the scenic and aesthetic natural features of the City such as the Huron River and Silver Creek.
9. Enhance the Downriver Linked Greenways Initiative system by extending multi-use paths throughout the City to connect to the Greenways system, including a connection over the Huron River to Monroe County and the Village of South Rockwood.
10. Develop linkages between existing parks and the riverfront to assure a cohesive open space and recreation system.
11. Update the City’s Recreation Plan in accordance with State requirements to maintain eligibility for grant funds.

7. Goals and Objectives

Transportation/Circulation Goals

1. Provide and maintain a circulation system which promotes safe and efficient movement for all users within and through the community and accommodates the vehicular and pedestrian circulation needs of City residents, workers, and visitors.
2. Improve safety along railroad corridors, especially at-grade road crossings.
3. Reduce and/or redirect truck traffic to create a more pleasant environment in the core of the City.
4. Maintain roads and pathways in pristine condition, to promote safety and an atmosphere of prosperity.
5. Connect non-motorized pathways in a continuous system, so that bicyclers and pedestrian can navigate the entire City safely and efficiently.
6. Support regional objectives that would provide better public transportation for Rockwood residents.

TRANSPORTATION/CIRCULATION OBJECTIVES

1. Promote transportation improvements, such as paving Woodruff Road, which enhance efficient access to community goods and services, public safety and convenience, and consider the capability of the transportation system to accommodate increased traffic produced by development.
2. Develop, improve, and maintain, sidewalks and multi-use paths to provide pedestrian links to all parts of the City, including neighborhoods, shopping, offices, parks, schools, open spaces, public facilities, activity centers, and the riverfront. Particularly target gaps in the system in the following areas:
 - North Huron River Drive
 - The Riverfront
 - Olmstead Road near Chapman Elementary School
 - Missing Sidewalks within Residential Neighborhoods
 - A Non-Motorized Connection over the Huron River to South Rockwood.
3. Create a connected network of residential streets that distribute automobile traffic and allow safe and efficient travel for pedestrian and bicyclists.
4. Improve the function and appearance of local streets and streetscapes, providing adequate rights-of-way and appropriate design for the traffic volume. Target North Huron River Drive between Olmstead Road and Streicher Road and Fort Street between the Huron River and Mercure Park for aesthetic and safety upgrades.
5. Add on-street parking in the core of the City to promote business success, slow vehicle speeds, and ensure a safe pedestrian environment. Particularly target North Huron River Drive between Wood Street and Swallow Drive. Study Fort Street for appropriate locations for on-street parking.

6. Work to build additional parking lots in the undevelopable strip of land along the west side of Fort Street along the railroad tracks, in order to support businesses on the east side of Fort Street.
7. Identify locations and work toward construction of new roads where needed to make vacant land accessible for development in accordance with the Future Land Use and Transportation Plans and to reduce truck traffic through the center of town.
8. Encourage the reduction or diversion of truck traffic along Huron River Drive through the City. Study the possibility of a “ring road” concept to carry truck traffic from the US Silica quarry to I-75 without passing through the core of Rockwood.
9. Preserve the capacity of the major road network by managing access and minimizing curb cuts and conflict points.
10. Reduce the number of site access drives along major roadways by encouraging the use of common entrances and shared parking facilities.
11. Pursue the designation of Streicher Road as a Natural Beauty Road.
12. Encourage high quality, unified images, including signage, along all of the major thoroughfares within the City.
13. Support the funding of the Regional Transit Authority, and work to ensure that it provides service to Rockwood residents and workers, including opting into SMART if that becomes practical and necessary.

Environmental Goals

1. Provide for the protection, maintenance, and balanced use of the City’s natural resources and environment to support local property values, natural beauty and character.

ENVIRONMENTAL OBJECTIVES

1. Recognize that the River is the City’s most significant natural feature. Promote public development along the River that will preserve the natural environment and will maximize visual and physical access to the river for all residents.
2. Promote the preservation of significant wooded areas, wetlands, and floodplains through the review of development plans, recognizing that a balance must be achieved between natural resource goals and other planning and development goals.
3. Promote the safe management and disposal of all waste materials, both hazardous and nonhazardous, with are generated within or transported through the City, and cooperate with state and local agencies to ensure that any contaminated sites are returned to and environmentally safe condition.

7. Goals and Objectives

4. Promote attractive and natural appearing on-site stormwater management facilities. Detention or retention ponds should not have an engineered appearance, but should appear as a natural part of the environment.
5. Reduce noise and air pollution and site lighting levels so as to minimize their impact on residential areas.
6. Encourage property owners to upgrade and maintain the environmental quality of their property.
7. Continue to promote tree planting along streets, the City's parks, and other public areas.
8. Ensure the use of multiple species of street trees throughout the City to avoid the impacts of a single pest or disease.

Community Facilities Goals

1. Provide all segments of the population with high quality and affordable community services and facilities.

COMMUNITY FACILITIES OBJECTIVES

1. Maintain and where possible improve community services, including police and fire protection, regularly scheduled maintenance of street and utility systems, snow and trash removal, and other municipal activities.
2. Prepare and annually update a comprehensive capital improvements plan for City facilities and major equipment expenditures.
3. Pursue capital improvement efforts in the City, including street and sidewalk repair and placement, installation of new street trees where needed, and streetscape improvements, in accordance with this plan.
4. Work with the School District and other communities to maintain and improve the continuing quality of education in order to attract new families to the City and retain existing families.
5. Work with the School District to preserve the schools' existing facilities even during periods of low student enrollment by using facilities to serve other community functions such as senior activities or community recreation.
6. Ensure that the City's communication infrastructure is up to date to provide the City with a competitive advantage in attracting hi-tech businesses and to provide the residents of the City a higher quality of life.
7. Residential, commercial, and industrial development shall be timed and staged in conjunction with the provision of supporting public facilities such as streets, sidewalks, and utilities.
8. Ensure that underground utilities are provided with all new development in the City.

9. Explore alternative methods of funding capital improvements, such as grants and special improvement districts.

Planning Goals

1. Ensure that on-going community planning and the implementation of recommendations of this plan.

PLANNING OBJECTIVES

1. Update the City Master Plan on a regular basis (and review it every 5 years).
2. Provide for strict zoning administration and compliance with site plan review standards.
3. Encourage community participation in the planning process.
4. Adopt a revised and up-to-date Zoning Ordinance and Zoning Map consistent with the plan.
5. Inform the public and citizen groups of Master Plan policies.
6. Cooperate with nearby communities through the exchange of information on development and redevelopment issues, such as community facilities and services, and other shared interests.
7. Establish urban design guidelines that ensure a high level of quality for future streetscape, commercial area, and residential design.
8. Establish attractive gateways into the City, improving the appearance of roads and City welcome signs at entrances into the City.
9. Continue and strengthen the current planning process, update community planning practices and educate the public.

7. Goals and Objectives

8. Future Land Use Plan

The Future Land Use Plan serves as a guide for the community's vision of the next 10 to 15 years. It is based on an analysis of land use issues facing the City, existing uses and conditions, demographic and housing statistics, physical constraints and resources, community infrastructure, circulation patterns, the public survey, and the goals and objectives set forth by the community. Through land use planning and land use controls, the City intends to ensure that the community's neighborhoods are protected, that economic development is encouraged, that the waterfront is preserved and enhanced, and that the downtown core becomes a vibrant and exciting place to be.

The Future Land Use Plan constitutes the development policy of the City, and as the City grows, the Plan should be updated to address how the growth has impacted the infrastructure and existing conditions.

COMMUNITY CHARACTER PLAN

A Community Character Plan is a step past land use to identify how different parts of Rockwood should look and function. A traditional future land use plan identifies appropriate uses for different parts of the community and also establishes basic use and density requirements. However, other important factors which create community character include the look and feel of streets, how buildings look and function, how uses relate to each other, and the overall intensity of use.

This Community Character Plan recognizes that there are many contexts that exist in Rockwood – the traditional city residential, the more suburban neighborhoods found to the east and west, the Rockwood Plaza and nearby commercial buildings that are more traditional, the Commerce Park, the quarry, the undeveloped land, and others. Each of these future land use areas has a different combination of design, use and density that create the different contexts. The purpose of the Community Character Plan is to identify all of the component parts that add up to create character, not just use and density.

Components of the Community Character Plan

The Plan establishes a number of character and neighborhood areas and then offers recommendations for design, use, and density characteristics for each district. The components include:

1. **Land Use:** Uses which are appropriate within the character area.
2. **Buildings:** How the building looks and functions and where it is located on the lot.
3. **Design:** How lots are designed, and how lots relate to each other and the public realm.

Future Land Use Categories

The character area categories are graphically displayed on the Future Land Use Map and are described in this section of the Master Plan. The elected and appointed officials of Rockwood will be responsible for the interpretation of the intent of the Community Character Map and the land use categories.





Each of the following future land use categories is explained in greater detail on the following pages with community character guidelines specifying the ideal use, buildings, and design for each district, as well as pictures showing the existing and planned character of each area.

8. Future Land Use Plan



RIVERFRONT RESIDENTIAL

DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area As necessary to meet dimensional requirements</p> <p>Minimum Lot Width Consistent with existing</p>	<p>Minimum As necessary to preserve waterfront views and prevent runoff into the river, while still allowing recreational access for property owners</p> <p>Maximum Consistent with existing</p> <p>Side As necessary to preserve waterfront views and prevent runoff into the river</p> <p>Rear As necessary to prevent runoff into the river while still allowing recreational access for property owners</p>	<p>Minimum 1 story</p> <p>Maximum 2.5 stories</p>	<p>Front porch</p> <p>Yards / green space</p> <p>River views</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Riverfront Residential Category is designed to allow residential development along the Huron River, while protecting the recreational and natural assets of the waterway. Homes should be built to complement the river, leaving as much of the natural foliage intact as possible. Docks and boat launches should be encouraged, provided that they are environmentally responsible.</p> <p>Appropriate Land Uses. Uses in this category should be restricted to single family residences, with accessory uses such as docks, for the private uses of the residents and their guests.</p> <p>Streets and Transportation. Roads should be designed to facilitate walking and biking, while ensuring the road is safe for autos as well. Stormwater systems within the right-of-way should be designed to reduce runoff into the river. In areas where there are views of the river from the public road, the road should be designed to optimize the views, including adding scenic lookout points where possible.</p> <p>Building and Site Design. New homes in the Riverfront Residential District should be designed with quality materials, but need not conform to any architectural standard. Sites should be designed to protect and preserve the natural features and the river.</p>			<p>Current Character</p>   <p>Planned Character</p>  

NEIGHBORHOOD RESIDENTIAL

DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area Consistent with existing</p> <p>Minimum Lot Width Consistent with existing</p>	<p>Minimum/Maximum/Side/Rear Consistent with surrounding character</p>	<p>Minimum 1 story</p> <p>Maximum 2.5 stories</p>	<p>Front porch / stoop</p> <p>Lawn / green space</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Neighborhood Residential category encompasses the outlying residential areas in Rockwood that are less rigid in form than Core Residential. Lots are larger and feature houses of various styles, many of which are newer construction. Most areas have sidewalks, but further improvements should be pursued to promote safety and walkability in these areas and ensure connectivity to adjacent areas.</p> <p>New neighborhoods should connect seamlessly to old ones, both in terms of roads and pedestrian connections, and also in terms of design and character.</p> <p>Appropriate Land Uses. Uses in this category include detached residential dwelling units, schools, parks, and other compatible municipal and civic uses.</p> <p>Streets and Transportation. Residential streets in the Neighborhood Residential category should be designed for slow traffic and easy pedestrian and bicycle usage. However, they should form a connected, logical pattern with as many connections to the existing street system as possible. The conceptual road map in the Automobile Transportation Plan should serve as a guide for the development of new neighborhoods. Cul-de-sacs are highly discouraged.</p> <p>Building and Site Design. New homes in the Neighborhood Residential district should be designed with quality materials, but need not conform to any architectural standard. However, they should be consistent with surrounding homes in terms of scale, massing, and site design. Garages should be located so that they do not dominate the front façade of the home.</p>			<p>Current Character</p>   <p>Planned Character</p>  





8. Future Land Use Plan

CORE RESIDENTIAL				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area Small lots encouraged</p> <p>Minimum Lot Width Consistent with existing</p>	<p>Minimum Even with least setback on block</p> <p>Maximum Even with block average</p> <p>Side Consistent with existing</p> <p>Rear Consistent with existing</p>	<p>Minimum 1 story</p> <p>Maximum 2.5 stories</p>	<p>Front porch / stoop</p> <p>Lawn / green space</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Core Residential category covers the existing residential neighborhood in Rockwood's historic core – generally bounded by Fort Street, North Huron River Drive, Lamont Street, and Mercure Park. The neighborhood features a traditional grid layout, an older house stock, and a denser configuration than other residential categories. The form of these residential blocks promotes social interaction, walkability, and safety and should be preserved as well as possible. New infill development should replicate this pattern, including connecting to the existing street grid as often as possible.</p> <p>Appropriate Land Uses. Uses in this category include detached residential dwelling units, schools, parks, and other compatible municipal and civic uses. Two-unit residential structures and small apartment buildings may be appropriate on some sites, specifically at intersections.</p> <p>Streets and Transportation. Roads in the City Residential category follow a traditional grid pattern with common elements such as sidewalks, pedestrian scale lighting, and a tree canopy.</p> <p>Building and Site Design. New dwelling units or substantial modifications to structures should be designed with quality materials, and conform to the dominant architectural typology of the block. Alternative architectural styles may be appropriate, provided the character of the residential block is enhanced. Garages should be located in rear yards.</p>		<p>Current Character</p>  <p>Planned Character</p> 	





MULTI-FAMILY RESIDENTIAL

DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area Consistent with surrounding character</p> <p>Minimum Lot Width Consistent with surrounding character</p>	<p>Minimum Consistent with surrounding character</p> <p>Maximum Consistent with surrounding character</p> <p>Side Consistent with surrounding character</p> <p>Rear Consistent with surrounding character</p>	<p>Minimum 1 story</p> <p>Maximum 5 stories</p>	<p>Welcoming Entrances</p> <p>Front porch</p> <p>Yards / greenspace</p> <p>Preserved trees</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Multi-Family character area includes the City's existing apartments, condominiums, and duplexes. These multi-family buildings are planned to stay as they are. Multi-family residential development may also be appropriate in the Huron River Drive Corridor, Fort/Church District, Core Residential, and Core Expansion Character Areas, depending on the specifics of the site in question.</p> <p>Appropriate Land Uses. Recommended uses in this category include apartments, condominiums, townhouses, and duplexes. The units may be in stand-alone buildings, or may be clustered in complexes.</p> <p>Streets and Transportation. Streets that abut multi-family housing should be designed to handle the increased traffic load caused by the additional density, but should also be safe for residents of the multi-family units to walk or bike on.</p> <p>Building and Site Design. Multi-family buildings should be built with high-quality materials and should be architecturally compatible with their surroundings. Stand-alone sites should be designed with attractive entrances and porches that allow residences to experience the street. Complexes should be designed to preserve trees and other natural features. They should also feature amenities and green space, be internally walkable, and connect logically to their surroundings for both automobiles and pedestrians.</p> <p>Parking. Parking lots should be sufficient for residents and visitors, but not excessive. They should be well-maintained, landscaped, and designed to be safe for pedestrians, especially children.</p>			<p>Current Character</p>  <p>Planned Character</p> 

8. Future Land Use Plan

MANUFACTURED HOUSING PARK				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area As existing</p> <p>Minimum Lot Width As existing</p>	<p>Minimum / Maximum / Side/ Rear As existing</p>	<p>Minimum 1 story</p> <p>Maximum 1 story</p>	<p>Front porch</p> <p>Yards / greenspace</p> <p>Preserved trees</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The manufactured housing park category includes the existing manufactured housing park on Fort Street just north of the Huron River. This community is planned to remain in place. Additional manufactured housing parks are discouraged by this plan.</p> <p>Appropriate Land Uses. Manufactured housing units and accessory uses such as clubhouses, swimming pools, or management offices.</p> <p>Streets and Transportation. Streets within manufactured housing parks should resemble as closely as possible streets within other residential neighborhoods, and should be equipped with sidewalks and landscaping to create a safe, high-quality image.</p>		<p>Current Character</p>   <p>Planned Character</p>  	

QUARRY RECLAMATION

DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area Consistent with Neighborhood Residential</p> <p>Minimum Lot Width Consistent with Neighborhood Residential</p>	<p>Minimum / Maximum / Side As necessary to provide for wooded character</p> <p>Rear As necessary to preserve reclaimed quarry areas as lakes for recreation</p>	<p>Minimum 1 story</p> <p>Maximum 2.5 stories</p>	<p>Front porch</p> <p>Lawn / green space</p> <p>Preserved trees</p> <p>Golf course</p> <p>Lake and river views</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. This category covers the existing US Silica quarry in the southeast portion of the City. For the near future, the quarry is proposed to remain. However, when the quarry ends its useful life in several decades, the reclamation plan in place should be executed. Using the topography left by the quarry, including man-made lakes, a new neighborhood with a wooded character and recreational amenities such as golf, hiking trails, and water access should be developed.</p> <p>Appropriate Land Uses. Single-family homes, recreational amenities including golf courses, hiking trails, and water access, and open spaces to preserve vistas.</p> <p>Streets and Transportation. Streets within the new neighborhood should be designed in a connecting pattern that reflects the topography and water bodies, including allowing for water views. Pedestrian infrastructure such as sidewalks and hiking/biking trails should line every street.</p>			<p>Current Character</p>   <p>Planned Character</p>  

8. Future Land Use Plan

OFFICE / INDUSTRY				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area None</p> <p>Minimum Lot Width None</p>	<p>Minimum / Maximum / Side / Rear Respectful of surrounding uses</p>	<p>Minimum 1 story</p> <p>Maximum As needed for use, respectful of surrounding uses</p>	<p>Attractive entrances Lawn / greenscape Buffering landscaping</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The office/industry character area encompasses the City’s employment districts – the Commerce Park, Cleveland Street, Huron River Drive South, and I-75 Corridor. These areas should be a mix of office and industrial uses, housed in attractive buildings and grounds that add not only employment, but also aesthetic character, to the City. While each area fits into this category in a general sense, there are subtle differences between the four of them, as described below.</p> <p>Appropriate Land Uses.</p> <p><i>Commerce Park</i> – The Commerce Park is located east of Fort Street, south of Woodruff Road, west of the railroad tracks, and north of Mercure Park. Uses in this area should be a mix of industry and office. Heavy industry and truck-heavy industrial uses may be allowed, provided they are designed to be compatible with the surrounding uses and truck traffic can be accommodated on nearby roads.</p> <p><i>Cleveland Street</i> – The Cleveland Street office/industrial area is located between the railroad tracks, north of Huron River Drive along Cleveland Street (excepting the existing residential uses directly along Huron River Drive). Industrial uses in this area should be restricted to those that do not produce a lot of truck traffic, although rail-served industry is encouraged in the northern part of the district, at the rail junction. Office and high-tech business uses are encouraged.</p> <p><i>Huron River Drive South</i> – The Huron River Drive South office/industrial area is located south of Huron River Drive near the quarry. The industrial areas in this district should retain the agricultural businesses character that currently exists with the greenhouse businesses. Office uses are also appropriate. Heavy industry would not be appropriate, given the future plan for the quarry as a residential neighborhood.</p> <p><i>I-75 Corridor</i> – The I-75 corridor office/industrial district is located east of I-75 and west of Fort Street, generally between Huron River Drive and Woodruff Road. A full range of industrial and business uses are encouraged in this area, except near the existing residential development, where heavy industry is discouraged.</p> <p>Streets and Transportation. Roads in the industrial areas should be designed to be sufficient for truck traffic, without making them unsafe for pedestrians. New roads should be built to connect the office/industrial districts with I-75 without going through the center of Rockwood or disturbing residential areas (see Future Transportation Plan).</p> <p>Building and Site Design. Buildings in this district should be designed to be long-lasting and to support efficient industrial and/or business practices. High-quality appearance is encouraged. However, sites should be designed to minimize off-site impacts and to reduce pollution and site contamination to the extent possible. Stormwater should be controlled on-site to the extent possible.</p> <p>Parking. Parking lots should be sufficient to support employee parking and truck maneuvering, but should not be excessively large.</p>		<p>Current Character</p>  <p>Planned Character</p> 	

CORE EXPANSION				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area As necessary for planned development</p> <p>Minimum Lot Width As necessary for planned development</p>	<p>Minimum / Side None</p> <p>Maximum / Rear As necessary for planned development</p>	<p>Minimum 1 story</p> <p>Maximum 4 stories</p>	<p>Front porch / stoop</p> <p>Welcoming institutional or business</p> <p>Retail storefronts</p> <p>Outdoor patio / seating areas</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Core Expansion area covers the vacant land east of the existing core of Rockwood. The purpose of this character area is to allow for a wide range of potential redevelopments of that land, while ensuring that whatever is built is compatible with the existing neighborhood.</p> <p>Appropriate Land Uses. Appropriate uses include residential and office uses of multiple various densities, low-intensity retail uses, medical facilities, and institutional uses such as religious establishments. Automotive oriented uses such as gas stations, auto repair, or drive-through facilities are inappropriate. Industrial uses may be appropriate in some circumstances, provided that they are high-tech in function and appearance, have minimal off-site impacts, and would not add excessive truck traffic to nearby streets.</p> <p>Density. Residential density could range from single family homes to townhomes to condominiums, provided that the buildings maintain the existing scale and character of the nearby Core Residential area. Office or institutional buildings may be up to four stories in height. Industrial uses should be offset from the nearby residential with green space that is usable as a public amenity.</p> <p>Streets and Transportation. Regardless of the type of development, the Core Expansion area should connect seamlessly to the street grid of the existing neighborhood. Streets within the new development must connect in a logical (preferably gridded) pattern. Pingree Street should be extended along Silver Creek to provide developable land fronting Mercure Park. No cul-de-sacs shall be permitted. (See Future Transportation Plan)</p> <p>Building Location. Buildings in the Core Expansion area should be located close to the street to create the proper sense of enclosure along the street, to help slow traffic, and to create a safe and attractive walking environment. Any new development should include residential buildings fronting Silver Creek and Mercure Park, in order to provide “eyes on the park” and take advantage of the views and recreational amenities.</p> <p>Building and Site Design. High quality architecture which compliments and enhances existing development and historical structures is strongly encouraged. Garages, if provided, should be located in and accessed from side or rear yards.</p> <p>Parking. Parking areas in the Core Expansion district are strongly encouraged to be located in side or rear yards. Front yard parking is discouraged. Parking lots should be accessed from shared access drives or alleys to reduce or eliminate the number of curb cuts.</p>		<p>Current Character</p>   <p>Planned Character</p>  	


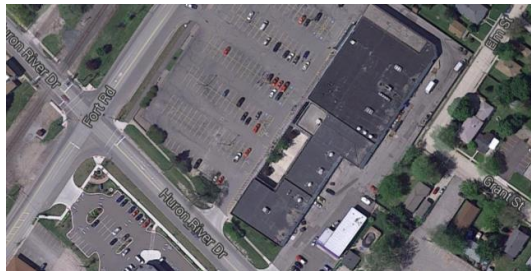


8. Future Land Use Plan

GATEWAY COMMERCIAL

DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area N/A</p> <p>Minimum Lot Width N/A</p>	<p>Minimum As necessary for parking</p> <p>Maximum As necessary to preserve buffering in rear/protect river</p> <p>Side As necessary for access management</p> <p>Rear As needed for loading/ parking and screening</p>	<p>Minimum 1 story</p> <p>Maximum 3 stories</p>	<p>Retail storefronts</p> <p>Outdoor patio / seating areas</p> <p>Lawn / greenscape</p> <p>Landscaped parking</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. Gateway Commercial is intended for large scale retail and service that provide goods and services for Rockwood residents and travelers on I-75.</p> <p>Appropriate Land Uses. This district includes office, general retail commercial, food service, and entertainment uses. Automotive oriented uses such as gas stations, auto repair, or drive-through facilities should be located in this district, provided that parking areas and loading zones are properly buffered and landscaped.</p> <p>Density. Commercial buildings should be supported by sufficient but not overly excessive parking areas. Shared parking should be encouraged. The perimeter of these lots should be landscaped and well maintained.</p> <p>Streets and Transportation. Sites should be so designed as to incorporate shared access drives and connections between parcels ("cross access") in order to reduce the number of curb cuts onto the street. The streetscape should be well designed and landscaped. Streets connections and/or pedestrian connections should be provided between commercial areas and adjacent neighborhoods.</p> <p>Building Location. Buildings facing arterial streets may be located close to the street or set back to permit front-yard parking.</p> <p>Building and Site Design. Buildings should be constructed of high-quality materials which wrap around the entire building and feature attractive signage. Façades facing public right-of-way should be highly transparent.</p> <p>Parking. Parking areas in Gateway Commercial areas may be located in front, side, or rear yards for buildings. Large areas of parking should be broken up with landscaped islands and trees.</p>			
	<p>Current Character</p>  <p>Planned Character</p> 			

CORE COMMERCIAL				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area None</p> <p>Maximum Lot Width None</p>	<p>Minimum / Side None</p> <p>Maximum Zero feet</p> <p>Rear As needed for loading/parking</p>	<p>Minimum 2 stories</p> <p>Maximum 4 stories</p>	<p>Retail storefronts</p> <p>Outdoor patio / seating areas</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The public input survey respondents reported overwhelmingly that Rockwood should have a walkable downtown. The most feasible location for that type of development is along North Huron River Drive between approximately Wood Street and Burton Street. Utilizing the Rockwood Plaza as a retail anchor and taking advantage of the existing historic architecture in the corridor, a new, walkable business district could be created through infill development and streetscape improvements.</p> <p>Appropriate Land Uses. Commercial businesses intended for this category include service, professional, and retail businesses that encourage foot traffic and do not require large parking lots. Institutional and recreational uses, especially those revolving around the arts, are strongly encouraged. Parking should be shared in public lots or on-street. Automotive oriented uses such as gas stations, auto repair, or drive-through facilities are not appropriate in the Core Commercial area.</p> <p>It is the intent of this Plan to also permit some residential uses in the new downtown. Examples of permitted residential uses would be upper-floor apartments located above retail businesses, townhouse-style buildings, and small apartment buildings that are compatible with the existing character of the district.</p> <p>Density. There is no maximum density recommendation for Core Commercial areas. The design recommendations of this Plan will limit densities to a reasonable number of units by requiring good design. Setbacks on the front and side should be minimal and setbacks along the rear of lots should be respectful of parking, loading, and circulation needs.</p> <p>Streets and Transportation. North Huron River Drive should be re-designed to add on-street parking, curbs, streetscape, pedestrian scale lighting, landscape planter beds, pedestrian crossings, and other elements that enhance and encourage walkability and business vitality. (See Future Transportation Plan).</p> <p>Building and Site Design. Infill buildings should be built right to the sidewalk, with transparent, welcoming first-floor storefronts. Signage should be attractive, with projecting signs encouraged. Second stories should have ornamental designs, including peaked roofs to add interest. Small or no side setbacks should be encouraged.</p> <p>Parking. Parking should be provided behind establishments or along side streets in private or public lots. The design of parking lots should be attractive and environmentally conscious, with high quality landscaping. On-street parking should also be available. Identification and wayfinding to parking areas should be provided for both residents and visitors. The Rockwood Plaza parking lot could serve as a central parking area for businesses up and down the corridor.</p>		<p>Current Character</p>  <p>Planned Character</p> 	

8. Future Land Use Plan





ROCKWOOD PLAZA				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area Existing</p> <p>Maximum Lot Width Existing</p>	<p>Minimum As necessary to preserve parking, loading, and circulation</p> <p>Maximum / Side None</p> <p>Rear As necessary to preserve parking, loading, and circulation</p>	<p>Minimum 1 story</p> <p>Maximum 4 stories</p>	<p>Retail storefronts</p> <p>Outdoor patio / seating areas</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Rockwood Plaza shopping center sits in the center of Rockwood and is the City’s main retail destination. In recent years, the Plaza has seen investment and is nearly full with tenants. However, the Plaza has additional potential. By better connecting it to Huron River Drive and the surrounding neighborhood, as well as adding additional buildings to create an “enclosed” feel, it could become a retail center that attracts shoppers from around the region, not just Rockwood itself. It could also become a true anchor for a rejuvenated downtown Rockwood.</p> <p>Appropriate Land Uses. Retail businesses of all types should be encouraged in the Plaza.</p> <p>Building and Site Design. The density of retail square footage could be increased by constructing two new buildings on the site. The western building would have retail spaces facing Fort Street. The eastern building would have retail spaces facing the existing Plaza building.</p> <p>Streets and Transportation. The space between the eastern new building and the existing Plaza should be designed to resemble a boulevard, with public green space in the middle and angled parking along both sides. The street should connect to Church Street at the north end. An alley should be maintained between the new eastern and western buildings.</p> <p>Parking. The existing parking lot is underused, but parking on the site will still be important. Parking should be maintained between the eastern new building and the existing Plaza, although it should be in the form of angle parking along a new street. Additionally, a new parking lot should be created west of Fort Street, near the railroad tracks, similar to the parking lot across from City Hall. On-street parking should be added to Fort Street and Huron River Drive.</p>		<p>Current Character</p>   <p>Planned Character</p>  	

HURON RIVER DRIVE CORRIDOR

DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area Consistent with existing</p> <p>Minimum Lot Width Consistent with existing</p>	<p>Minimum Midway between block average and streetline</p> <p>Maximum Even with block average</p> <p>Side Consistent with existing</p> <p>Rear As needed for loading / parking</p>	<p>Minimum 1 story</p> <p>Maximum 2.5 stories</p>	<p>Outdoor patio / seating areas</p> <p>Front porch / stoop</p> <p>Welcoming office entrance</p> <p>Lawn / greenscape</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Huron River Drive Mixed Use corridor character area covers the portions of Huron River Drive that currently do not have a clear residential or commercial character. This corridor features a wide variety of uses, building styles, and building vintages. It is the intent of this Plan for the Huron River Drive Corridor to retain its current character charm while permitting a wide mix of uses to create a vibrant district.</p> <p>Appropriate Land Uses. Appropriate uses include residential and office uses of multiple various densities and institutional uses such as religious establishments. Existing single-family homes should be protected, but new single-family homes should not be constructed.</p> <p>Density. Residential density could range from single family homes to townhomes to condominiums, provided that the buildings maintain the existing scale and character of the corridor. Office and institutional uses should be in scale with the residential uses.</p> <p>Streets and Transportation. Huron River Drive should be a walkable, attractive corridor with visible intersections and traffic calming measures. Sidewalks or bike paths should line both side of the street. Street trees should be frequent and lush.</p> <p>Building Location. Buildings along the Huron River Drive Corridor should be located close to the street to create the proper sense of enclosure along the street and to help slow traffic.</p> <p>Building and Site Design. There are no specific building and site design recommendations in this Plan for the Huron River Drive Corridor, although high quality architecture which compliments and enhances existing development and historical structures is strongly encouraged.</p> <p>Parking. Parking areas in the Huron River Drive Corridor are strongly encouraged to be located in side or rear yards. Front yard parking is discouraged. Parking lots should be accessed from shared access drives to eliminate the number of curb cuts.</p>			<p>Existing Character</p>  <p>Planned Character</p> 


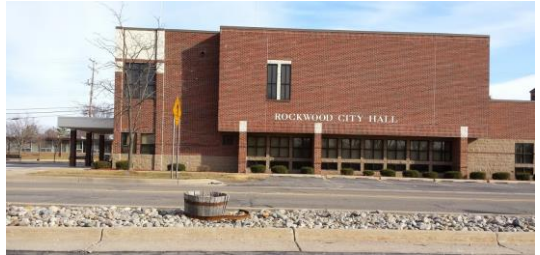


8. Future Land Use Plan

FORT / CHURCH DISTRICT

DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area Consistent with existing</p> <p>Minimum Lot Width Consistent with existing</p>	<p>Minimum Midway between block average and streetline</p> <p>Maximum Even with block average</p> <p>Side Consistent with existing</p> <p>Rear As needed for loading / parking</p>	<p>Minimum 1 story</p> <p>Maximum 2.5 stories</p>	<p>Grand civic/religious entrance</p> <p>Outdoor patio / seating areas</p> <p>Front porch / stoop</p> <p>Welcoming office entrance</p> <p>Lawn / greenscape</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Fort/Church district is Rockwood's "civic center," including City Hall, the police/fire headquarters, and historic St. Mary's Church and School. Residential and commercial uses are also scattered throughout the district.</p> <p>Appropriate Land Uses. The district should be maintained as a civic, educational, and religious center, with City Hall and St. Mary's as anchors. Existing single-family homes should be protected. Commercial uses should be located along Fort Street only.</p> <p>Density. Residential density could range from single family homes to townhomes to condominiums, provided that the buildings maintain the existing scale and character of the district. Institutional uses should be designed to respect surrounding residential, and commercial uses should be in scale with their surroundings.</p> <p>Streets and Transportation. Fort and Church Streets should be walkable, attractive corridors with visible intersections and traffic calming measures. Sidewalks or bike paths should line both side of the street. On-street parking should be made safe and available throughout the district. Street trees should be frequent and lush.</p> <p>Building and Site Design. If City Hall and St. Mary's expand, their expansions should be in keeping with the character of the existing facilities.</p> <p>Parking. Parking areas should be designed to be buffered from surrounding uses and should not create dead zones. The large St. Mary's parking lot along Burton Street is a concern and should be broken up with additional landscaping, or even partially replaced with more active uses. The City Hall parking lot on the west side of Fort Street should be extended along the entire corridor to provide additional parking for the businesses and institutions.</p>			
	<p>Current Character</p>   <p>Planned Character</p>  			

PARKS				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area n/a</p> <p>Minimum Lot Width n/a</p>	<p>Minimum / Maximum / Side / Rear As necessary for park amenities</p>	<p>Minimum 1 story</p> <p>Maximum As necessary to accommodate use</p>	<p>Lawn / greenscape Recreational amenities</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Parks character area encompasses the various public park and recreational areas in Rockwood.</p> <p>Appropriate Land Uses. All areas should maintain uses which promote the inclusion of the public and provide recreational and gathering opportunities. Parks should be maintained and upgraded as needed.</p> <p>Streets and Transportation. Existing pedestrian and cyclist trails should be maintained. Additional pathways and associated amenities (i.e. bicycle racks, water fountains, wayfinding signage, lighting, etc.) should be constructed as needed. The connection of such pathways to connect the parks is strongly encouraged.</p> <p>Building and Site Design. There are no specific Building and Site Design recommendations in this Plan for the Parks district, although high quality architecture is encouraged. Buildings should be well lighted, highly visible, and provide public amenities.</p> <p>Parking. Sufficient parking should be provided for public facilities. Parking areas should be designed to minimize stormwater runoff and implement low-impact development techniques (pervious pavement, bioswales, etc.).</p>		<p>Current Character</p>   <p>Planned Character</p>  	

8. Future Land Use Plan

PUBLIC				
DESIGN GUIDELINES	LOT DIMENSIONS	BUILDING SETBACKS	BUILDING HEIGHT	STREET FRONTAGES
	<p>Minimum Lot Area n/a</p> <p>Minimum Lot Width n/a</p>	<p>Minimum / Maximum / Side / Rear Respectful of surrounding uses</p>	<p>Minimum 1 story</p> <p>Maximum As necessary to accommodate use</p>	<p>Lawn / greenscape Recreational amenities</p>
CHARACTER AREA DESCRIPTION	<p>General Characteristics. The Public district encompasses the public facilities in Rockwood – City Hall, Chapman Elementary, and the water treatment facility.</p> <p>Appropriate Land Uses. The public uses are planned to stay in their existing locations for the future. In the event that a building will be repurposed, it should be used and designed in a manner consistent with surrounding land uses.</p>		<p>Current Character</p>   <p>Planned Character</p>  	

Overlays

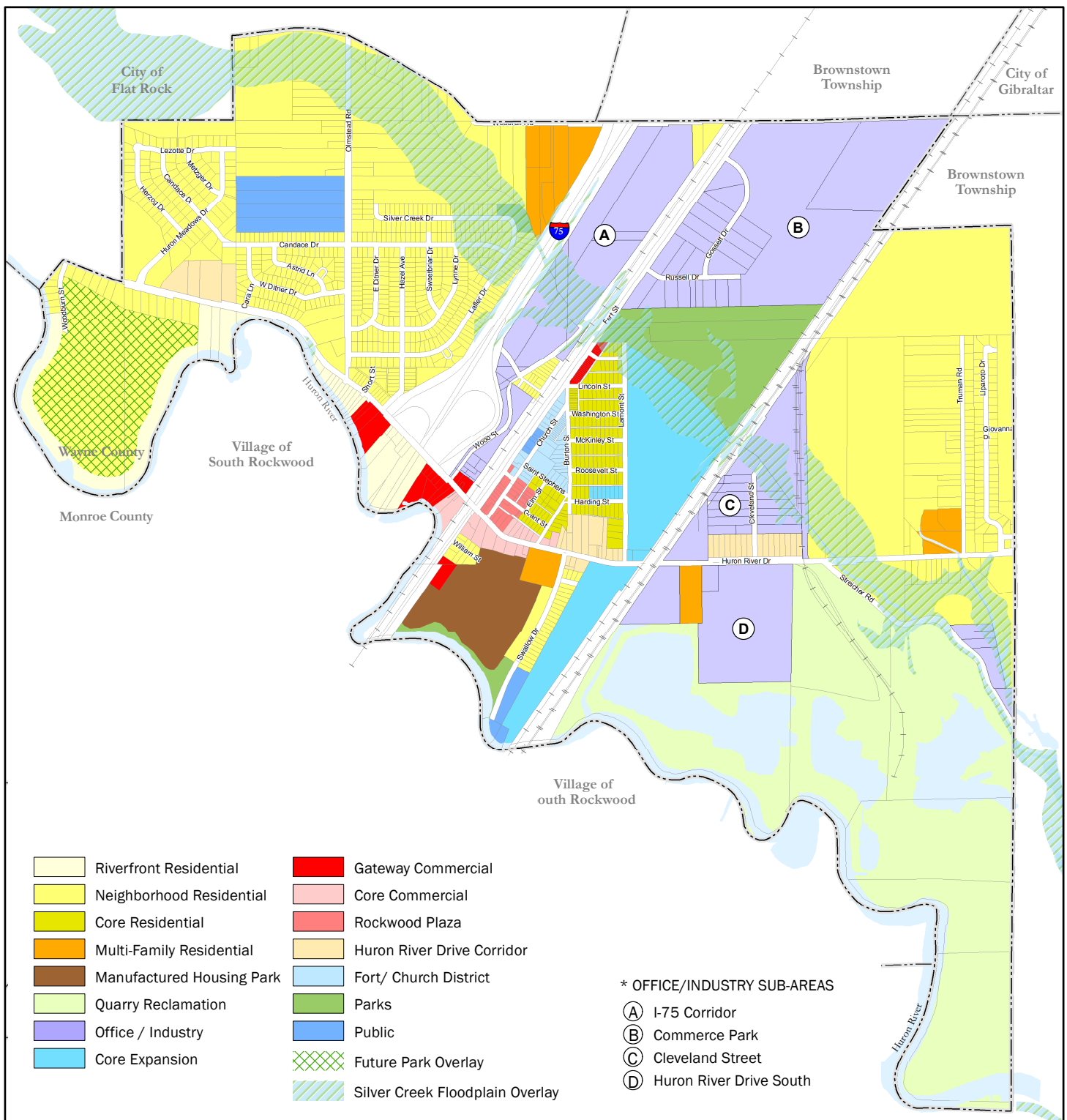
SILVER CREEK FLOOD PLAIN OVERLAY

The Silver Creek Flood Plain overlay is designed to protect the areas within the flood plain of Silver Creek that are not yet developed. Development is not prohibited within the flood plain area, but in designing new developments, the flood plain should be taken into account. Areas within the flood plain should be reserved for recreational amenities, parking, or stormwater management, rather than building footprints.

FUTURE PARK OVERLAY

The Future Park overlay acknowledges the potential of the large piece of vacant land in the western part of the City between North Huron River Drive and the bend in the Huron River to become a park. In the event that this land is developed, rather than converted to park space, it should take the forms of the character areas designated for it.





August 18, 2015

Map 4 Future Land Use

City of Rockwood, Michigan

0 1,000 2,000
Feet



McKenna
ASSOCIATES

Base Map Source: Wayne County GIS, 2002
Data Source: McKenna Associates, Inc. 2014

9. Future Transportation Plan

Automobile Transportation

PLANNED STREET CONNECTIONS

The City of Rockwood has a highly disconnected street system, with I-75, multiple rail corridors, and self-contained residential developments contributing to an inefficient road network. The Automobile Transportation Plan map shows conceptual street connections that would better serve the City. While these connections are based on current land divisions, other infrastructure, natural features, and land use patterns, they are merely a guide for how the road pattern should be constructed as the vacant land in the City develops. They are not meant as hard-and-fast requirements.

In general, the following guidelines should be used for new road connections:

- New neighborhoods should connect to existing neighborhoods in as many places as possible.
- Additional railroad crossings should be pursued.
- Cul-de-sacs should be discouraged.
- All new residential neighborhoods and business parks should have two points of egress to a major thoroughfare.
- Small, connected blocks should be maintained to encourage walking between destinations and to assist with public safety response times.

RAIL GRADE CROSSINGS

There are four grade crossings of the rail corridors through Rockwood – three on North Huron River Drive and one on Woodruff Road. These rail crossings should be upgraded and maintained to provide the highest level of service for both railroad, motorists, and non-motorized transportation. The following improvements should be pursued:

- Re-paving at all crossings to ensure they are safe and smooth.
- Continuous sidewalks or bike paths across the tracks, with pedestrian safety markings.
- Upgraded safety signage.

TRUCK BYPASS “RING ROAD”

Truck traffic through the center of Rockwood is a major concern. It causes traffic backups, an unwelcoming pedestrian environment, and noise pollution, as well as causing the deterioration of streets, especially North Huron River Drive. This Plan envisions that the City of Rockwood will partner with Wayne County and MDOT to build a new “ring road” to carry truck traffic from the US Silica quarry, through the City’s major industrial areas, and to the I-75 interchange without passing through the City’s core.

9. Future Transportation Plan

As shown on the Automobile Transportation Plan, the new road is planned to begin near the intersection of North Huron River Drive and Streicher Road, then head north/northwest, crossing the railroad tracks on an overpass for maximum safety and efficiency. From there, it will pass through the Commerce Park and connect to Woodruff Road. Woodruff Road will serve as part of the ring road between that intersection and a new road to be built between Fort Street and I-75. The new road will run south from Woodruff and connect to Wood Street, which will connect back to Huron River Drive and the I-75 interchange.

ROAD UPGRADES

The Public Input Survey suggests that capacity upgrades are not desired in the City. However, the City should continue its ongoing review of the condition of its roads, re-surfacing and re-building as necessary.

Additionally, Woodruff Road should be paved west of I-75 to create a safer and more efficient connection. A partnership with the City of Flat Rock and Wayne County will be necessary to complete that project.



COMPLETE STREETS

The City of Rockwood endeavors to make its road corridors safe and attractive for all users. Sidewalks and bike paths should form a connected system through the City. Two major corridors are also planned for additional “Complete Streets” improvements:

North Huron River Drive

North Huron River Drive between I-75 and Lamont Street is planned to be the City’s “downtown” and signature commercial area. On-street parking, pedestrian-scale lighting, streetscape, and landscaping are proposed for this corridor, as shown on the cross-section below.

Figure 13: North Huron River Drive Cross Section (Existing)

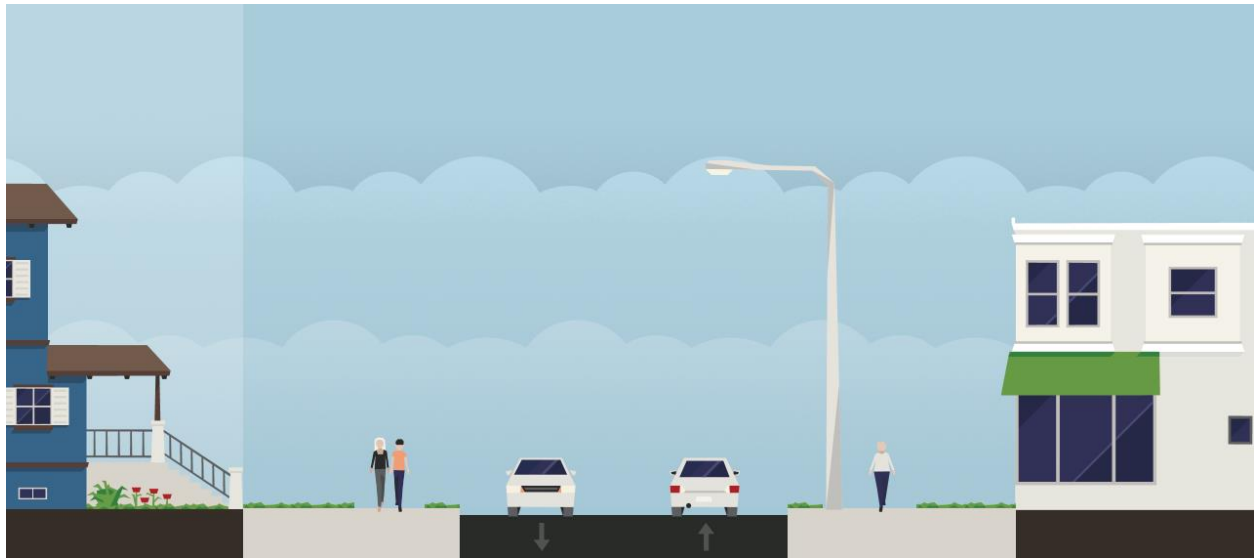


Figure 14: North Huron River Drive Cross Section (Proposed)



9. Future Transportation Plan

Fort Street

Fort Street is also a major corridor through the core of Rockwood. Because of the railroad tracks, it will not be the commercial core, but it should still be outfitted with improvements to improve the pedestrian experience and leave a positive impression of the City. On-street parking, a sidewalk on the west side of the road, and new lighting and street trees would make the road safer and more attractive.

Figure 15: Fort Street Cross Section (Existing)



Figure 16: Fort Street Cross Section (Proposed)



Non-Motorized Transportation and Public Transit

NON-MOTORIZED TRAILS AND BICYCLE INFRASTRUCTURE

Walking and biking trails were a high priority among respondents to the public input survey. The following trails exist in the City:

- Fort Street between North Huron River Drive and Woodruff Road (connecting to the Downriver Linked Greenways Trail, which goes north and west into Flat Rock and east into Gibraltar).
- Along the Huron River between Fort Street and Swallow Drive.
- A loop through Mercure Park.

The City's main trail priority is to connect the two existing trails by filling the "gap" on Fort Street south of North Huron River Drive. Other first tier priorities include:

- Improvements to the Fort/Dixie Bridge to allow better bicycle and pedestrian connections between Rockwood and South Rockwood.
- A better biking environment along North Huron River Drive west of Fort Street, including a bike path or dedicated bike lanes.
- A connecting bike loop along Olmstead Road and Woodruff Road to improve bike access from the City's western neighborhoods to the Downriver Linked Greenways trail.

Second tier priorities include

- A better biking environment along North Huron River Drive east of Fort Street, including a bike path or dedicated bike lanes.
- A trail along the river east of Swallow Drive.
- Improved biking environment along Lamont Street, potentially including dedicated bike lanes or sharrows.
- A trail along Woodruff Road west of Olmstead Road.
- A trail or dedicated bike lanes along Swallow Drive, leading to a new pedestrian/bicycle bridge across the Huron River to connect to Labo Park in South Rockwood.

SIDEWALKS

Most of Rockwood has a well-connected sidewalk system. However, there are some important missing links. The City envisions new sidewalks in the following locations:

- North Huron River Drive west of Olmstead Road (in places where sidewalks do not currently exist.
- Olmstead Road north of Chapman Elementary School.*
- Burton Street, where sidewalks do not currently exist.
- North Huron River Drive east of Swallow Drive.
- Lamont Street between North Huron River Drive and Harding Street.
- Cleveland Street.
- The west side of Truman Road.
- Silver Creek Drive along the park at the bend into Lafler Drive.

*This sidewalk installation would be a good candidate for a Safe Routes to School Grant through MDOT. The City should partner with the City of Flat Rock and the Gibraltar School District to build a continuous sidewalk so that students who live north of Woodruff Road can walk to Chapman Elementary School.

PUBLIC TRANSPORTATION

Currently, there is no fixed-route public transportation in the City of Rockwood. The City has chosen not to be a member of SMART, and thus receives no service from them. Because Rockwood's neighbors (Flat Rock, Brownstown Township, and Gibraltar) are also not members of SMART, it does not make sense for the City to join the transit organization at this time.

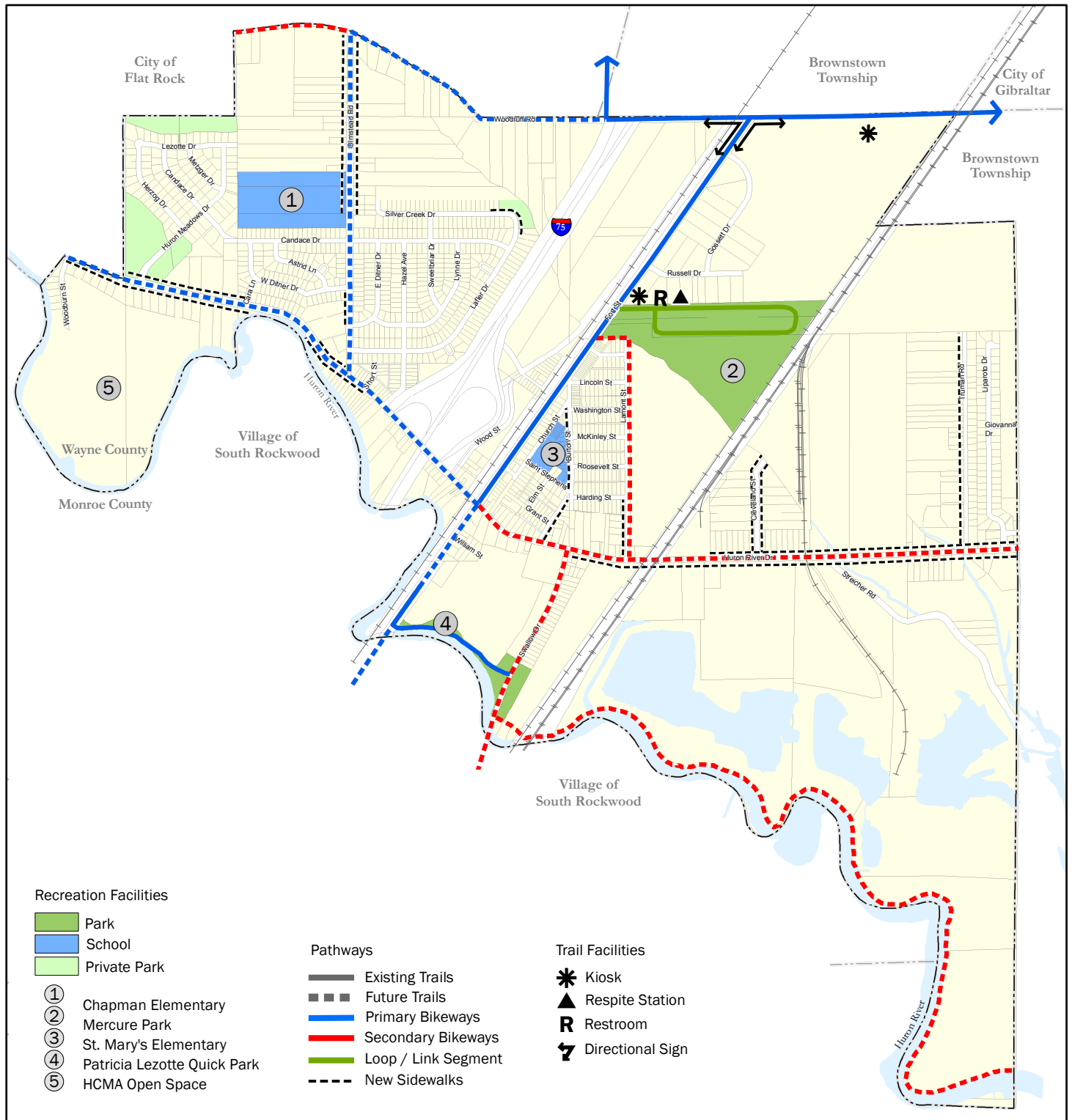
However, the fledgling Region Transit Authority offers an opportunity. It is the intent of this plan that the City support the Authority's ballot measure for a dedicated funding source in 2016, which is likely to take the form of an automobile registration surcharge, rather than property taxes. If the funding measure passes, the RTA will be able to provide service to all of Wayne County, whether the community is a member of SMART or not.

If RTA funding comes about, the City of Rockwood wishes to become the terminus of a Fort Street Bus Rapid Transit Route. This would allow Rockwood residents to have efficient transit service to Brownstown Township, Trenton, Riverview, Wyandotte, Lincoln Park, and Detroit, and would provide much more value to the City than the cost of the registration surcharge for residents.

RAILROADS

The City will continue to work with the several freight rail companies that operate service through Rockwood, as well as US Silica and other companies that use the rail spur in the City, to ensure that freight rail service does not negatively impact public safety or any other aspect of life for City residents. Rockwood will also continue to market the railroad connections as an economic development strategy.

In the event that the RTA, SEMCOG, Amtrak, or another organization begins passenger rail service between Detroit and Toledo, Rockwood wishes to be a stop on that line, with the station near the intersection of Fort Street and North Huron River Drive.



August 18, 2015

Map 6 Non-Motorized Transportation Plan

City of Rockwood, Michigan

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Feet



McKenna
ASSOCIATES

Base Map Source: Wayne County GIS, 2002
Data Source: McKenna Associates, Inc. 2014

10. Implementation

The implementation program is an integral component of a community master plan. The strategies and activities described in this final chapter are tools for putting the Plan's recommendations into practice. To implement the goals and objectives provided in this plan and to achieve the preferred future land use plan, it will be necessary for the leadership of Rockwood to be forward thinking and committed. It will also be necessary for the residents of the community to understand and actively support the Rockwood Master Plan. The following strategies may be used as individual efforts or combined with others to achieve the desired results. The key is to define those strategies and activities that will best implement the Master Plan and to then proceed with those strategies and activities.

Public Policy and Administrative Action

PUBLIC INFORMATION AND EDUCATION

To effectively implement the Master Plan, the Planning Commission and the City Council must educate the citizens of the community on both the goals and the regulatory and incentive measures that are needed to implement the plan and realize the goals. That is, the spirit of the Master Plan must be communicated not only in terms of the "what" story, but also the "how" and "why". An informed and involved citizenry can then offer support and assistance in working toward the community they desire to have in the future.

An example of needed public information is in educating the public of the importance of promoting community and economic development in order to expand the tax base and bring in additional revenues to support the provision of public services and facilities. Through such efforts, the public is far more likely to initiate and support programs that promote economic development in the City.

The following information outlines examples of programs that can be undertaken to help inform the public about important land use goals and implementation techniques:

- A condensed version of the future land use plan, highlighting the goals of the plan
- Informational brochures on various topics important to the City
- Programs in the school system concerning land use issues
- Regular informational sessions conducted by the Planning Commission and City Council
- Media, including newspaper and cable TV outreach on land use issues

CONTINUED COOPERATION BETWEEN LOCAL UNITS OF GOVERNMENT

The City should continue cooperating with adjacent communities to promote a proper system of development. The City and its neighboring communities should regularly communicate and share thoughts on matters that maximize benefits for their citizens. In addition to coordinating planning and development, cooperation in the provision of public services among jurisdictions can be an effective means to reduce costs.

10. Implementation

CONTINUOUS PLANNING

Community planning is a dynamic process that does not end with the completion of the Master Plan. Communities experience continual change. Planning involves identifying and responding to change by the City Council and Planning Commission. In order to sustain the planning process and generate positive results, maintain momentum, and respond to change, the Master Plan should be reviewed and updated on a regular basis. The Michigan Planning Enabling Act requires the City to review its Master Plan at least every five years and coordinate the review with neighboring communities.

In addition, detailed plans for specific areas and issues such as a pedestrian pathway plan, and a downtown redevelopment plan are intended outgrowths of the Master Plan. Thus implementing the Master Plan will require additional planning projects over the next five years.

FISCAL IMPACT ANALYSIS

Fiscal impact analysis provides a projection of direct, current, public costs and revenues associated with a proposed development. It describes and quantifies public costs (police, fire, sewer/water infrastructure, transportation, and educational facilities) that are incurred by the development, as well as the revenues generated from property taxes, user charges, intergovernmental transfers, and other fees. When significant projects are proposed, the City should require the developer to provide a study of the fiscal implications of the proposed project.

ANNUAL WORK PLAN

This Plan establishes an extensive program of projects and activities. To effectively implement this program, the City Council and the City Planning Commission should hold an annual joint meeting. At this meeting the two bodies can review past progress on Master Plan activities, evaluate and prioritize remaining activities, and agree upon a work plan for the year. Ideally, the work plan will address several of the objectives established in this Plan, so that over the next five years a majority of the objectives will have been implemented. At the annual meeting, the Council and the Commission may decide to add or remove objectives from the work plan, in response to changes in circumstances.

Zoning Plan

One of the most influential strategies that can be used to implement a Master Plan is the system of regulatory measures established by the community to guide future development and land use. These regulations include the zoning ordinance, land division controls, and development standards. However, simply creating and using such regulations is not sufficient to actually implement the Master Plan. The ordinances must contain specific procedures and techniques that are created to achieve the objectives and eventually the goals of the future land use plan.

The future land use categories in the Master Plan provide the foundation for evaluating future zoning requests. Zoning actions that are inconsistent with the future land use map usually receive unfavorable review by the courts, if challenged. The Master Plan should always be the first source of information and policy guidance in the evaluation of zoning change requests and new development proposals.

The following is a brief discussion of the regulations and standards that the City employs to guide future development and land use.

SUBDIVISION REGULATIONS

The City's Subdivision Regulations outline the procedures and standards used in exercising the City's authority to review and approve proposed subdivisions, pursuant to the Land Division Act (Michigan Public Act 288 of 1967, as amended). Subdivision control ordinances typically require the appropriate design of lots and blocks, subdivision access, and such necessary internal improvements as streets, drainage, and water and sewer facilities. By requiring developers to install all required infrastructure and improvements, and by requiring a minimum level of quality, the City can lessen the ultimate costs to the public resulting from new developments.

CONDOMINIUM REGULATIONS

Over the past 15 years, site condominium developments have become a popular alternative to subdivisions as a way of developing land, in part due to changes in the State's condominium regulation. The popularity of this type of ownership continues to grow. The City should expect site condominium proposals, and encourage their use when appropriate.

RELATIONSHIP OF FUTURE LAND USE AND ZONING

Section 33(d) of the Michigan Planning Enabling Act, PA 33 of 2008, as amended, requires that the master plan prepared under that act shall serve as the basis for the community's zoning plan. The Michigan Zoning Enabling Act, PA 110 of 2006, as amended, requires a zoning plan to be prepared as the basis for the zoning ordinance. The zoning plan must be based on an inventory of conditions pertinent to zoning in the municipality and the purposes for which zoning may be adopted (as described in Section 201 of the Michigan Zoning Enabling Act). The zoning plan identifies the zoning districts and their purposes, as well as the basic standards proposed to control the height, area, bulk, location, and use of buildings and premises in the City. These matters are regulated by the specific provisions in the zoning ordinance.

Districts and Dimensional Standards

There are 17 zoning districts in the City, each of which is described in the current Zoning Ordinance. There, uses permitted in each district are described. In addition, the Zoning Ordinance's schedule of lot, yard, and area requirements defines specific area, height, and bulk requirements for structures in each zoning district. The Zoning Map is also a part of the Zoning Ordinance and illustrates the distribution of the defined zoning districts throughout the City.

Relationship to the Master Plan

This Master Plan establishes the vision, goals, objectives, and policies for growth and development in Rockwood for approximately the next twenty years. It includes a specific strategy for managing growth and change in land uses and infrastructure over this period, and, as required by statute, will be periodically reviewed and updated as necessary, at least once each five years. This section, along with the rest of the Master Plan, is intended to generally guide future changes to the Rockwood Zoning Ordinance.

The following is a list of proposed Master Plan land use designations and their corresponding zoning district. Not all of the Master Plan's future land use categories will match up with the current location or regulations of the zoning district that they most closely correspond to. Recommended revisions the Zoning Ordinance are discussed below.

10. Implementation

Table 10.1: Zoning Plan

Future Land Use (Character) Designation	Zoning District
Riverfront Residential	<i>New Overlay District</i>
Neighborhood Residential	RA-1 Single Family Residential/ RA-2 Single Family Residential
Core Residential	RA-3 Single Family Residential/R-B Two Family Residential
Multi-Family Residential	R-C Multiple Family Residential
Manufactured Housing Park	R-M Mobile Home Park
Quarry Reclamation	Current: NR-1 Natural Resources; Future: <i>New Zoning District or Planned Unit Development</i>
Office/Industry	M-1 Industrial/M-2 Industrial/ <i>New Zoning District for Cleveland Street Area</i>
Core Expansion	<i>Planned Unit Development</i>
Gateway Commercial	B-3 General Business
Core Commercial	B-1 Local Business, <i>with revisions</i>
Rockwood Plaza	Current: B-2 Planned Community Business Future: <i>Planned Unit Development</i>
Huron River Drive Corridor	O-R Office Residential
Fort/Church District	General: O-R Office Residential Residential: R-3 Single Family Residential/R-B Two Family Residential
Public	None
Parks	None

Riverfront Residential – Homes in this land use category generally conform to the RA-1 or RA-2 zoning districts. However, an overlay district may be necessary to provide for unique riverfront characteristics, like boat docks, and ensure preservation of the environmental quality of the Huron River.

Neighborhood Residential – The City’s existing neighborhoods generally conform to the RA-1 and RA-2 zoning districts. New residential neighborhoods should take similar forms, as described in the Neighborhood Residential Character area.

Core Residential – Rockwood’s oldest neighborhoods, in the City’s core, generally conform to the RA-3 zoning district, with duplexes allowed in areas zoned R-B. These zoning districts should be evaluated to see if they meet the desired character expressed in the Core Residential area.

Multi-Family Residential – This land use category covers existing apartment complexes in the City, which conform to the standards and of the R-C zoning district. The R-C district effectively enforces the character envisioned in the Multi-Family land use category.

Manufactured Housing Park – This land use category covers the existing manufactured housing park in the City, which conforms to the standards and of the R-M zoning district.

Quarry Reclamation – The existing quarry is zoned NR-1, which allows the quarrying operation. When the quarry has reached the end of its useful life, a new zoning district should be created to create standards for its redevelopment, or the redevelopment should be achieved through a PUD that meets the desired character.

Office/Industry – For the Commerce Park, Huron River Drive South, and I-75 corridor sub-areas of this land use category, the existing M-1 and M-2 zoning classifications are appropriate and effective, although more office uses should be permitted in those districts. For the Cleveland Street sub-area, a new zoning district should be created that allows light industrial and office uses that do not produce off-site impacts or heavy truck traffic.

Core Expansion – This future land use category envisions the future character of the vacant land east of the current City core, but leaves the question of uses open-ended. Therefore, a Planned Unit Development to achieve the desired character is the most effective zoning solution for the site.

Gateway Commercial – The B-3 zoning district generally matches the planned character of the Gateway Commercial land use category.

Core Commercial – The B-1 zoning district is generally appropriate for the planned character of the Core Commercial land use category, although some changes to the standards, especially parking and setbacks, may be necessary to achieve the desired walkable downtown environment.

Rockwood Plaza – The Rockwood Plaza is currently zoned B-2, which is appropriate for its current layout. In the event that it is redeveloped as envisioned in the Future Land Use Plan, a Planned Unit Development would be most appropriate.

Huron River Drive Corridor – The OR district allows the mix of uses with a unified character that the Huron River Drive Corridor character area envisions.

Fort/Church District – The OR district is the most appropriate zoning district for the area as a whole, but some residential blocks within the district should stay solely residential, with R-3 and R-B the most appropriate zoning districts.

Public – The Public Future Land Use category includes City uses such as the City Hall and water treatment plant, as well as Chapman Elementary School. These areas are planned to remain public uses, but are zoned in other categories to allow for redevelopment if the public uses move.

Parks – These areas are currently operated as a parks. As with the Public category, these areas are zoned in other categories for the possibility that development may take place.

RECOMMENDED REVISIONS TO THE ZONING ORDINANCE AND MAP

In order to meet the goals of this plan, the following revisions to the Zoning Ordinance are recommended:

- A new overlay district should be created to address the unique circumstances of the Riverfront Residential character area.
- The RA-3 and R-B Districts should be evaluated to ensure they meet the desired character of the Core Residential land use category.
- A new zoning district should be created for the Cleveland Street sub-area of the Office/Industry land use category. The new district should prohibit truck-intensive businesses, while otherwise allowing a mix of office and industrial uses.
- Additional office uses should be permitted in the M-1 and M-2 districts.
- The B-1 zoning district should be revised to better create the envisioned walkable downtown in the Core Commercial character area.

10. Implementation

- An overlay district should be created to enforce the Silver Creek Flood Plain Overlay on the Future Land Use Map.

Further, the following changes should be made to the Zoning Map:

- The lots designated as Core Commercial on the Future Land Use Map should be re-zoned to B-1.
- The large lots east of the rail spur and north of North Huron River Drive that are designated as Neighborhood Residential should be re-zoned to RA-2.
- The strip of P-1 along Lamont Street should be removed.
- The Zoning Map should include a footnote stating that the City will consider a high-quality mixed-use PUD on the vacant land east of Lamont Street, regardless of the current M-1 Zoning.
- The Cleveland Street corridor should be re-zoned to M-1 as an interim measure before the planned new zoning district in that area is enacted.
- The land along Wood Street that is planned for Office/Industry should be rezoned to M-1.
- The land between Fort Street and I-75, north of Mather Street, that is planned for Office/Industry should be rezoned to M-2, except for the portion that is zoned PT-1, which should not change.



Action Plan

The tables on the following pages present a detailed summary of all of the recommended implementation activities, who is responsible for completing the activity, and available funding resources for each activity.

KEY

Priority		Timeframe		Responsibility (Color)	
A	Most Important	1	Within one year		Project Lead
B	Very Important	2	1-3 years		Key Participant
C	Important	3	3+ years		Contributor
		4	As available		
		5	Ongoing		

RESPONSIBILITY (ABBREVIATION)

WC	Wayne County	PC	Planning Commission
COR	City of Rockwood	HO	Home Owners
BO	Business Owners/Developers	RR	Railroads
DLGI	Downriver Linked Greenways Initiative	SEM	SEMCOG
SM	State of Michigan	RTA	Regional Transit Authority
CC	City Council	CA	City Administration
GPS	Gibraltar Public Schools	VSR	Village of South Rockwood
CFR	City of Flat Rock	USS	US Silica

FUNDING

Public	Includes public funds from the City operating budget, County, and State funding. May also include local government bonds and grants.
Private	Includes funds from private sources such as grant monies, corporate funding, or property owners
DDA/TIF	Tax increment financing provided by an authorized body. The City currently has no TIF districts, but could create one if necessary.

10. Implementation

PLANNING, ZONING, AND ECONOMIC DEVELOPMENT								
PROJECT	PRIORITY	TIMEFRAME	RESPONSIBILITY			FUNDING		
			CITY	OTHER GOV'T	PRIVATE	PUBLIC	PRIVATE	DDA/TIF
Revise the Zoning Map as described in the Zoning Plan.	A	1	PC CA			●		
Evaluate the RA-3 and R-B districts for consistency with the Core Residential Future Land Use category, and make necessary amendments.	A	1	PC CC			●		
Revise the B-1 district to make it fully consistent with the Core Commercial Future Land Use category/	A	1	PC CC			●		
Add additional office uses to the permitted uses in the M-1 and M-2 districts.	A	1	PC CC			●		
Update the City's Parks and Recreation Plan, and file it with the State to become eligible for MNRTF Grants.	A	1	PC CC CA			●		
Create a new overlay district to address the unique circumstances of the Riverfront Residential area.	B	2	PC CC			●		
Create a new zoning district for the Cleveland Street corridor.	B	2	PC CC			●		
Create a new overlay district for the Silver Creek Flood Plain Overlay District in the Future Land Use Plan.	B	2	PC CC			●		
Pursue the redevelopment and modernization of Rockwood Plaza, to make it a true retail anchor for the community.	C	4	PC VC	WC	BO	●		
Update this plan every five years.	C	5	PC CC			●		

INFRASTRUCTURE AND TRANSPORTATION								
PROJECT	PRIORITY	TIMEFRAME	RESPONSIBILITY			FUNDING		
			CITY	OTHER GOV'T	PRIVATE	PUBLIC	PRIVATE	TIF/SAD
Re-surface and repair existing roads as needed.	A	1	CC	WC SM		●		
Construct Top-Tier Priority Non-Motorized Trails.	A	1	CC	DLGI WC SM VSR CFR	BO HO	●	●	●
Pursue a Safe Routes to School Grant to build a sidewalk along Olmstead Road north of Chapman Elementary School.	A	1	CC CA	GPS CFR SM WC	BO HO	●		
Pave the unpaved portion of Woodruff Road.	B	2	CC	WC		●		
Upgrade North Huron River Drive with streetscape, on-street parking, wider sidewalks, and pedestrian-scaled lighting.	B	2	CC	WC SM	BO HO	●	●	●
Upgrade Fort Street with streetscape, on-street parking, a sidewalk on the west side of the street, and pedestrian-scaled lighting.	B	2	CC	WC SM	BO HO	●	●	●
Work with Wayne County and the various railroads to improve and upgrade grade crossings throughout the City.	B	2	CC CA	WC	RR	●	●	
Construct Second-Tier Priority Non-Motorized Trails.	B	2	CC	DLGI WC SM VSR CFR	BO HO	●	●	●
Construct new sidewalks, as envisioned by the Future Transportation Plan.	B	2	CC	WC SM	BO HO	●	●	●
Support the funding of the Regional Transit Authority and lobby for a Fort Street BRT route to connect Rockwood to the larger regional transit system.	B	2	CC CA	RTA	BO HO	●		
Build a continuous public parking lot of the west side of Fort Street from North Huron River Drive to Pingree Street.	B	4	CC	WC SM	RR	●		
Pursue the construction of a truck bypass road as described in the Future Transportation Plan.	B	4	PC CC	WC SM	RR BO	●	●	
When new developments are proposed, ensure that they include connected road networks that integrate seamlessly with the existing system.	C	5	PC CC	WC	BO	●	●	

10. Implementation

11. Appendix

Survey Results

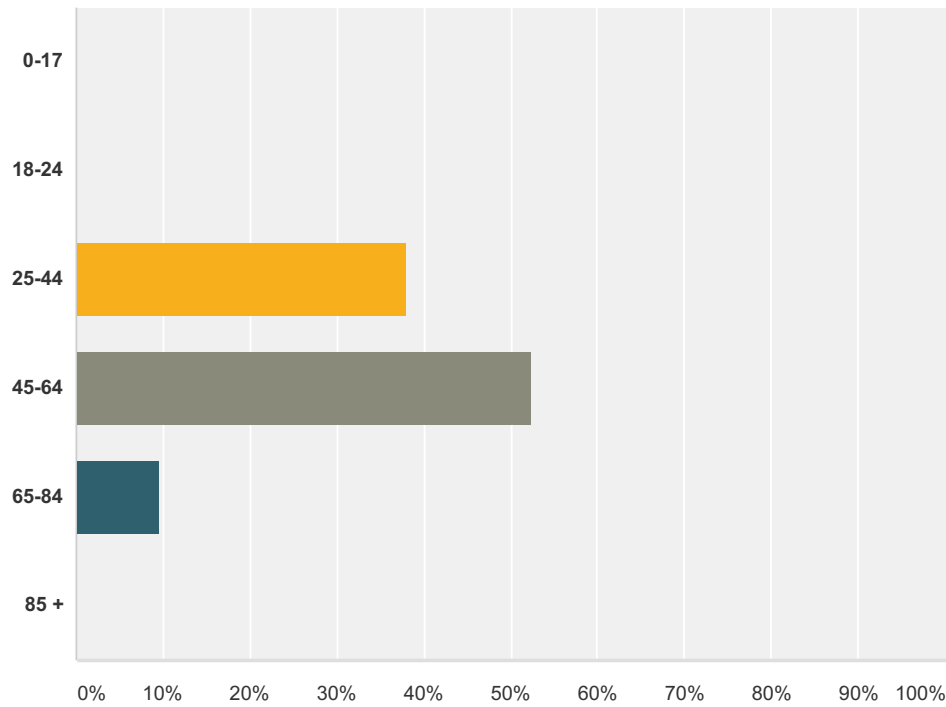
The full results of the Public Input survey are included on the following pages.

11. Appendix

Replace with Survey results

Q1 What is your age range?

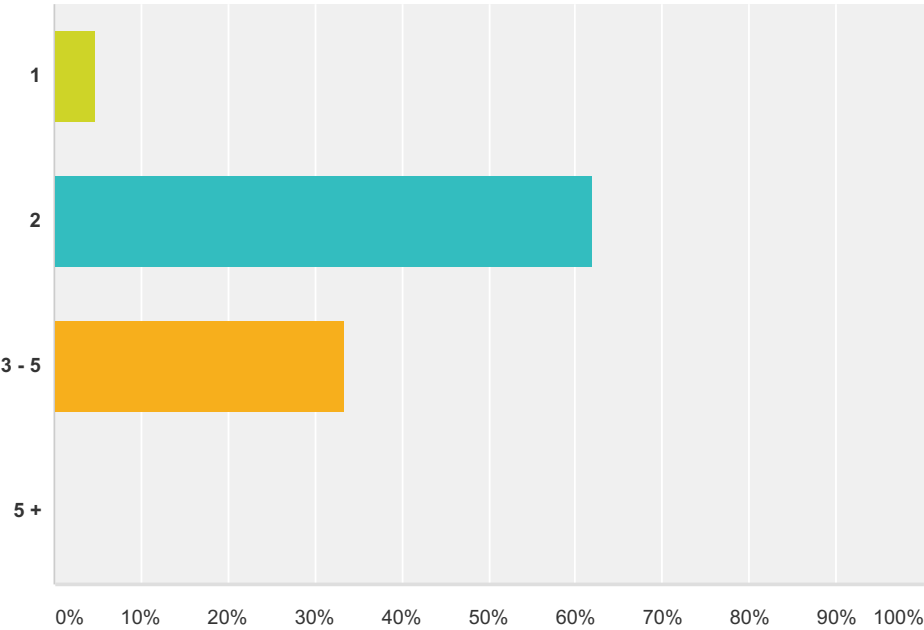
Answered: 21 Skipped: 0



Answer Choices	Responses
0-17	0.00%0
18-24	0.00%0
25-44	38.10%8
45-64	52.38%11
65-84	9.52%2
85 +	0.00%0
Total	21

Q2 How many people live in your household?

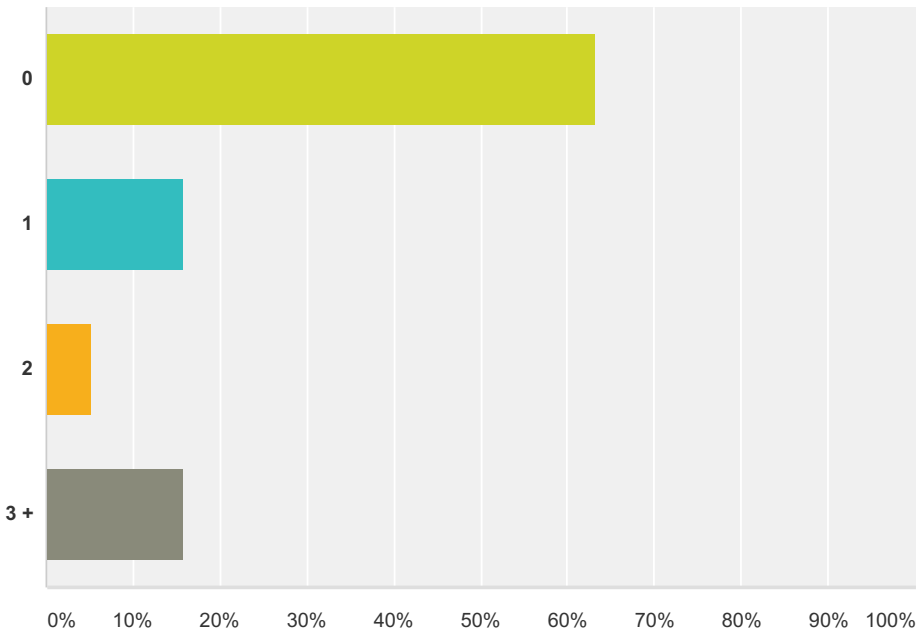
Answered: 21 Skipped: 0



Answer Choices	Responses	
1	4.76%	1
2	61.90%	13
3 - 5	33.33%	7
5 +	0.00%	0
Total		21

Q3 How many children under 18 live in your household?

Answered: 19 Skipped: 2

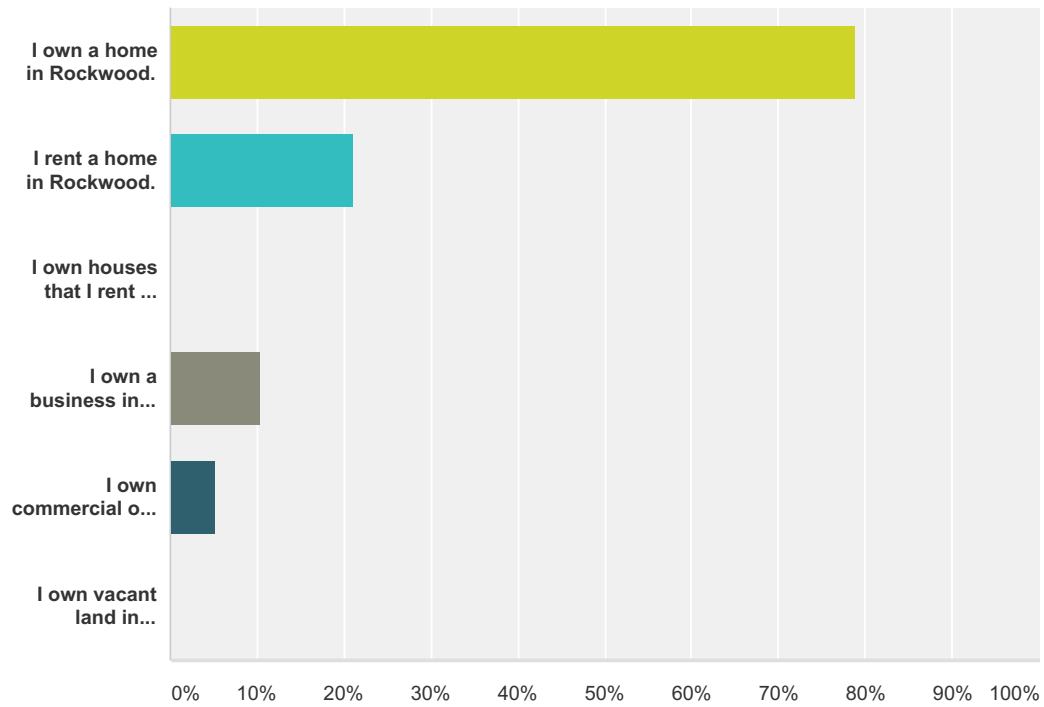


Answer Choices	Responses	
0	63.16%	12
1	15.79%	3
2	5.26%	1
3 +	15.79%	3
Total		19

Rockwood Community Survey

Q4 Please select all that apply:

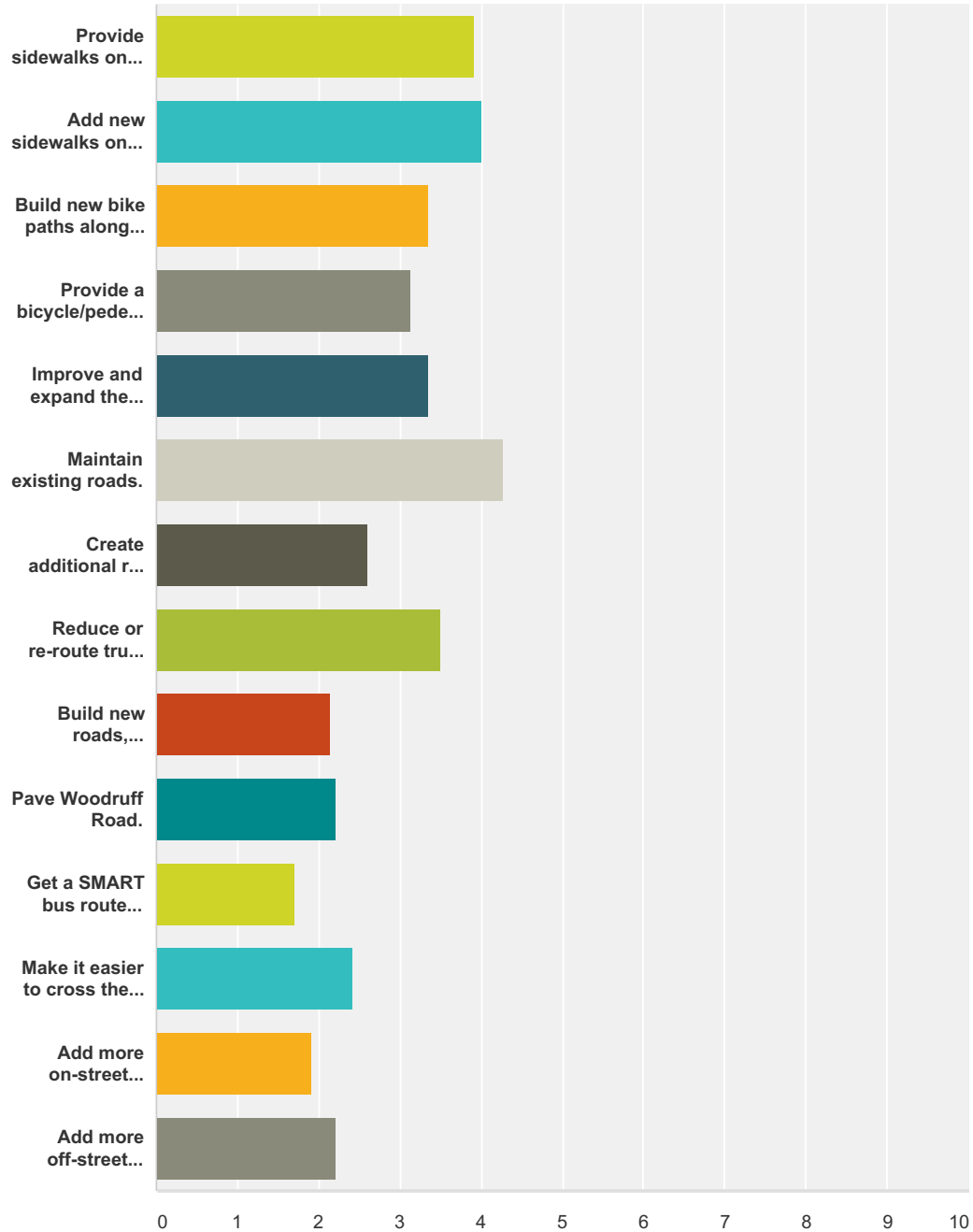
Answered: 19 Skipped: 2



Answer Choices	Responses	
I own a home in Rockwood.	78.95%	15
I rent a home in Rockwood.	21.05%	4
I own houses that I rent to others in Rockwood.	0.00%	0
I own a business in Rockwood.	10.53%	2
I own commercial or industrial property in Rockwood.	5.26%	1
I own vacant land in Rockwood.	0.00%	0
Total Respondents: 19		

Q5 Please rate the following transportation goals from 1 (not important at all) to 5 (extremely important):

Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
Provide sidewalks on streets within neighborhoods.	7.14% 1	7.14% 1	14.29% 2	28.57% 4	42.86% 6	14	3.93
Add new sidewalks on major roads.	0.00% 0	14.29% 2	14.29% 2	28.57% 4	42.86% 6	14	4.00

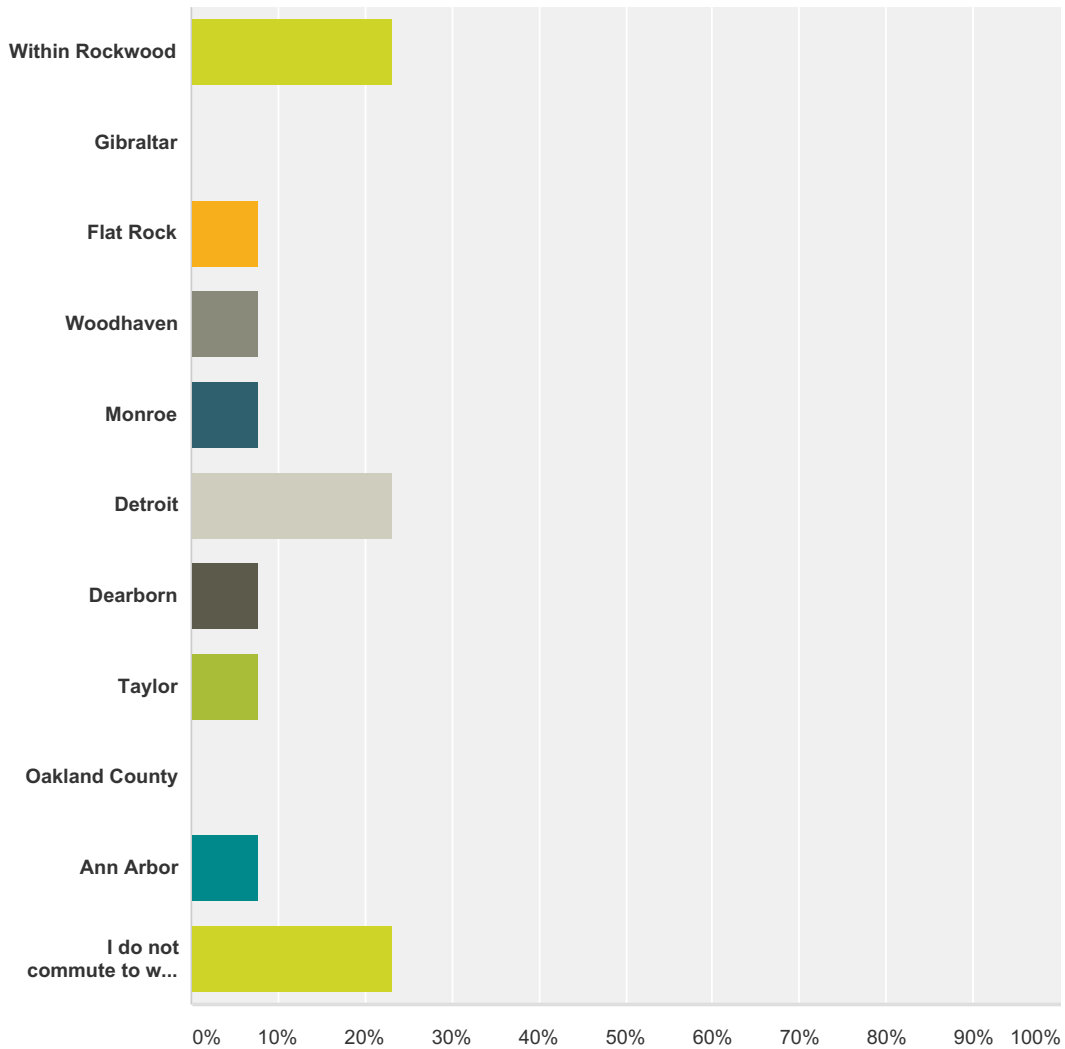
Rockwood Community Survey

Build new bike paths along major roads such as N. Huron River Drive.	0.00% 0	28.57% 4	28.57% 4	21.43% 3	21.43% 3	14	3.36
Provide a bicycle/pedestrian connection over the Huron River to South Rockwood.	7.14% 1	28.57% 4	28.57% 4	14.29% 2	21.43% 3	14	3.14
Improve and expand the bicycle/walking trail along the river.	7.14% 1	21.43% 3	28.57% 4	14.29% 2	28.57% 4	14	3.36
Maintain existing roads.	0.00% 0	0.00% 0	28.57% 4	14.29% 2	57.14% 8	14	4.29
Create additional road capacity (widening, turn lanes, additional traffic lights).	23.08% 3	23.08% 3	23.08% 3	30.77% 4	0.00% 0	13	2.62
Reduce or re-route truck traffic.	7.14% 1	28.57% 4	7.14% 1	21.43% 3	35.71% 5	14	3.50
Build new roads, especially new east-west connections.	30.77% 4	46.15% 6	7.69% 1	7.69% 1	7.69% 1	13	2.15
Pave Woodruff Road.	28.57% 4	42.86% 6	14.29% 2	7.14% 1	7.14% 1	14	2.21
Get a SMART bus route through Rockwood.	42.86% 6	42.86% 6	14.29% 2	0.00% 0	0.00% 0	14	1.71
Make it easier to cross the railroad tracks.	21.43% 3	28.57% 4	35.71% 5	14.29% 2	0.00% 0	14	2.43
Add more on-street parking.	28.57% 4	50.00% 7	21.43% 3	0.00% 0	0.00% 0	14	1.93
Add more off-street parking.	28.57% 4	35.71% 5	21.43% 3	14.29% 2	0.00% 0	14	2.21

Rockwood Community Survey

Q6 Where do you commute to for work or school? (check all that apply)

Answered: 13 Skipped: 8



Answer Choices	Responses	
Within Rockwood	23.08%	3
Gibraltar	0.00%	0
Flat Rock	7.69%	1
Woodhaven	7.69%	1
Monroe	7.69%	1
Detroit	23.08%	3
Dearborn	7.69%	1
Taylor	7.69%	1

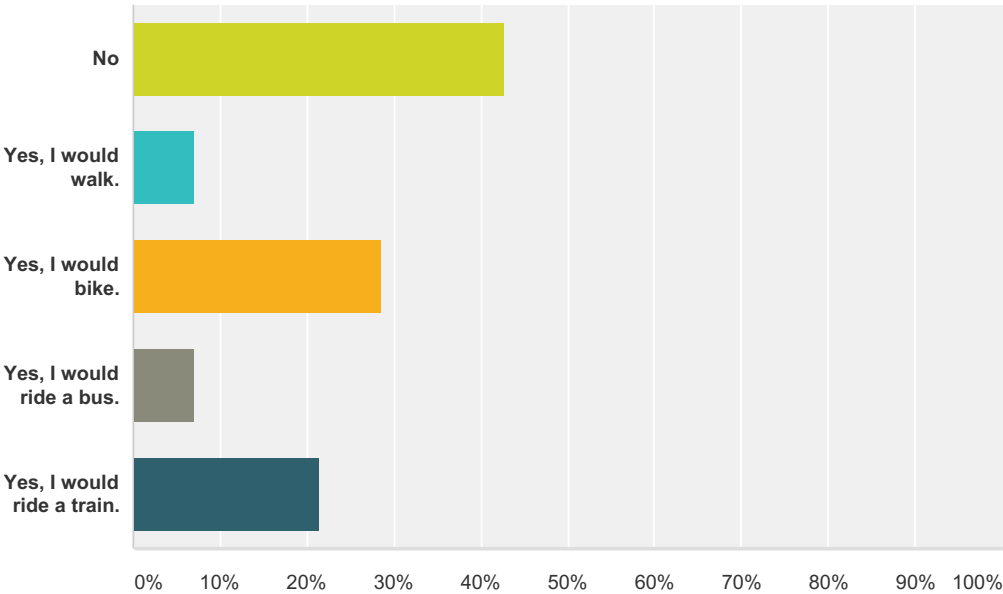
Rockwood Community Survey

Oakland County	0.00%	0
Ann Arbor	7.69%	1
I do not commute to work or school	23.08%	3
Total Respondents: 13		

#	I commute somewhere else (please specify)	Date
1	Southgate	1/26/2015 12:01 AM
2	novi	1/13/2015 6:10 PM
3	Romulus and southgate	1/3/2015 7:24 PM

Q7 If it were practical to commute via a method other than car, would you do so?
(check all that apply)

Answered: 14 Skipped: 7

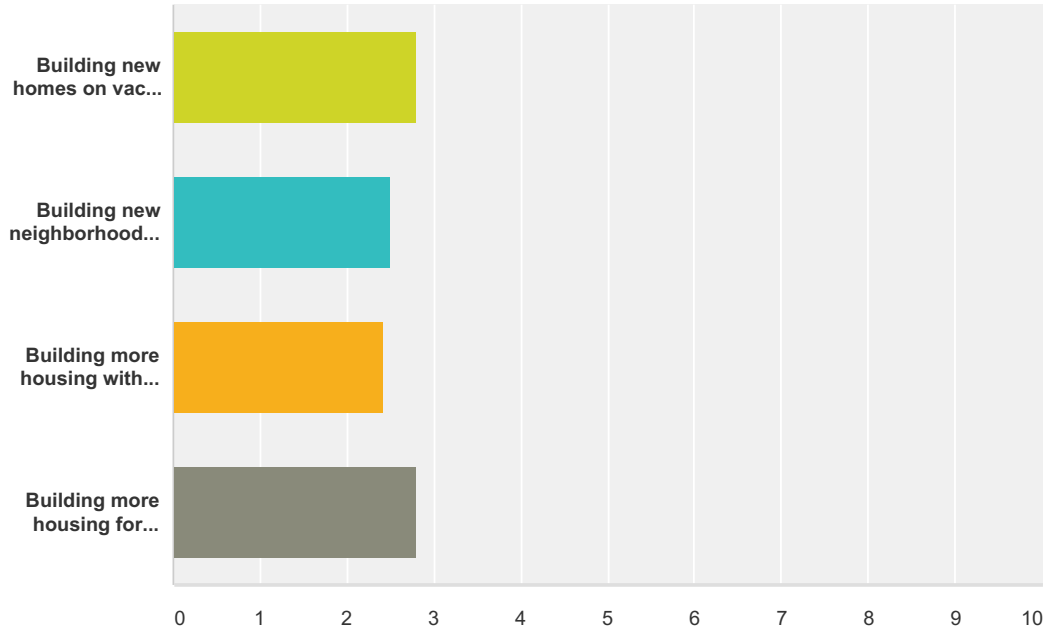


Answer Choices	Responses
No	42.86%6
Yes, I would walk.	7.14%1
Yes, I would bike.	28.57%4
Yes, I would ride a bus.	7.14%1
Yes, I would ride a train.	21.43%3
Total Respondents: 14	

#	I don't use a car to get to work, I use... (please specify)	Date
	There are no responses.	

Q8 Please rate the following housing goals from 1 (not important at all) to 5 (extremely important):

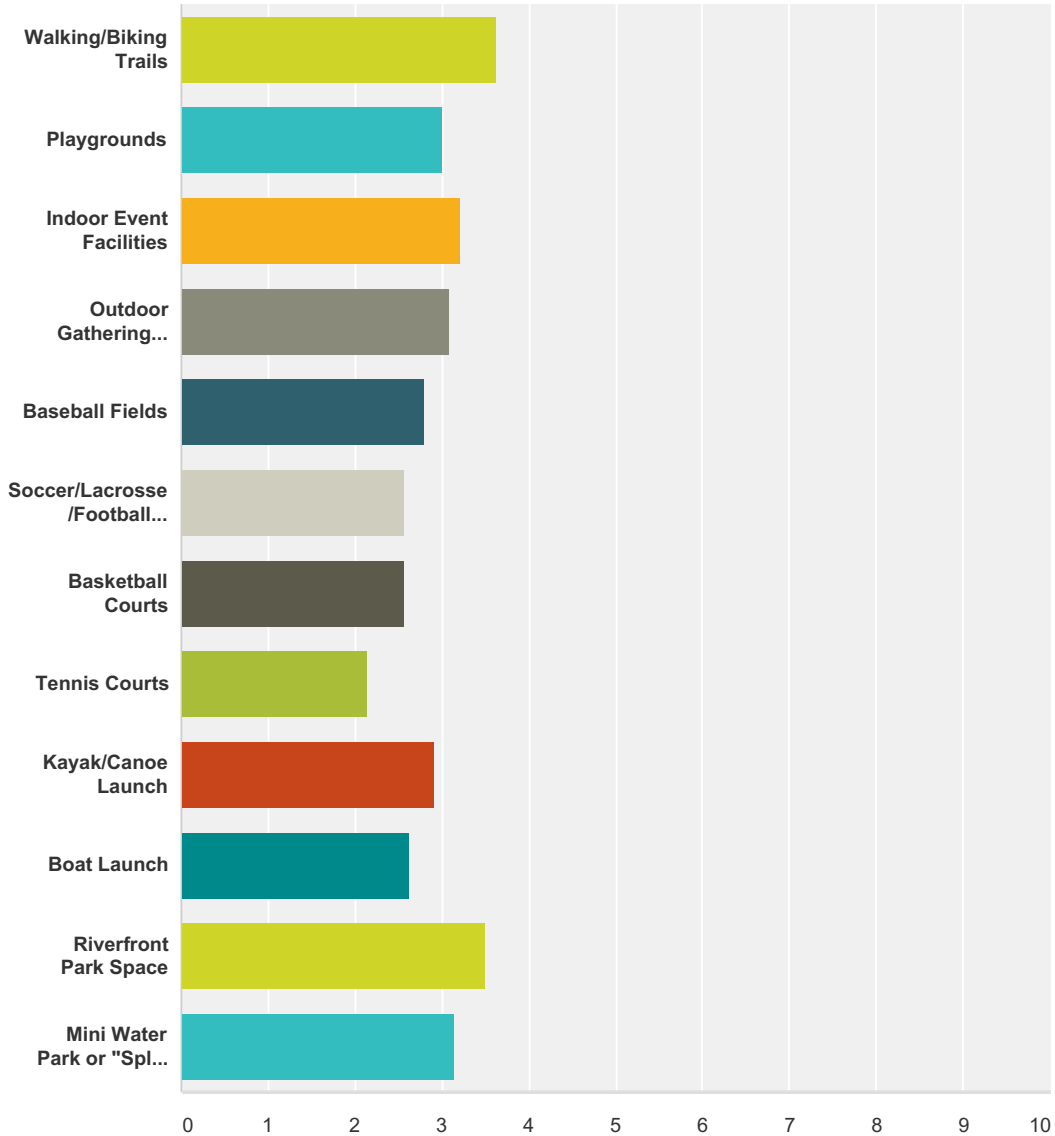
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
Building new homes on vacant lots within existing neighborhoods.	21.43% 3	14.29% 2	28.57% 4	35.71% 5	0.00% 0	14	2.79
Building new neighborhoods on vacant land.	21.43% 3	28.57% 4	28.57% 4	21.43% 3	0.00% 0	14	2.50
Building more housing within walking distance of businesses.	28.57% 4	21.43% 3	28.57% 4	21.43% 3	0.00% 0	14	2.43
Building more housing for seniors and retirees.	21.43% 3	35.71% 5	7.14% 1	14.29% 2	21.43% 3	14	2.79

Q9 Please rate the importance of building more of the following parks and recreation facilities in or around the City from 1 (not important at all) to 5 (extremely important):

Answered: 14 Skipped: 7



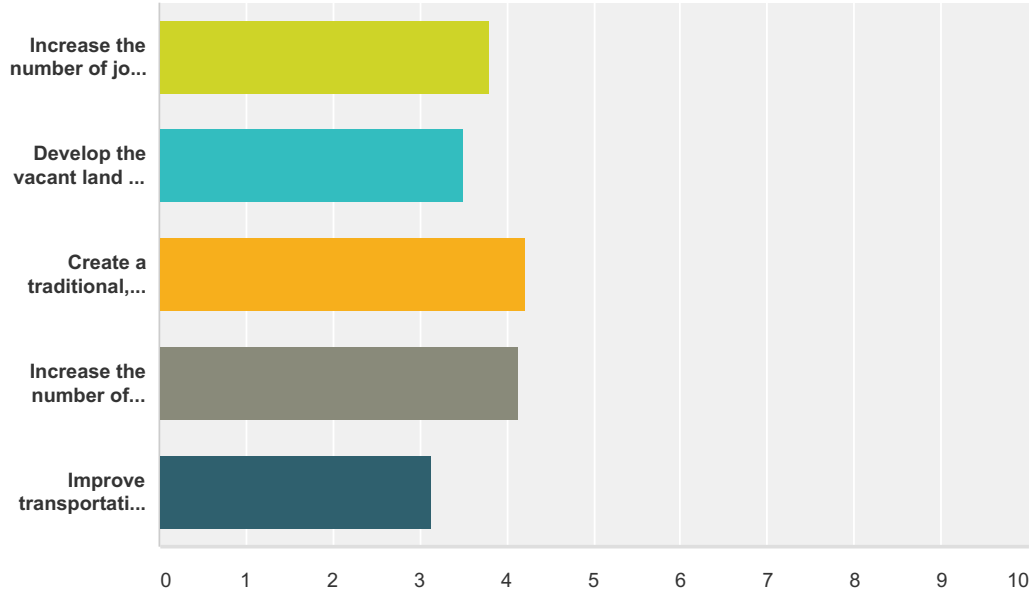
	1	2	3	4	5	Total	Weighted Average
Walking/Biking Trails	0.00% 0	14.29% 2	28.57% 4	35.71% 5	21.43% 3	14	3.64
Playgrounds	14.29% 2	14.29% 2	35.71% 5	28.57% 4	7.14% 1	14	3.00
Indoor Event Facilities	14.29% 2	14.29% 2	28.57% 4	21.43% 3	21.43% 3	14	3.21

Rockwood Community Survey

Outdoor Gathering Places, such as Pavilions	0.00% 0	30.77% 4	38.46% 5	23.08% 3	7.69% 1	13	3.08
Baseball Fields	14.29% 2	21.43% 3	42.86% 6	14.29% 2	7.14% 1	14	2.79
Soccer/Lacrosse/Football Fields	14.29% 2	35.71% 5	35.71% 5	7.14% 1	7.14% 1	14	2.57
Basketball Courts	14.29% 2	35.71% 5	35.71% 5	7.14% 1	7.14% 1	14	2.57
Tennis Courts	28.57% 4	35.71% 5	28.57% 4	7.14% 1	0.00% 0	14	2.14
Kayak/Canoe Launch	14.29% 2	14.29% 2	42.86% 6	21.43% 3	7.14% 1	14	2.93
Boat Launch	14.29% 2	35.71% 5	28.57% 4	14.29% 2	7.14% 1	14	2.64
Riverfront Park Space	14.29% 2	14.29% 2	14.29% 2	21.43% 3	35.71% 5	14	3.50
Mini Water Park or "Splash Pad"	23.08% 3	23.08% 3	7.69% 1	7.69% 1	38.46% 5	13	3.15

Q10 Please rate the following economic development goals from 1 (not important at all) to 5 (extremely important):

Answered: 14 Skipped: 7

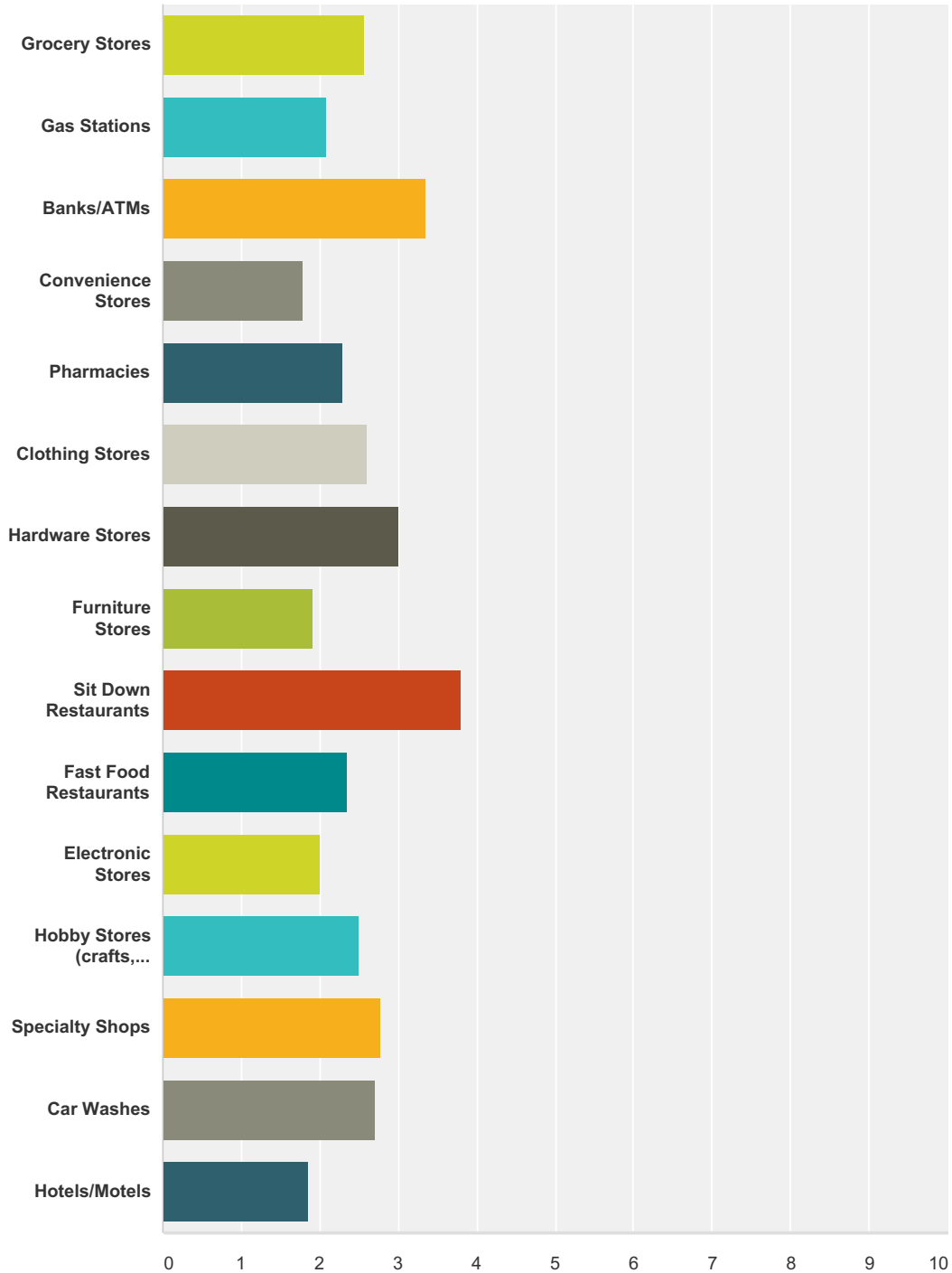


	1	2	3	4	5	Total	Weighted Average
Increase the number of jobs in the City.	0.00% 0	7.14% 1	28.57% 4	42.86% 6	21.43% 3	14	3.79
Develop the vacant land in the Commerce Park.	14.29% 2	7.14% 1	21.43% 3	28.57% 4	28.57% 4	14	3.50
Create a traditional, walkable "downtown."	7.14% 1	0.00% 0	14.29% 2	21.43% 3	57.14% 8	14	4.21
Increase the number of retail businesses in the City.	7.14% 1	7.14% 1	0.00% 0	35.71% 5	50.00% 7	14	4.14
Improve transportation between Rockwood and major job centers.	14.29% 2	7.14% 1	42.86% 6	21.43% 3	14.29% 2	14	3.14

Rockwood Community Survey

Q11 Please rate the need for the following businesses from 1 (not needed at all) to 5 (desperately needed in the City):

Answered: 14 Skipped: 7



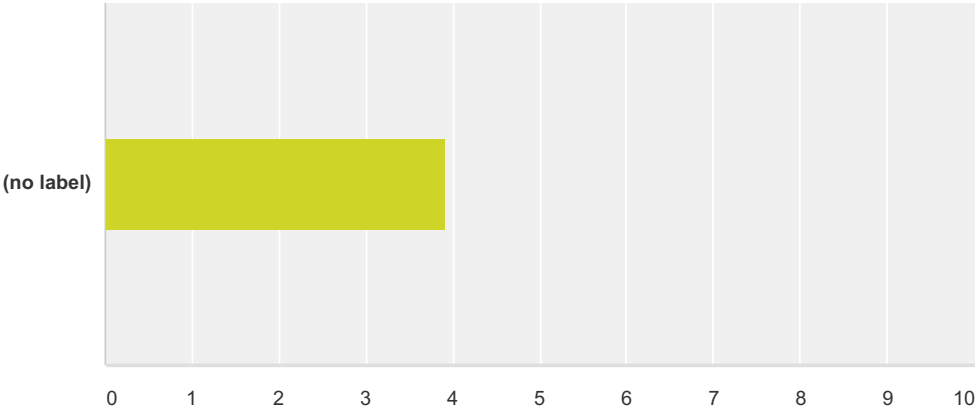
	1	2	3	4	5	Total	Weighted Average
Grocery Stores	21.43% 3	21.43% 3	42.86% 6	7.14% 1	7.14% 1	14	2.57

Rockwood Community Survey

Gas Stations	38.46% 5	38.46% 5	7.69% 1	7.69% 1	7.69% 1	13	2.08
Banks/ATMs	0.00% 0	28.57% 4	35.71% 5	7.14% 1	28.57% 4	14	3.36
Convenience Stores	42.86% 6	50.00% 7	0.00% 0	0.00% 0	7.14% 1	14	1.79
Pharmacies	35.71% 5	35.71% 5	7.14% 1	7.14% 1	14.29% 2	14	2.29
Clothing Stores	15.38% 2	38.46% 5	23.08% 3	15.38% 2	7.69% 1	13	2.62
Hardware Stores	21.43% 3	14.29% 2	21.43% 3	28.57% 4	14.29% 2	14	3.00
Furniture Stores	35.71% 5	35.71% 5	28.57% 4	0.00% 0	0.00% 0	14	1.93
Sit Down Restaurants	0.00% 0	14.29% 2	28.57% 4	21.43% 3	35.71% 5	14	3.79
Fast Food Restaurants	28.57% 4	21.43% 3	35.71% 5	14.29% 2	0.00% 0	14	2.36
Electronic Stores	28.57% 4	42.86% 6	28.57% 4	0.00% 0	0.00% 0	14	2.00
Hobby Stores (crafts, sporting goods, music, etc.)	14.29% 2	50.00% 7	7.14% 1	28.57% 4	0.00% 0	14	2.50
Specialty Shops	15.38% 2	23.08% 3	30.77% 4	30.77% 4	0.00% 0	13	2.77
Car Washes	21.43% 3	35.71% 5	14.29% 2	7.14% 1	21.43% 3	14	2.71
Hotels/Motels	46.15% 6	38.46% 5	7.69% 1	0.00% 0	7.69% 1	13	1.85

Q12 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

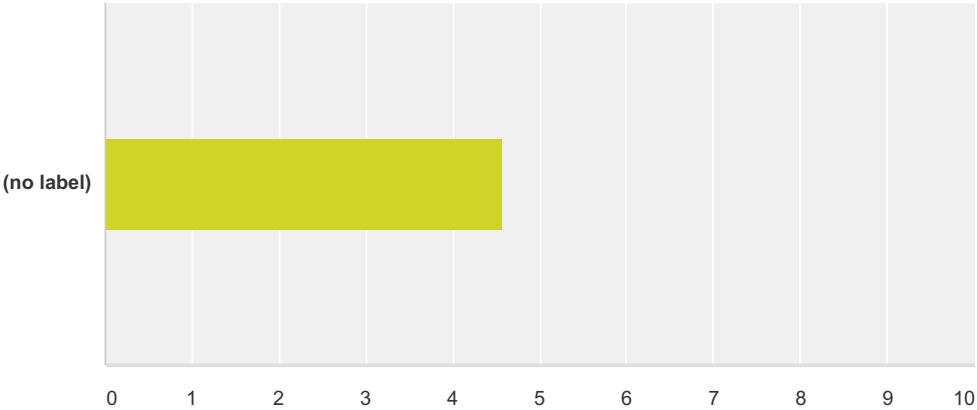
Answered: 13 Skipped: 8



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	15.38% 2	7.69% 1	46.15% 6	30.77% 4	13	3.92

Q13 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

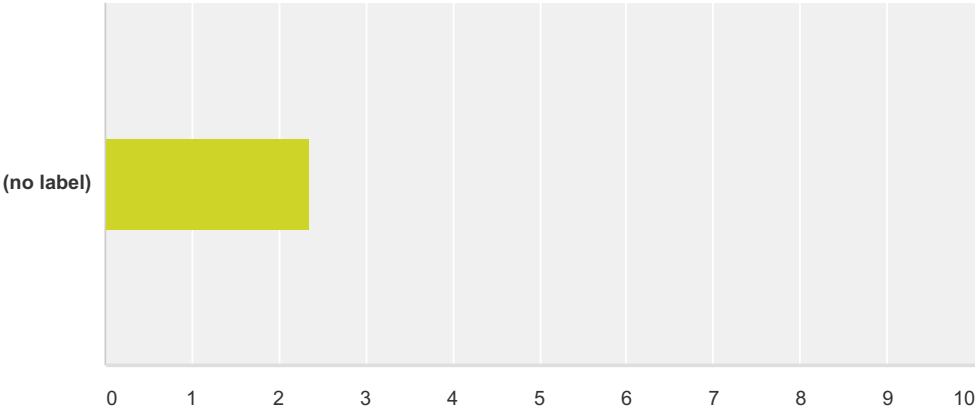
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	0.00% 0	42.86% 6	57.14% 8	14	4.57

Q14 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

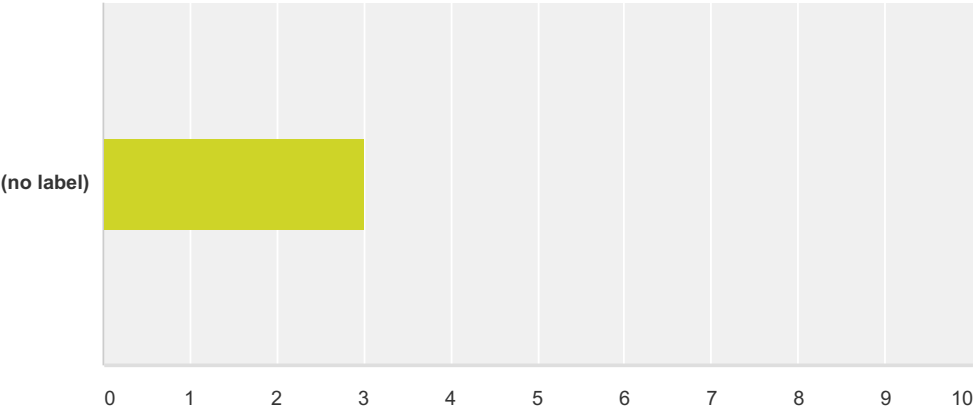
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	42.86% 6	14.29% 2	21.43% 3	7.14% 1	14.29% 2	14	2.36

Q15 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

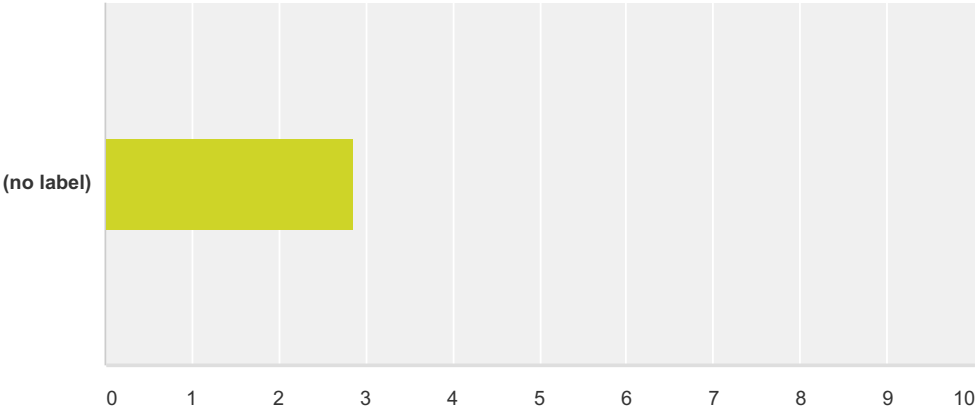
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	14.29% 2	21.43% 3	28.57% 4	21.43% 3	14.29% 2	14	3.00

Q16 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

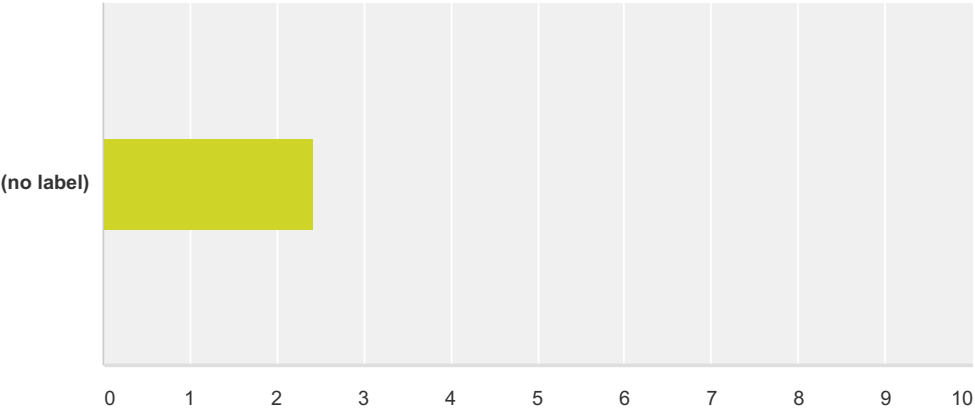
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	14.29% 2	35.71% 5	7.14% 1	35.71% 5	7.14% 1	14	2.86

Q17 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

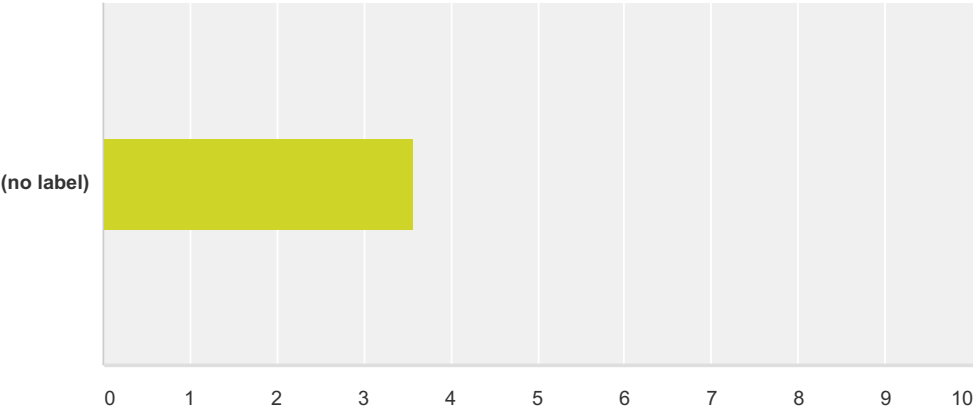
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	50.00% 7	0.00% 0	21.43% 3	14.29% 2	14.29% 2	14	2.43

Q18 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

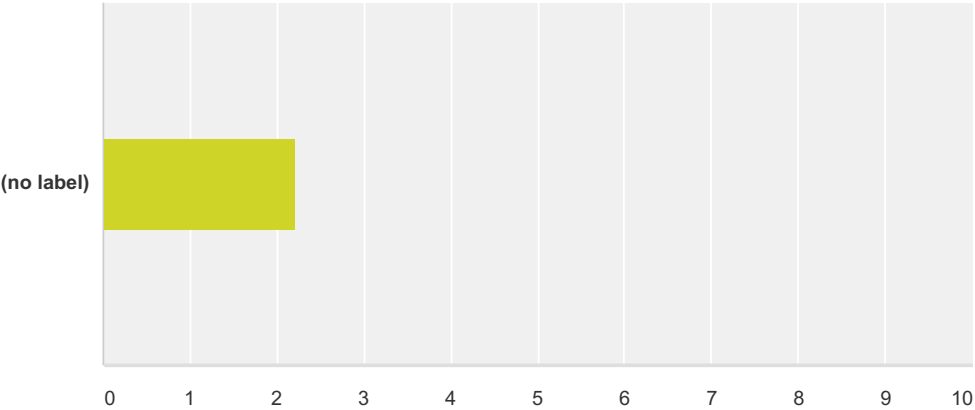
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	14.29% 2	28.57% 4	42.86% 6	14.29% 2	14	3.57

Q19 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

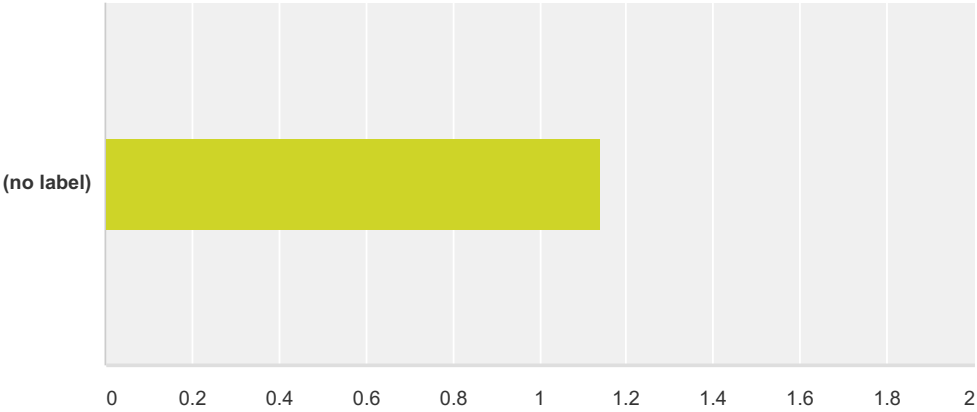
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	28.57% 4	35.71% 5	21.43% 3	14.29% 2	0.00% 0	14	2.21

Q20 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

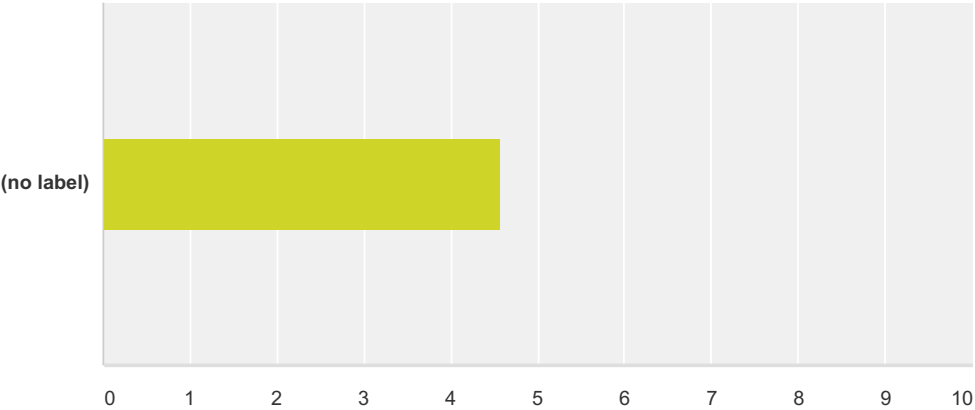
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	85.71% 12	14.29% 2	0.00% 0	0.00% 0	0.00% 0	14	1.14

Q21 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

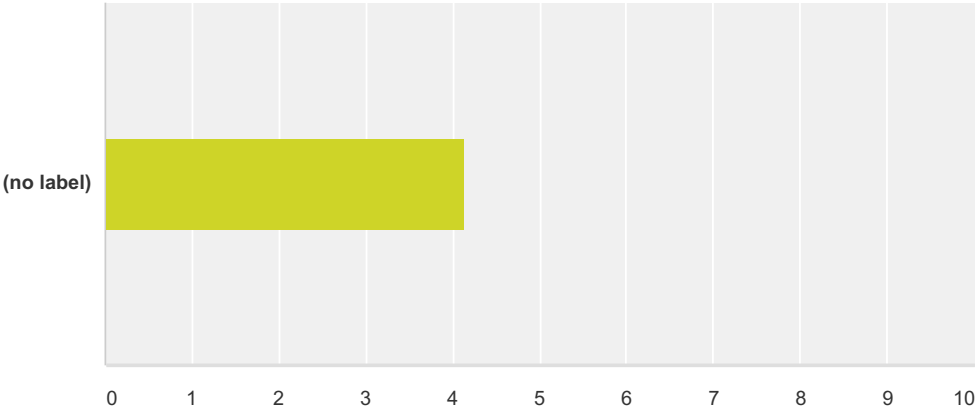
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	14.29% 2	14.29% 2	71.43% 10	14	4.57

Q22 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

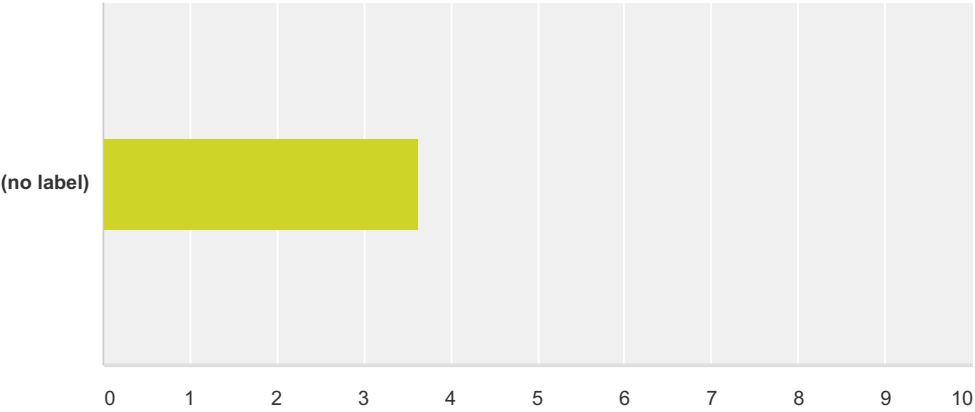
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	7.14% 1	7.14% 1	7.14% 1	21.43% 3	57.14% 8	14	4.14

Q23 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

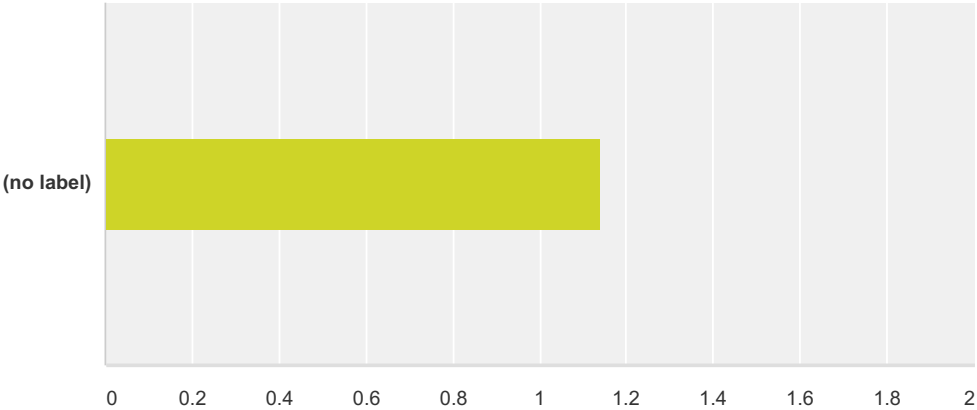
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	7.14% 1	7.14% 1	21.43% 3	42.86% 6	21.43% 3	14	3.64

Q24 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

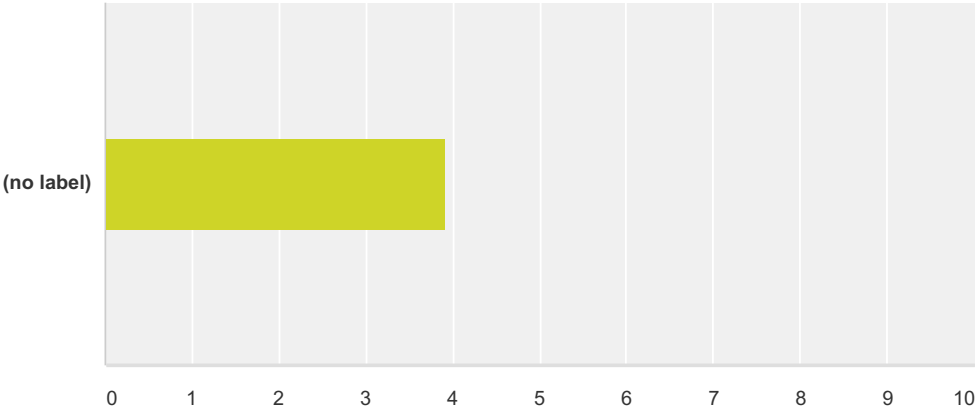
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	85.71% 12	14.29% 2	0.00% 0	0.00% 0	0.00% 0	14	1.14

Q25 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

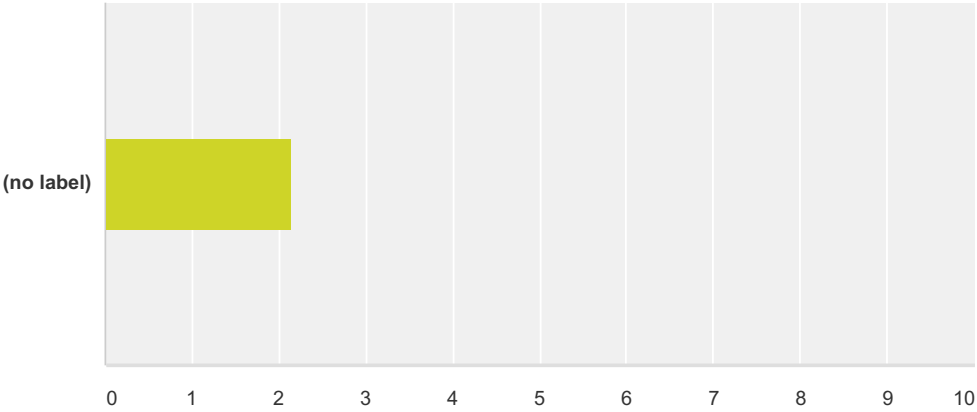
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	14.29% 2	14.29% 2	35.71% 5	35.71% 5	14	3.93

Q26 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

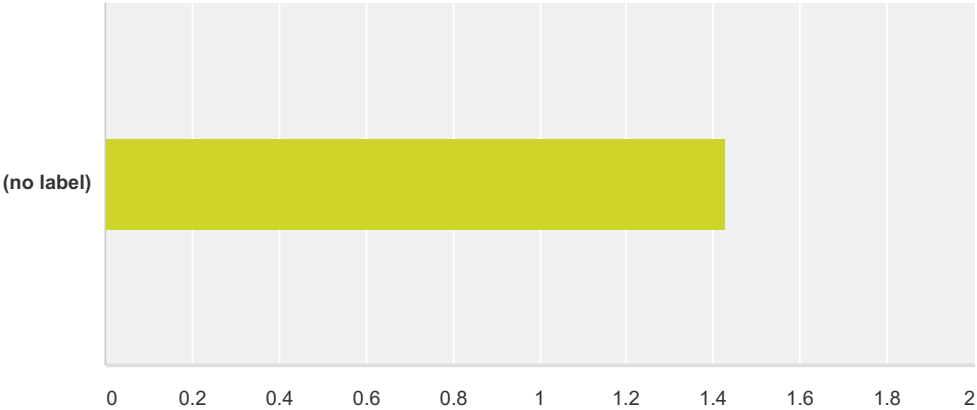
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	50.00% 7	14.29% 2	14.29% 2	14.29% 2	7.14% 1	14	2.14

Q27 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

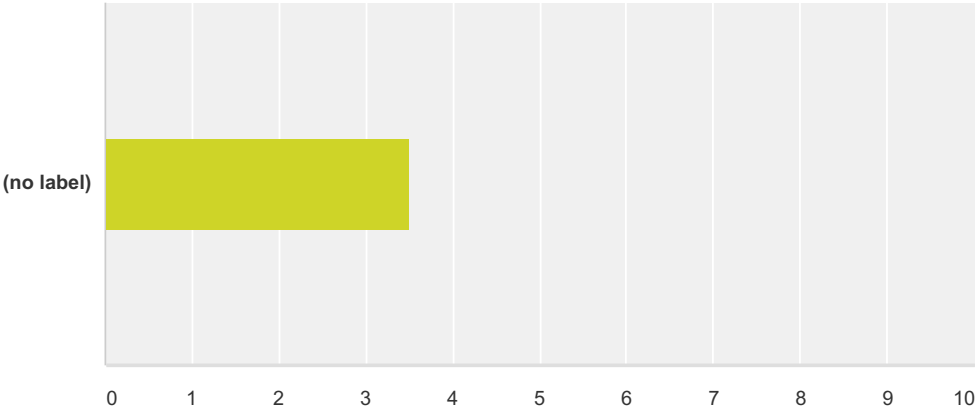
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	71.43% 10	21.43% 3	0.00% 0	7.14% 1	0.00% 0	14	1.43

Q28 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

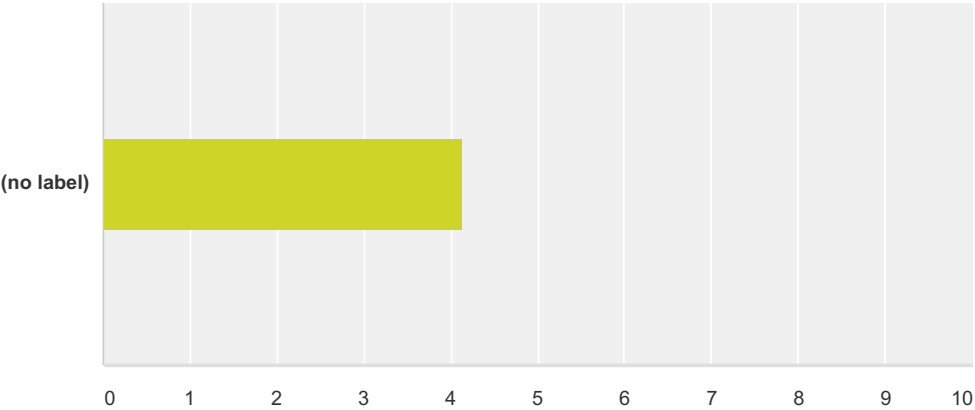
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	14.29% 2	35.71% 5	35.71% 5	14.29% 2	14	3.50

Q29 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

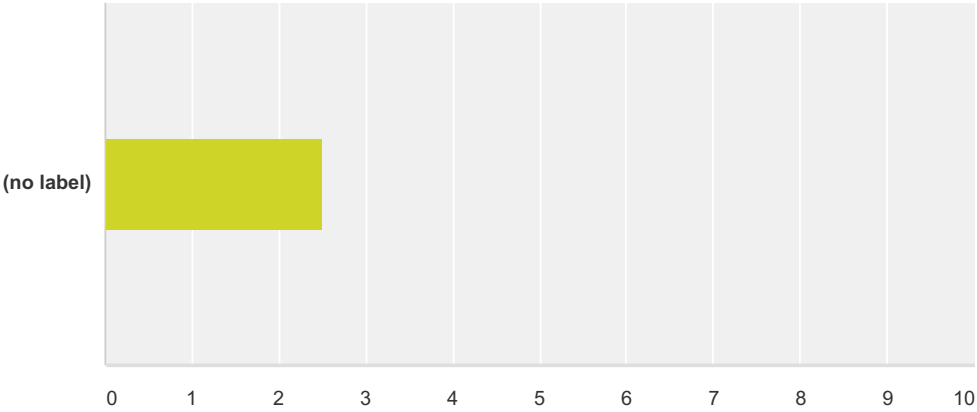
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	7.14% 1	14.29% 2	35.71% 5	42.86% 6	14	4.14

Q30 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

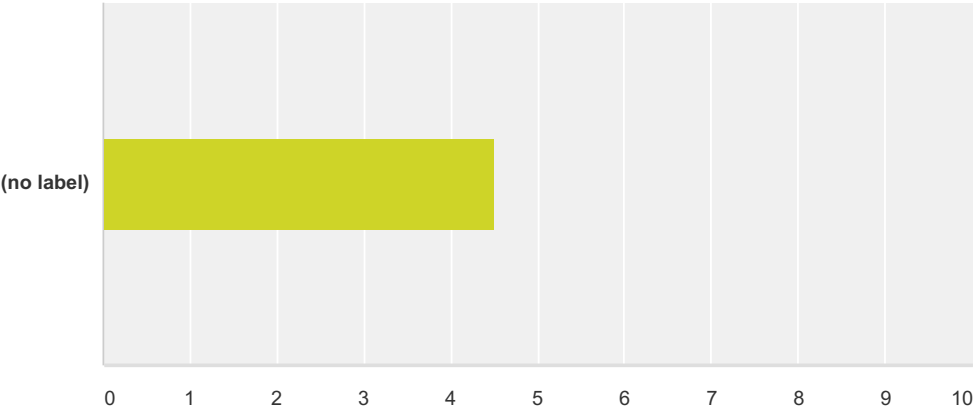
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	28.57% 4	28.57% 4	21.43% 3	7.14% 1	14.29% 2	14	2.50

Q31 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

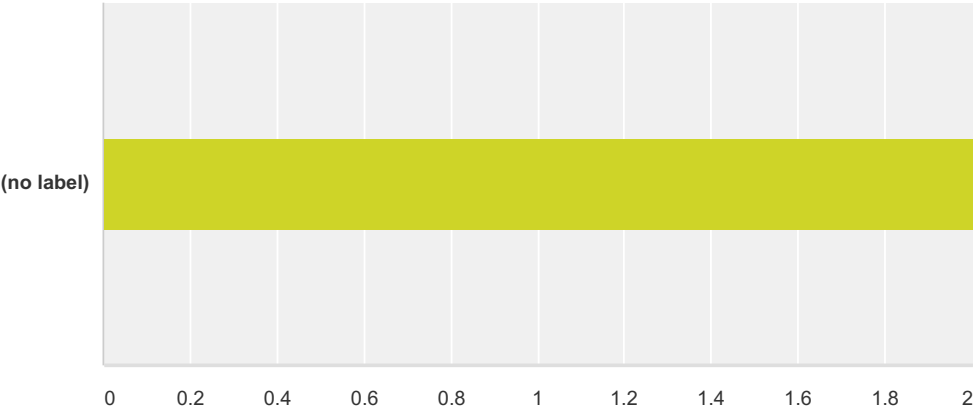
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	0.00% 0	50.00% 7	50.00% 7	14	4.50

Q32 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

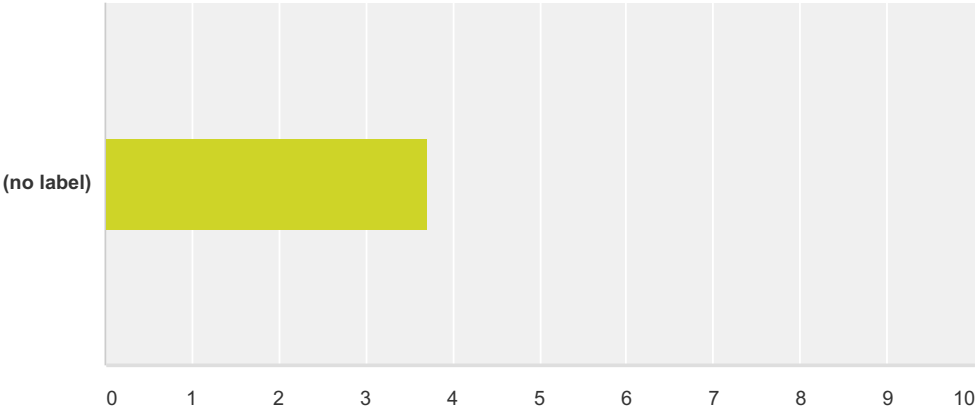
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	42.86% 6	28.57% 4	14.29% 2	14.29% 2	0.00% 0	14	2.00

Q33 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

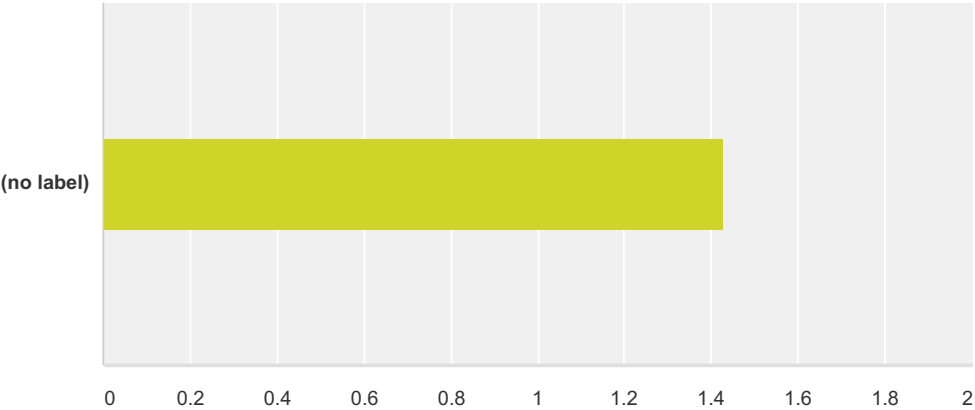
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	7.14% 1	7.14% 1	28.57% 4	21.43% 3	35.71% 5	14	3.71

Q34 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

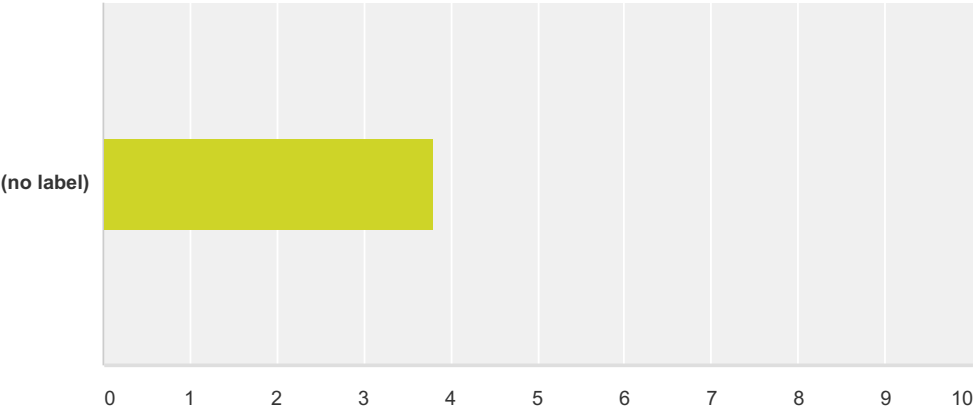
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	71.43% 10	14.29% 2	14.29% 2	0.00% 0	0.00% 0	14	1.43

Q35 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

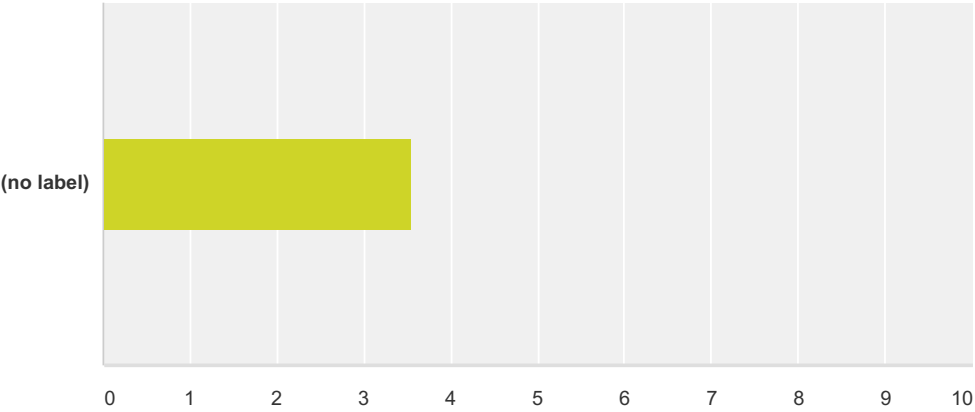
Answered: 14 Skipped: 7



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	14.29% 2	14.29% 2	50.00% 7	21.43% 3	14	3.79

Q36 Please rate the following image from 1 ("I would hate to have this in Rockwood") to 5 ("I would love to have this in Rockwood")

Answered: 13 Skipped: 8



	1	2	3	4	5	Total	Weighted Average
(no label)	0.00% 0	23.08% 3	30.77% 4	15.38% 2	30.77% 4	13	3.54



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