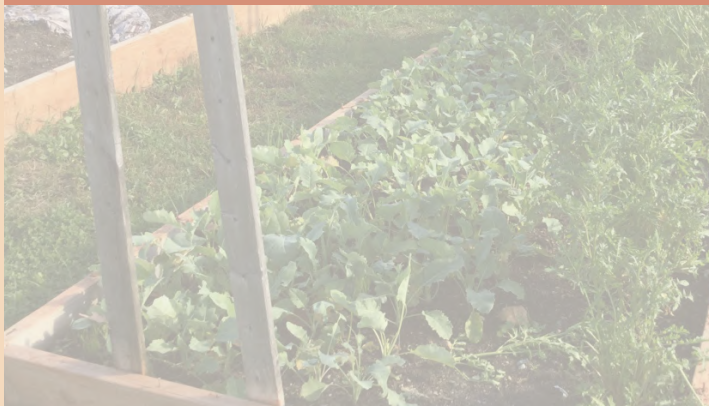




THE CITY OF HARRISON



Master Plan 2017



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ACKNOWLEDGMENTS

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Beckett & Raeder

CITY OF HARRISON
CLARE COUNTY, MICHIGAN

CITY OF HARRISON PLANNING COMMISSION
RESOLUTION RECOMMENDING THE ADOPTION OF THE
CITY OF HARRISON COMMUNITY MASTER PLAN

WHEREAS, the Michigan Planning Enabling Act (MPEA) authorizes municipal planning commissions to prepare a "master plan" pertinent to the future development of the municipality; and

WHEREAS, the Planning Commission has prepared a draft master plan for the municipality, to update and replace its previous community City Council Master plan; and

WHEREAS, the City Council authorized the distribution of the draft Community Master Plan to the general public and the various entities as required by the MPEA, for review and comment purposes; and

WHEREAS, the proposed Community Master Plan was made available to the various entities and the general public as required by the MPEA, and a public hearing thereon was held by the Planning Commission on August 22, 2017 pursuant to notice as required by the MPEA; and

WHEREAS, the Planning Commission finds the proposed Master Plan as submitted for the public hearing is desirable and proper, and furthers the land use and development goals and strategies of the City;

NOW, THEREFORE, the Harrison Planning Commission hereby resolves to recommend to the City Council the adoption of the new Community Master Plan as submitted for the public hearing, including all the text, charts, tables, maps, and descriptive and other matter therein intended by the Planning Commission to form the complete Master Plan, including the Future Land Classification Map.

CERTIFICATE

I hereby certify the foregoing resolution was approved by a majority of the members of the Harrison Planning Commission by a roll call vote at a regular meeting of the Commission held on August 22, 2017 in compliance with the Open Meetings Act.

Motion by: Michael Kirby

Seconded by: David Sanders

Tracey Beadle

Secretary
Harrison Planning Commission



The Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth. The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential. This document was produced as part of that effort.



in association with



ADVANCED
REDEVELOPMENT
SOLUTIONS

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INTRODUCTION

PLANNING CONTEXT

The purpose of this Master Plan is to serve as a living document to guide Harrison's future development based on community needs and desires. A Master Plan is comprehensive in scope, but also provides more specific actions and site locations for implementing the community's goals.

The Michigan Planning Enabling Act (MPEA), Public Act 33 of 2008, requires that the planning commission create and approve a Master Plan as a guide for development and review the Master Plan at least once every five years after adoption. The City of Harrison is currently operating under a Master Plan adopted in 2001. That plan, while out-of-date, contains all the necessary pieces for a complete

Master Plan including a vision for the future complete with goals, objectives, and time lines. This is the third Master Plan for Harrison, following a pattern of updating the plan roughly every 10 years.

RISEING TIDE

The Rising Tide initiative is a statewide program, envisioned by Governor Snyder and implemented by the Department of Talent and Economic Development (TED). TED is comprised of the Michigan Economic Development Corporation (MEDC), Talent Investment Agency, and the Michigan State Housing Development Authority (MSHDA). The mission is to provide at-risk communities with the necessary tools to design and build a successful economic framework.

Harrison is one of ten communities selected statewide. One community from each prosperity region was selected, based on the following criteria:

- Poverty level
- Unemployment level
- Labor participation rate
- Renter occupied units
- Vacancy rates
- Percentage of households receiving food stamps

This initiative employs MEDC's Redevelopment Ready Communities (RRC) as a mechanism for preparing each city for a brighter economic future. RRC is a certification program that encourages communities to use innovative redevelopment strategies to signal to developers and businesses that they are

attractive places to invest. The project's scope is to "create a sustainable path toward economic stability and growth in the city of Harrison." The Master Plan is an important step to achieve certification.

PLACEMAKING

Building on the Rising Tide Initiative, the City of Harrison is looking to leverage its social fabric, natural resources, and walkable community to enhance economic development. This plan incorporates Placemaking strategies aimed at leveraging Harrison's unique small-town assets. These strategies include:

- Strengthen community image and sense of place
- Incentivize sustainable development and redevelopment.
- Support non-centralized economic growth throughout the entire community
- Protect cultural and natural assets
- Provide recreational experiences
- Foster high-quality educational opportunities

OTHER PLANS AND PLANNING EFFORTS

This Master Plan is not a stand-alone document, and is intended to build upon the many past and concurrent efforts underway in the City of Harrison and the surrounding region. The following summarizes other documents that provide a foundation for many of the elements of this Master Plan.

2014 Bicycle and Pedestrian Master Plan

This plan was created for the City of Harrison, but was done in collaboration with neighboring Hayes Township, which surrounds the City of Harrison. The overall goal was to create a bicycle and pedestrian-friendly environment for the City of Harrison by promoting safety and access throughout the community. The plan identifies and prioritizes infrastructure improvements as well as strategies for education and community engagement.

2017 Parks and Recreation Five-Year Master Plan

Harrison's Parks and Recreation Master Plan is focused on enhancing and expanding Harrison's non-motorized network. Key actions for the next five years identified in the plan include

development of a Nature Trail connecting City Park to surrounding neighborhoods and schools, development of a Dog Park on an underutilized public park, and development of Towns Square in downtown Harrison. All these projects further the livability and quality of life goals articulated by Harrison residents and community leaders.

Middle Michigan Development Corporation 2016-2018 Strategic Plan

The mission of this strategic plan is growing the economy with services designed to retain, expand, and attract business in Clare and Isabella Counties. Three key goals of MMDC are business retention and growth, business attraction, and community development. One stated responsibility is to assist municipalities with brownfield redevelopment and other development stages.

2014 Regional Prosperity Strategy: A 5-Year Strategic Plan for East-Central Michigan

The 8-county East Central Michigan Prosperity Region (PR-5) is based on the boundaries that were established by the Michigan Economic Development



Corporation (MEDC) in 2010. The goal of the strategy is to accelerate the region's economic success and maximize its potential. Included in the strategy are an Economic Assessment, analysis of strengths and weaknesses, and a Target Industry Analysis.

City of Harrison Downtown Development Authority

The Harrison Downtown Development Authority adopted a downtown plan in order to facilitate improvements in the district. The current plan, adopted in 2007, establishes a unified vision supported by specific goals and projections. The projects are financed through the authority's tax incremental financing (TIF) mechanism. The DDA is committed to helping enhance non-motorized infrastructure and making the downtown district a more inviting place for all roadway users. They are also implementing a series of traffic calming measures with Safe Routes to School funds.

City of Harrison Zoning Ordinance

The Harrison Zoning Ordinance serves as the basis for land use and development decisions in the City of Harrison. Overall, the existing zoning ordinance provides a strong foundation for sound policy decisions and supports

high quality development and redevelopment projects in the City. However, upon completion of this Master Plan, the City will update its zoning ordinance to ensure the general standards, development requirements, and district regulations are in line with the objectives articulated in the Master Plan.

COMMUNITY ENGAGEMENT

The City of Harrison understands that citizen input is paramount to a successful planning process. Community leaders, local officials, and members of the public were engaged throughout the Rising Tide process in general community visioning exercises as well as throughout the Master Planning process in goal setting specifically

focused on land use, zoning, and development strategies.

In 2015, community leaders and members of the public conducted a SWOT analysis to identify Harrison's Strengths, Weaknesses, Opportunities, and Threats. This process was useful in developing the vision and objectives for the plan.

Planning Commission

The Harrison Planning Commission served as a Steering Committee to guide the Master Planning process. The Planning Commission met monthly to review existing conditions, develop an action plan, review the Future Land Use map, and craft the Zoning Plan.



A photo of the Harrison City Council, taken in 2016.

Master Plan Open House

To solicit public feedback on preliminary action strategies, the Planning Commission hosted a Public Open House on May 10, 2017. Members of the public were asked to help in prioritizing the goals identified by the planning commission and add any projects or ideas that may be missing from the plan.

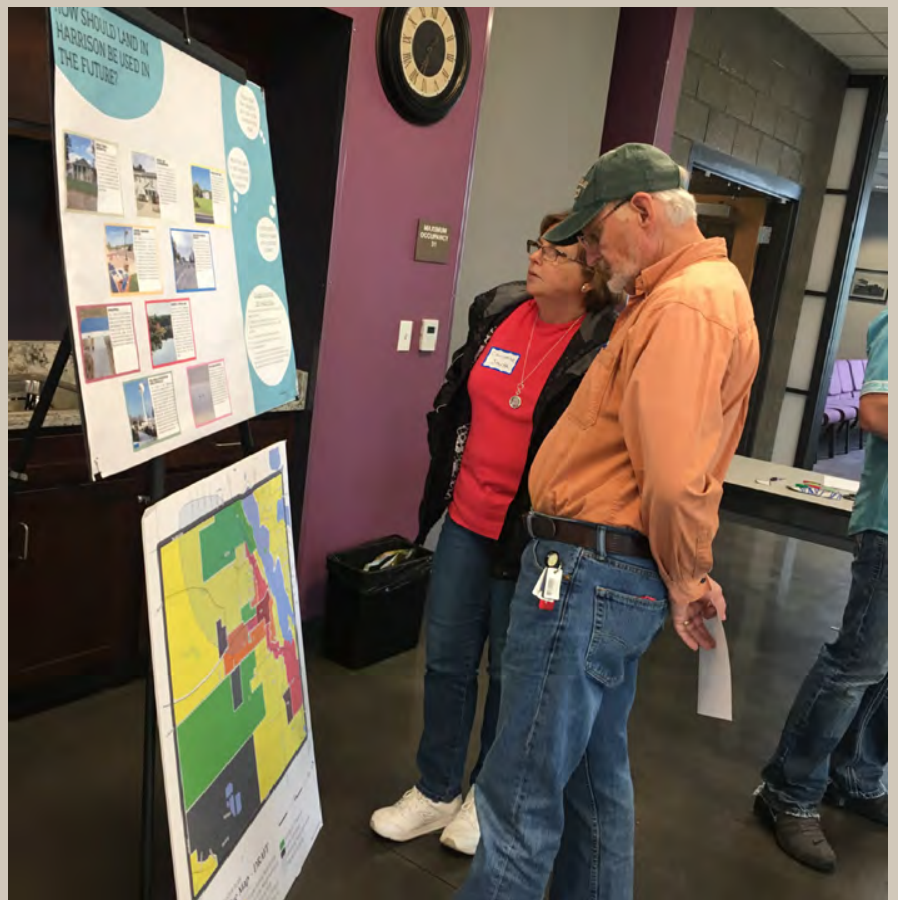
Twenty-two people attended the open house. The following summarizes feedback collected as a part public open house.

Question: What are the three best things about Harrison and we should be protecting?

1. Natural Resources - especially Budd Lake
2. Small-Town Charm
3. The People - Our Culture and History

Question: What are the top 3 things Harrison could improve on?

1. Community Aesthetics - lighting, blight, commercial development
2. Higher quality jobs and housing opportunities
3. Improve connectivity of services and infrastructure - non-motorized trails, high-speed Internet.



Open House attendees review draft goals, strategies, and land use maps for the City's Master Plan.



Public Hearing

Following a 63-day public comment period for the Master Plan, the Planning Commission hosted a public hearing to identify any issues or inaccuracies in the document.

After the public hearing, the Planning Commission recommended the plan for formal adoption. The Plan was formally adopted on August 22, 2017.

VISION

The Vision for the Master Plan is as follows:

"Fifteen to twenty years from now, Harrison will be a vibrant, proactive community with high-quality jobs that attract innovative, creative, and talented workers. Harrison will be a community that leverages and markets its natural and cultural assets for economic development; while collaborating with neighbors to protect these resources. Neighborhoods will consist of high-quality homes that meet the needs of all residents. Community services and educational opportunities will support all stages of life."



A word cloud depicting the key themes we heard from attendees at the Open House when asked, "What is your Vision for Harrison in 15-20 years?".

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This chapter investigates the history and the demographic trends in the City of Harrison and its surrounding communities, to better understand how people have shaped Harrison over time, and what the future may hold.

Trends in this community profile were used throughout the planning process to inform this Master Plan's strategic goals and future land use classifications.

1: Population Forecast, %

HISTORY

Harrison was initially settled in the latter half of the 19th Century as a central location for logging camps. The forests surrounding the settlement were heavily logged and the village was the location of the sawmills and the entertainment for the lumberjacks. One of the lumber companies donated the land which is now Wilson State Park. The City was incorporated in 1891.

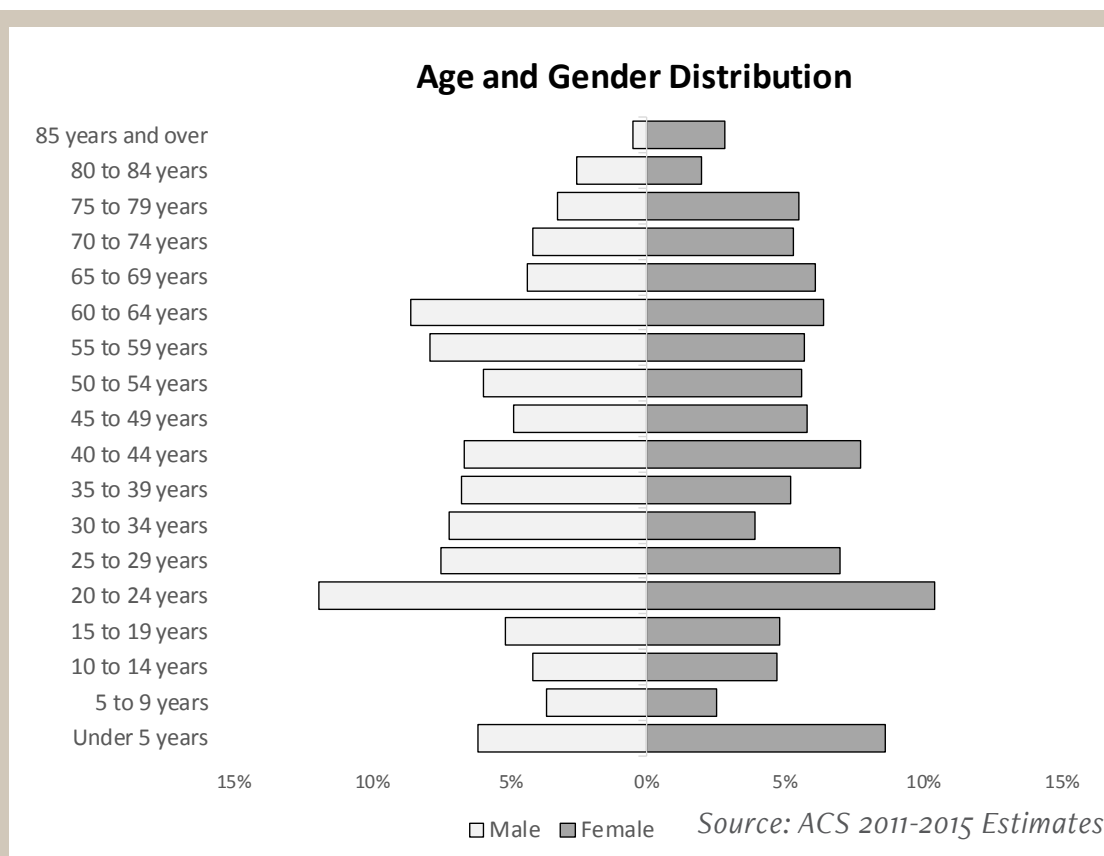
POPULATION TRENDS

The City of Harrison's population has grown consistently, peaking in the 2010 Census at 2,114. The 2011-2015 American Community Survey (ACS) estimates the current population of Harrison to be relatively stable at 2,011. This trend closely aligns with Clare County, which experienced a 31.2% rate of growth between 1980 and 2000.

	2010 POPULATION	2020 FORECAST	2040 FORECAST	PERCENT CHANGE (2020-2040)
Harrison	2,114	2,097	2,093	-0.2
Hayes Township	4,675	4,630	4,605	-0.6
Clare County	30,926	31,132	31,969	2.7

Compiled by EMCOG from MDOT Planning, Institute for Research, Employment and the Economy, University of Michigan

2: Age and Gender Distribution



The age and gender distribution for the City of Harrison In general Harrison has an aging population, with 31% of its population over 65 years of age, compared with 21.6% in Michigan.

For the purpose of transportation planning, population forecasts have been provided by the Michigan Department of Transportation. The forecast predicts that Harrison will experience a slight decrease in population through 2040, while the County population will continue to grow.

Race

Clare County continues to be primarily white (96.5%). Harrison is slightly more diverse with 117 of the County's 180 African-Americans

living in Harrison. Other races represented in Harrison include Native American, Asian, and Hispanic or Latino. The numbers do not add up to 100% because these percentages are based on estimates.

Income & Poverty

The City of Harrison's median household income levels are just over half of the state of Michigan's, \$28,212 to \$49,576 respectively. Almost one-quarter (22.5%) of households in Harrison

earn less than \$10,000 annually. Per capita income in Harrison is also significantly lower than the State average at \$17,051.

In the past 12 months, it was estimated that 33.1% of individuals are living below poverty line in Harrison. This compares with 26.1% and 16.7% in Clare County and the State of Michigan respectively. The 2011-2015 ACS also estimates that 301 households in Harrison have received Food Stamps/SNAP benefits in the last 12 months.

3: Population, Higher Education, %

	TOTAL POPULATION OVER AGE 25	% NO HIGH SCHOOL DIPLOMA	% HIGH SCHOOL DIPLOMA	% SOME COLLEGE, ASSOCIATES DEGREE	% BACHELOR'S DEGREE OR HIGHER
Harrison	1,303	18.0	27.8	38.8	15.3
Hayes Township	3,406	15.6	38.7	38.7	6.9
Clare County	21,925	15.6	39.4	33.4	11.6
Michigan	6,557,055	10.2	29.6	32.9	27.2

ACS 5-Year Estimates 2011-2015

Educational
Attainment

Eighteen percent of the Harrison population has less than a high school education, compared with a 10% State average.

The link between poverty and educational attainment is real. For those with less than a high school diploma the poverty rate is 30.2%, compared to 0% for those with a Bachelor's degree or higher. It should be noted that a bachelor's degree does not guarantee gainful employment, however the rates of poverty are significantly lower with a post-secondary degree.

Disability Status

The percent of the population with ambulatory difficulty has grown from 220 in 2000 to 273 in 2014. A growing population dealing with ambulatory constraints corresponds with a nationally aging population. The highest proportion

4: Income, %

	MEDIAN INCOME	PER CAPITA INCOME	% BELOW THE POVERTY LINE
Harrison	\$28,212	\$17,051	33.1%
Hayes Township	\$26,963	\$15,841	32.7%
Clare County	\$33,015	\$19,181	26.1%
Michigan	\$49,576	\$26,607	16.7%

ACS 5-Year Estimates 2011-2015

The U.S. Census defines Ambulatory Difficulty as having serious difficulty walking or climbing stairs.

5: Ambulatory Difficulty

	AMBULATORY DIFFICULTY	
	ENTIRE POPULATION	POPULATION 65 & OVER
Harrison	12.5%	20.1%
Hayes Township	12.6%	24.4%
Clare County	12.7%	23.1%

ACS 5-Year Estimates 2011-2015

of those who suffer from ambulatory and self-care difficulty are senior citizens. It is important to track types of disabilities and how they change over time in Harrison because residents with mobility constraints require different amenities to help them access housing, employment, and recreational opportunities.

Health Statistics

Although the City of Harrison and Clare County have considerable natural resources for outdoor activity and exercise, Clare County residents rank amongst the least healthy in the State of Michigan. Based on the Robert Wood Johnson County Health rankings compiled in 2016, Clare County is ranked 78th of 82 in Michigan for health outcomes (1 county did not have sufficient data), which is based on length and quality of life of residents. Clare County is ranked 81 out of 82 counties for health factors, which is a score for health behaviors, clinical care, social and economic factors, and the physical environment (see Table for more detail). The County Health Rankings & Roadmaps program is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. Health outcomes represent how healthy a county is, and are measured by how long people live and how healthy people feel while alive. Health factors represent what influences the health of a county, and are measured by health behaviors, clinical care, social and economic, and physical environment factors.

It is helpful to track social and environmental health indicators so Harrison can better understand the health needs of its residents and make informed investments in infrastructure, education, and social services to improve health outcomes.

6: Clare County Health Rankings

CLARE COUNTY HEALTH RANKINGS	
HEALTH VARIABLE	RANKING
Health Outcomes	78
Length of Life	75
Quality of Life	78
Health Factors	81
Health Behaviors	74
Clinical Care	73
Social and Economic Factors	80
Physical Environmental	49

Source: 2016 County Health Rankings



A Community Garden located off 1st Street. Access to healthy food can play a significant role in health outcomes for residents.





This chapter summarizes the natural resources, including water, soils, and wildlife; facilities like water, sewer, broadband accessibility, and parks; and existing land use in Harrison.

NATURAL RESOURCES

Water

The City of Harrison is located at the western edge of the Tittabawassee Watershed. With two lakes located in the City of Harrison, the protection of water quality and water resources are of utmost importance to Harrison residents.

Budd Lake is a spring fed lake approximately 1 ½ miles long and averaging 1000 feet wide, totaling

approximately 175 acres in area. Water Quality management on Budd Lake is the responsibility of the Budd Lake Improvement Board, which is chaired by the Clare County Drain Commissioner. The Budd Lake Improvement Board - contracts with PLM Corporation to test and treat the lake on behalf of the Board.

To fund the management efforts, the Budd Lake Improvement Board created a Special Assessment District, which places a special levy on waterfront and nearby waterfront property owners to fund projects and improvements in the district.

Budd Lake is a major tourist attraction with numerous homes and cabins along the shoreline. The lake provides opportunities for swimming and for fishing, including

bass, muskie, bluegill and perch fishing.

According to the Budd Lake Management Plan, the primary goal of aquatic plant management is the control of exotic aquatic plants, specifically Eurasian watermilfoil and Curlyleaf pondweed. The abundance of these species should be reduced to the maximum extent possible, and efforts should be made to reduce their recovery after treatment.

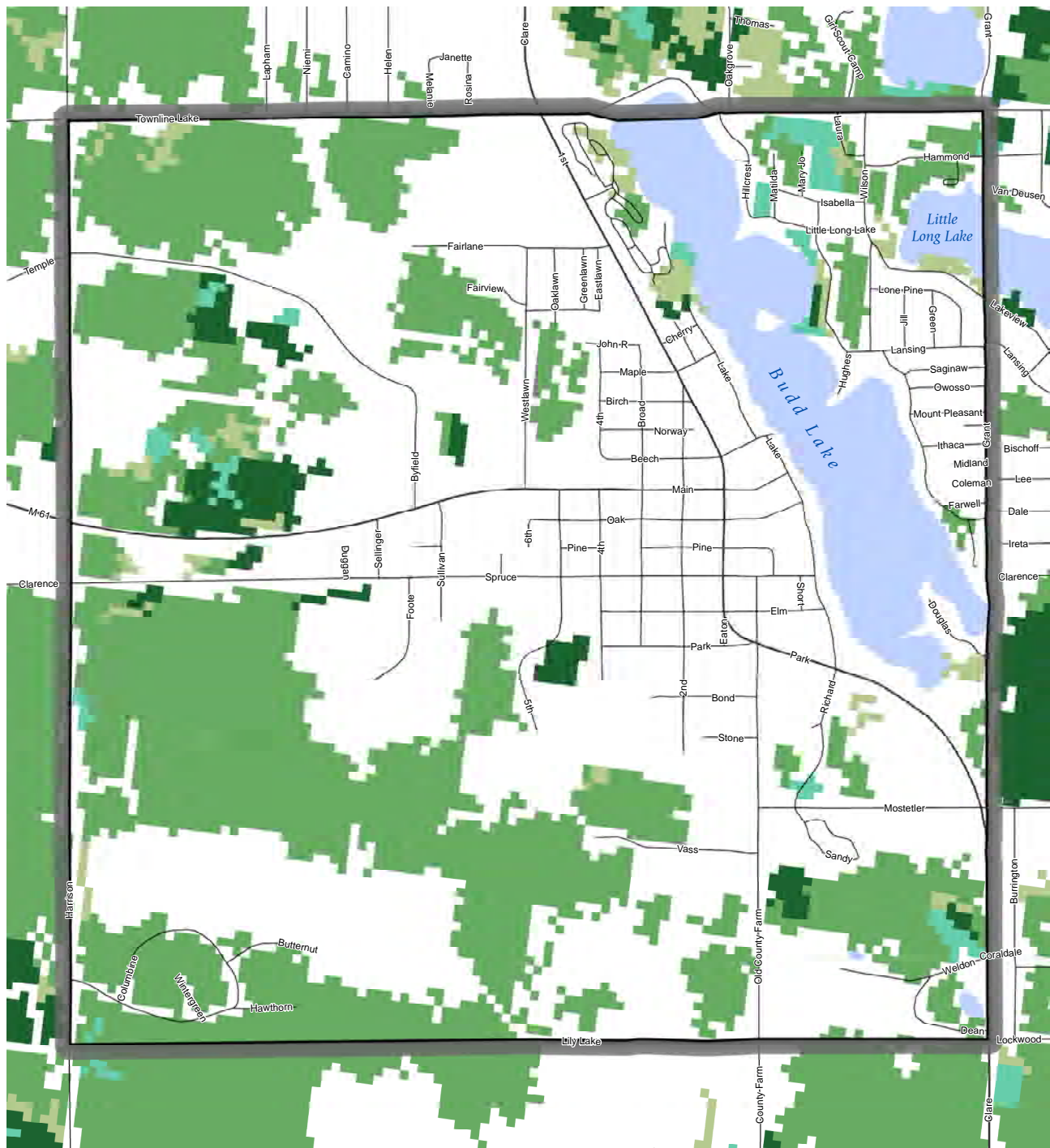
The second lake in the City is Little Long Lake. Although the major portion of Little Long Lake is in Hayes Township, approximately 14 acres is located in the northeast corner of the city.

Forests

The City of Harrison is well forested with the dominant forest



7: Forest Types Map



CITY OF HARRISON MASTER PLAN

Forest Types

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison, National Land Cover Database

- | | |
|------------------|-------------------|
| City Boundary | Deciduous Forests |
| State Roads | Evergreen Forests |
| All Roads | Mixed Forests |
| Railroads | Forested Wetlands |
| Lakes / Ponds | |
| Rivers / Streams | |



type being deciduous, but also has a mix of evergreen as well as some forested wetlands. As the City looks to develop its Nature Trail system, these urban forest resources will be particularly vital to preserve and protect.

Sensitive Environmental Features

In addition to the forest and water resources noted previously, Harrison has a number of other sensitive environmental features that should be preserved and protected when considering future development and land use within the City.

As illustrated in the 'Natural Features' map, there are a few existing wetlands as well as areas considered to have a 'high potential for wetland restoration.' These areas have hydric soils, indicating they were probably wetlands in the past, and are generally not conducive to development. Also depicted on the Natural Features map are steep slopes surrounding both lakes as well as the floodplain as established by FEMA in their Flood Insurance Rate Map for Clare County. The City of Harrison has taken into account the locations of these key features when developing a Future Land Use map and identifying priority areas for future development within the City.

PUBLIC FACILITIES AND SERVICES

Public facilities in Harrison range from the visible public amenities such as parks and schools, to the equally important "hidden" facilities such as wastewater treatment facilities. This section briefly describes many of the City's existing public facilities.

Drinking Water

Harrison relies on groundwater for its municipal drinking water supply

and has a Wellhead Protection Program to ensure protection of that water supply. The City of Harrison provides drinking water for most residents within the City with the exception of homes on the east side of Budd Lake.

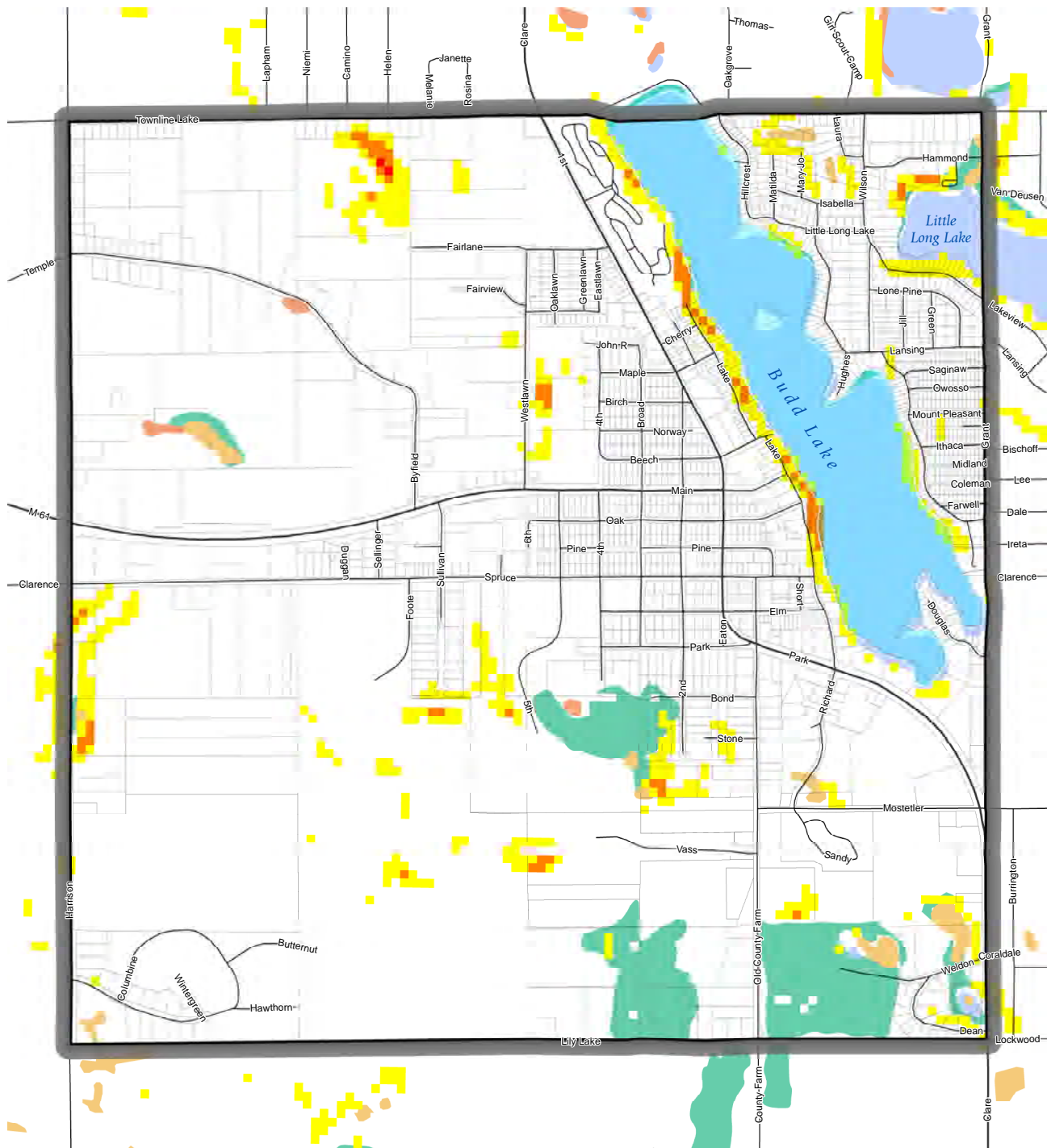
The Department of Environmental Quality Wellhead Protection Program assists local communities utilizing groundwater for their municipal drinking water supply systems in protecting their water source. A WHPP minimizes the potential for contamination by identifying and protecting the area that contributes water to municipal

City of Harrison – Wellhead Protection Area



The boundary of the wellhead protection area within the City of Harrison. This boundary has been added to the Future Land Use Map.

8: Natural Features Map



CITY OF HARRISON MASTER PLAN
Natural Features

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison, FEMA

- City Boundary
- State Roads
- All Roads
- Railroads
- Rivers / Streams
- Lakes / Ponds

- Freshwater Emergent Wetlands
- Freshwater Forested/Shrub Wetlands
- Potential Wetland Restoration Areas
- 1% Annual Chance Floodway

Steep Slopes:

- 20 - 30% Slope
- 30 - 40% Slope
- 40% Slope or Greater



water supply wells and avoids costly groundwater clean-ups.

The Wellhead Protection Area includes all City groundwater wells, and at the edge of this area, the DEQ estimates it would take ten years for a potential contamination to reach the community wells.

It is important to make sure contamination sources like septic tanks and cesspools, open dumps, uncapped or improperly capped abandoned wells, injection wells and underground storage tanks are not located within the WHP area. See the map of the Wellhead Protection Area in Harrison for the exact boundary.

Wastewater Treatment

Harrison provides sanitary sewer services for all residents in Harrison. The waste water treatment plant is located in the southern portion of the City limits.

Stormwater Management

Harrison has curb and gutter that feeds into a stormwater system on about half of residential streets. Most drains are owned by the State.

The City understands the importance of encouraging residents and businesses to treat their stormwater on-site through green infrastructure such as rain gardens, pervious pavement, and rain barrels.

There are rain gardens at the new Farmer's Market downtown and City officials will continue to encourage green infrastructure in new developments. In general, the City does not have any substantial flooding issues.

Communications

Currently, the City of Harrison is served with broadband by Charter. However, the City sees higher speed Internet connections as an essential tool for economic development and is working with a number of providers to get higher speed broadband services to Harrison residents. The City is exploring fiber optic connections to incentivize families to spend longer weekends in Harrison with the added option of working remotely.

Waste Management

Harrison contracts for its residential garbage hauling with American Waste. Commercial users can decide who they use for waste management. Residents can opt in to receive recycling services as well. The City has applied for a grant from DEQ to provide free recycling services at City Hall to all residents.

Schools

The Harrison Community School District covers approximately 250 square miles. The school district is

served by two elementary schools, one middle school and one high school.

Administrative offices for the system are located in the City of Harrison. Communities served by the school system are Harrison, the townships of Arthur, Greenwood, Franklin, Frost, Hamilton, Hatton, Hayes and Summerfield in Clare County and Sherman Township in Gladwin County.

In the future, the District plans to house all K-12 students on one campus. Significant renovations are planned for Harrison High School, Harrison Middle School, and the outdoor athletic complex beginning in the summer of 2018. Upgrades to Larson and Hillside Elementary will begin in the summer of 2021, with completion sometime in 2022 at the latest. Both Larson and the High School will become a traditional school eliminating the "Open Concept." New secure entry points will also be integrated in all the buildings along a number of other improvements that will make the public school facilities more cost effective to operate.

Recreation

Harrison attracts thousands of visitors who come to enjoy the City's high-quality recreational facilities and enjoy access to "twenty lakes within twenty minutes" of Harrison.

The City of Harrison has an



impressive amount of park land—around 300 acres of parks and recreation land for a population of 2,114 (2010 U.S. Census), in addition to a non-motorized trail system. The City owns and operates seven public parks and the Maple Grove cemetery within its boundary. In addition, residents have access to other recreational amenities within the City limits including Wilson State Park and the Clare County Fairgrounds. The City is also actively developing a Nature Trail in City Park and a Dog Park near the downtown.

EXISTING LAND USE

As a part of the previous Master Planning effort, the project team conducted a detailed land use inventory. Since then, minor revisions were made in 2017 by working with the Zoning Administrator and the Planning Commission to update the data to current land use conditions. The following existing land use categories have been established for this Master Plan:

Residential

Land is classified as residential on which a single or multiple family dwelling unit is located. Except for a few apartment buildings located in various parts of the City, the majority of residences in Harrison are single-family houses. Residential land uses

will continue in the future to be one of Harrison's largest land users. Approximately 30% of the developed land is classified as residential in character, with a larger percentage expected in the future. The Housing and Neighborhoods chapter of this master explores the various neighborhood typologies in Harrison in greater detail.

Commercial

Parcels on which goods are sold or personal and business services are provided are classified as commercial. This includes stores, restaurants, offices, dealerships, and entertainment.

The majority of the 46 acres of commercial uses are located along First Street and Main Street. Both state/federal streets are highways. Commercial uses, retail business and general business, comprise approximately two percent of the total area in the City, and approximately 5.5% of the developed portion of the City.

Industrial

Parcels used for the purpose of manufacturing processing or storage of finished products are classified as industrial uses, regardless of the presence of parcels. There is relatively little industrial use in the City at this time, outside of concrete products, machine shop and some storage. The City has an 18 acre industrial

park with three-quarter acre industrial sites. Industrial uses comprise approximately 0.7% of the total City area, and 1.8% of the developed area of the City.

Public

Land areas and facilities owned and operated by a government are classified as public land uses. Total school property is 70 acres or 6.9% of the developed area. The governmentally designated land uses, such as parks, public land and buildings, comprise a total of nearly 290 acres, which accounts for 11% of the total City area and 28% of the developed land in the City.

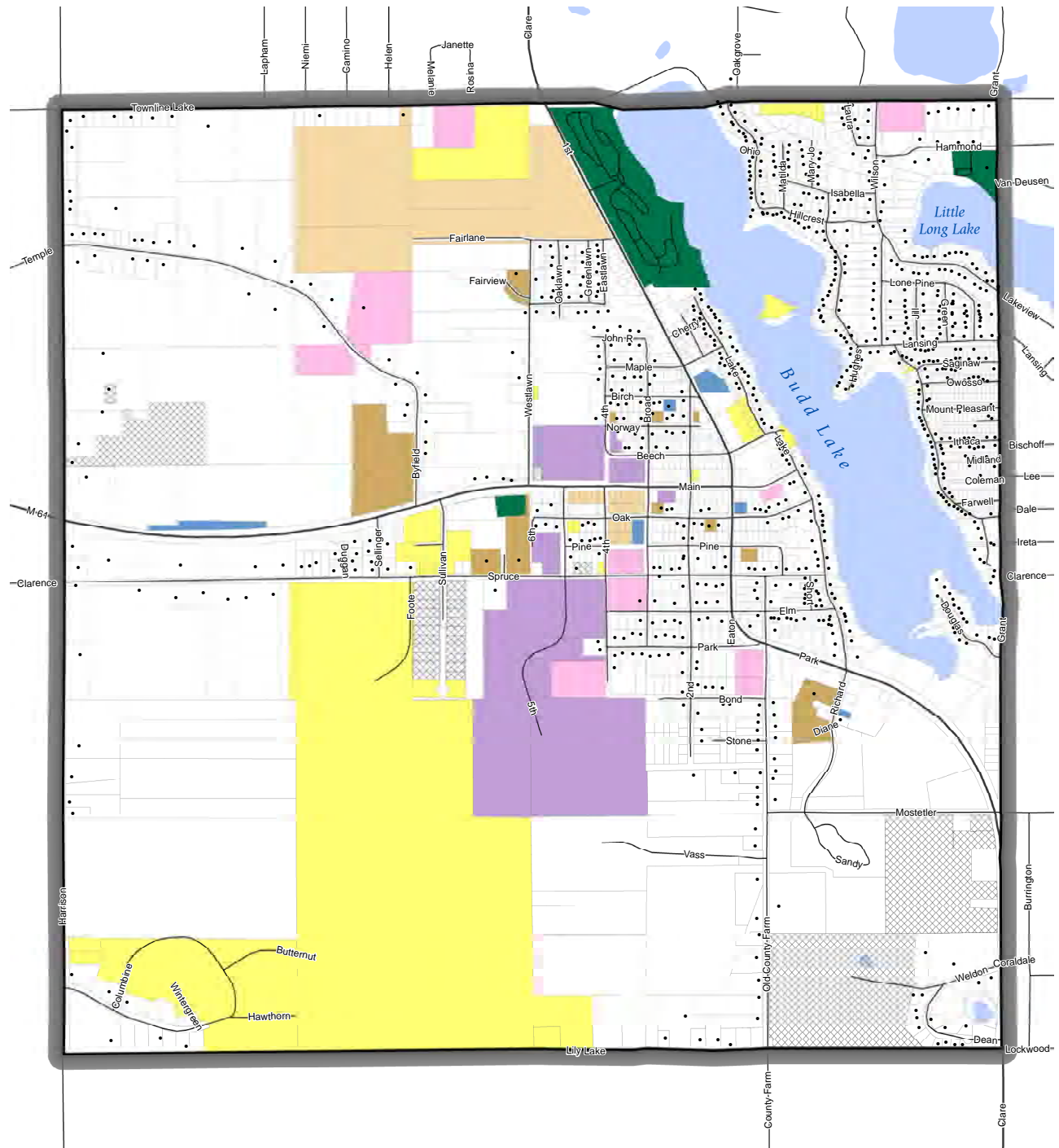
Undeveloped Areas

This category includes all areas in the City not being used by one of the preceding land use designations. These areas include vacant lands and properties, undeveloped subdivisions and tracts, wooded areas, agricultural land, and the two lakes, Budd Lake and Little Long Lake. Vacant lands and parcels are found in all areas of the City. There are many vacant lots throughout all residential areas, as well as large tracts to the south and west of the primarily developed area.

The undeveloped areas include approximately 193 acres of lakes and 1,348 acres of land in the City. The combined total accounts for approximately 60.2% of the total area of the City.



9: Existing Land Use Map



CITY OF HARRISON MASTER PLAN

Existing Land Use Map*

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison

* Adapted from the 2001
Land Use Map

- City Boundary
- State Roads
- All Roads
- Railroads

- Open Space / Commercial
- Multiple Family Housing
- Church Property
- Industrial & Warehouse
- School Property

- City Property
- County Property
- State Owned Property
- Quasi-Public
- Single Family Housing

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The jobs and businesses that make up Harrison are diverse and constantly changing and evolving. This section explores employment and industry trends within the City and for Harrison residents.

"Communities in Michigan with abundant forest and natural areas could benefit by developing the local and regional green infrastructure networks, as an economic approach to attract people, businesses and jobs."
-MSU Land Policy Institute

EMPLOYMENT TRENDS

The biggest share of employment by occupation for City of Harrison residents is Sales and Office Occupations, which account for 31.1% of the total workforce. Both Sales and Office Occupations and Service Occupations in Harrison account for a greater percentage of total employment than the State

average. In comparison, the percentage of residents employed in the Management, Business, Science, and Arts Occupations in Harrison is only 25.3%, which is substantially lower than the State average of 35%. A continued focus on attracting and retaining talented workers as well as workforce training and development could be helpful in increasing the proportion of residents with management, business, science, and arts related occupations.

Participation in the Labor Force

In 2015, only 46% of Harrison residents over the age of 16 participated in the labor force. This is substantially lower than the State average of 61%, most likely due to the high population of retirees. An aging population will likely drive this percentage even lower as Baby Boomers reach retirement age.

Unemployment

The estimated rate of unemployment in Harrison is 14.5%, which is higher than the State average of 9.8%. Notably, Clare County is much closer to Harrison, at 13.2%.

10: Employment by Occupation

EMPLOYMENT BY OCCUPATION OF HARRISON RESIDENTS			
	Harrison	Clare County	Michigan
Management, Business, Science, & Arts Occupations	25.3%	23.8%	34.9%
Service Occupations	22.3%	23.6%	18.2%
Sales & Office Occupations	31.1%	22.9%	23.7%
Natural Resources, Construction, & Maintenance Occupations	7.0%	12.3%	7.8%
Production, Transportation, & Material Moving Occupations	14.3%	17.4%	15.4%

Sources: U.S. Census Bureau: American Community Survey

Employment by Industry

City of Harrison officials were interested in knowing not only about the employment trends of their residents, but also in better understanding the job opportunities within the City limits that bring in workers and tax revenue for the City. The U.S. Economic Census is conducted every five years and provides employee information on a variety of business characteristics.

As shown in the table called 'Jobs by NAICS Industry Sector within City of Harrison,' the total number of jobs within the City rose by over 300 jobs from 2002 to 2014. The largest jump was in manufacturing, and public administration and retail trade. On the other hand, there was significant decline in educational services. It should be

noted that shifts in industry sector could be partially attributed to the method employers are using to report data from year to year.

Retail Leakage

Esri Business Analyst is a proprietary software program that compiles privately-generated market research data and Census information. It is a useful tool to determine retail potential within a community and its surrounding service area.

For Harrison, a Retail Market Place Profile was generated for a five mile radius surrounding the City of Harrison, which encompasses a population of just over 9,000 people. This radius was chosen based on planning commission recommendation to allow the boundary to encompass commercial portions of the

surrounding township.

The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area.

According to the report, there is a 100% leakage of people going outside of the region to access furniture, lawn & garden supplies, shoes, jewelry, books, music, electronics, specialty food services, and alcoholic drinking establishments. Of course, it is not realistic that the City and surrounding township can



Talent Pipeline

According to the 2013 Governor's Economic Summit, 85% of projected jobs will likely require a bachelor's degree between 2012-2021. Yet, Michigan has the highest rate of educated youth leaving the state; at about 4% per year that's more than double other Midwestern states. Michigan ranks in the bottom five states for the percentage of 25-34 year olds.

JOB GROWTH

With a historically accurate track record, the University of Michigan Research Seminar in Quantitative Economics estimates there will be almost 42,000 jobs created in 2017 and another 50,000 jobs in 2018. However, this job growth rate projection falls short of reaching residents who often remain chronically unemployed. In 2016, according to the Current Population Survey, there were 237,600 unemployed workers in Michigan— a figure that does not include discouraged workers, or those who have stopped actively looking for work because they believe there are no jobs available. In 2016, the Bureau of Labor of Statistics estimated the discouraged workers to be around 18,300 in Michigan. This leaves a gap of over 163,000 jobless Michiganders. That is to say, that job growth in itself is not a comprehensive enough indicator to describe a person's economic opportunity. Regardless of the type of occupation, there is some truth to the statement that “there are no jobs.” In the past 12 months, it was estimated that 33.1% of individuals are living below poverty line in Harrison and 300 households have received food stamps in the past 12 months. The City of Harrison's median household income levels are just over half of the state of Michigan's, \$28,212 to \$49,576 respectively. Almost one-quarter (22.5%) of

households in Harrison earn less than \$10,000 annually. Per capita income in Harrison is also significantly lower than the State average at \$17,051. At the same time, the total number of jobs within the City rose by over 300 jobs from 2002 to 2014.

Transportation

Transportation plays a major role in job accessibility. In 2015, the Michigan Works! for Region 9 interviewed 400 of its clients, former job-seekers. Almost half (48%) of the interviewees reported that transportation is a problem for finding and keeping a job; those with reliable access to a vehicle are more likely to be employed. Transportation by automobile is most household's second largest expense (up to \$15,000 per year), leaving those in poverty without a reliable way to connect to employment. Furthermore, in Region 9, 56% of workers with cars cannot necessarily afford to repairs. The need for improved transportation networks is affirmed by the high demand for transportation services requested through other MiWorks! agencies, 76-92% of all requests are for transportation assistance. If this happens where there is arguably some of the best transportation networks in Michigan, imagine the impact on rural areas! Residents in Harrison have limited options beyond the personal automobile for accessing jobs and educational opportunities. Although there is public transit service in Clare County, service times and routes are limited, making it difficult to rely on for daily commuting. Seventy-three percent of workers commute alone to work by car but 16% of Harrison residents do not have access to a vehicle.

HOUSING

Many communities are dealing with the complicated relationship surrounding housing values, vacancy rates, and changing tenure, and how this affects a city's prospects for attracting and retaining talent. Some MiWorks representatives working on the ground with employers also report that when companies find qualified candidates, there may not be homes available for him/her to live within the community. This is due in large part not only to a shortage post-recession, but also to a lack of housing options. Housing format that lie along the spectrum of single-family detached homes, and large apartment complexes, are missing. For those who wish to live in a condo, townhome, loft, or midrise apartment complex downtown, they are out of luck.

With increased demand for rental, rents nearly doubled from 2000-2015. As of 2015, two-thirds of renters were cost-burdened, spending more than 30% of their income on housing costs. The rental market has become unaffordable to its current residents, and unattractive to newcomers. By tracking the demographic changes in the city, there is evidence that there is a gap between what new households prefer and what exists. That is to say, even if Harrison could expand its job opportunities, it still may not be able to house new and current residents.

EDUCATION AND TRAINING

The largest labor mismatch comes from middle-skilled jobs. Over the past few decades, manufacturing's decline has had devastating effects to Michigan's economy. With a rebounding economy, manufacturing and construction have seen an uptick in activity, but are hindered by an untrained workforce. Middle-skilled jobs refer to jobs that require more than a high school degree but not necessarily a bachelor's degree, typically an associate's degree or some technical training. In 2015, 54% of jobs were middle-skilled, but only 48% of workers were trained for these jobs. A 6% difference equates thousands of workers out of work. Below, are some shortcomings in both the public and private sector that have contributed to this gap.

Public

- Federal cuts to career, technical and adults education in 2012 that are only recently filled
- Michigan state funding tied to ratio of college-bound students
- Little effort to teach soft skills

Private

- Drop in the amount of apprenticeship programs through employers eroding a pathway to middle-skilled jobs
- Less money spent employee on training and education
- Stagnating wages

STIGMA

Well-intentioned parents are often at the forefront of steering children away from working in factories with claims that the work is dangerous, unstable, and low-paying. Some of their trepidation stems from images of polluting factories, jobs being shipped offshore, and stagnating wages. According to a survey conducted by the non profit organization, SME, 20% of parents surveyed think manufacturing is outdated and nearly 25% think it is not well-paying, half of all respondents do not think it is exciting or challenging.

12: Jobs by NAICS Industry Sector

JOBS BY NAICS INDUSTRY SECTOR WITHIN CITY OF HARRISON

	2002	2014
Total Jobs within City	526	842
Utilities	0	2
Construction	9	5
Manufacturing	70	171
Wholesale Trade	2	12
Retail Trade	7	103
Transportation and Warehousing	0	3
Information	8	14
Finance and Insurance	17	17
Real Estate and Rental and Leasing	4	6
Professional, Scientific, and Tech. Services	2	1
Management of Companies and Enterprises	0	2
Administration & Support, Waste Mgmt	8	43
Educational Services	280	111
Health Care and Social Assistance	74	121
Accommodation and Food Services	39	39
Other Services (excluding PA)	6	10
Public Administration	0	182

Sources: Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2014).

accommodate all of these goods and services within a five mile radius, but these are opportunities for the City to consider when looking to attract new businesses.

It appears that there are also services that people are coming from outside the area to Harrison for. Examples of these goods and services includes auto parts/accessories, grocery stores, gasoline stations, and direct selling establishments. These could be niche markets that Harrison could continue to grow and leverage by attracting new businesses to these industry groups.

Target Industry Analysis

A Target Industry Analysis was conducted as a part of the East Central Michigan Regional Prosperity Strategy in 2014. The purpose of the analysis was to identify the region's best prospects for economic growth through a focus on specific industries. This task matched local assets with national and international trends to identify the industries that represent the highest potential for relocation or expansion. The following five industries were identified for the region to focus on:

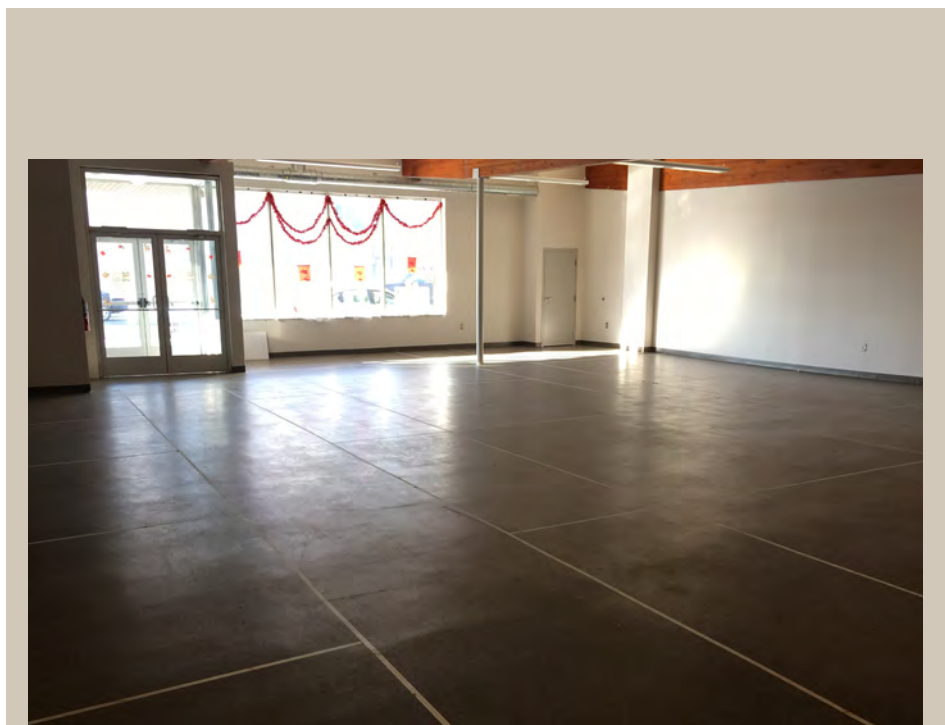
- Higher Education & Research
- Professional Services
- Health Care
- Advanced Manufacturing
- Value-Added Agriculture & Food Processing

Key assets contributing to development of these industries are higher education institutions like Central Michigan University, large public and private institutions that contribute to research and development, and healthcare providers.

Business Incubator

Harrison has already demonstrated a proactive approach to promoting an inviting atmosphere for economic development.

The Retail Business Incubator in downtown Harrison completed in 2016 offers the opportunity for start-up companies in Harrison to build clientele and capital. These retail business, either products or services, can lease space by square foot on a monthly basis. The goal of the program is to help the businesses work towards relocating to a permanent building within three years. In addition to space, businesses have access to training on developing a business plan. Nearby, the City has a commercial kitchen that provides the opportunity for start-up food businesses to have 24-7 access to licensed commercial kitchen facilities.



The Main Street space for the Retail Incubator.



The commercial communal kitchen.





CORRIDORS

Transportation networks and connectivity are the cornerstones of a modern society. Our economy, and increasingly our social lives, depends on how well cities are linked to goods and services.

Within Harrison, transportation corridors provide residents, employees, and visitors with easy and affordable access to businesses, recreational amenities, schools, and other key services.

Harrison is typical of older cities: when designed, streets were laid out in a grid pattern. This type of design creates small blocks and numerous cross-streets. In 1998, a street and road inventory found that 223 acres, or approximately 22 percent of the total developed land area in the City of Harrison, was devoted to street rights-of-way.

CORRIDOR TYPES

Roads within communities across the country are categorized by the National Functional Classification (NFC) System. The NFC is a system developed by the Federal Highway Administration to classify all streets, roads, and highways according to their function. The NFC system classifies roads into the following categories, from the most intensively used and highest speeds, to the least intensively used with lower speeds:

- Principal Arterial
- Minor Arterial
- Collector
- Local

The Road Classification Map shows where the roads that are classified are located within the City.

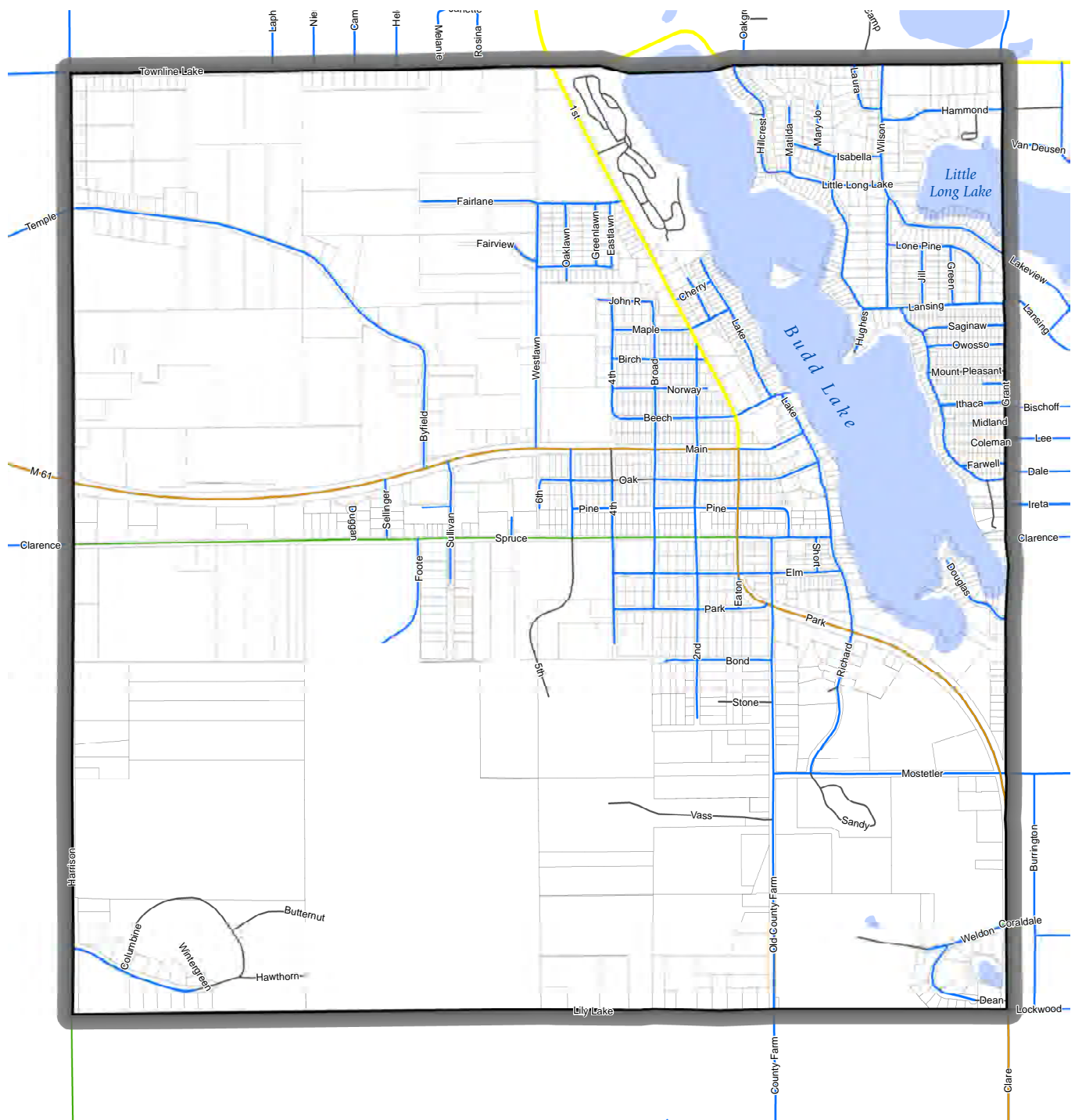
TRANSPORTATION TYPOLOGIES

Another way of understanding the roadways and corridors within a community is by identifying typologies. Transportation typologies are categories with loose definitions for describing the various options a person has as a driver, cyclist, or pedestrian. Transportation typologies are based on the following criteria:

- Its physical conditions;
- How it accommodates its users;
- The surrounding land uses; and
- The development intensity.

These typologies differ from the National Functional Classifications because they assess how a road is viewed by users other than just drivers. These typologies are not

13: Road Classification Map



CITY OF HARRISON MASTER PLAN

Road Classification

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison

- City Boundary
- State Roads
- All Roads
- Railroads
- Lakes / Ponds
- Rivers / Streams

National Functional Classification:

- Principal Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Local
- Unclassified

exact, but provide a description of different options for how roads can suit users' needs over time.

East Main Street

East Main Street is the principal street that runs through the downtown. Main Street should serve as many users as possible and offer an attractive ambiance. With an average right of way of about 100 feet, speed limits are slower to make pedestrians more comfortable during their downtown experience.

Urban Center Streets

Urban Center Streets are also a part of the downtown and are designed to support intense development. They also usually accommodate multi-modal transit, provide access to mix-use development, and most of the parking and trucking needs of downtown.

Examples:

- West Beech Street
- West Oak Street

Commercial Arterials

Commercial Arterials prioritize vehicular mobility between residential neighborhoods. Vehicular mobility is usually measured by flow of traffic and speed limits, and are therefore less pedestrian-oriented. This type of

corridor contains retail stores with a large footprint or retail closer to the right-of-way.

Example:

- West Main Street
- North Lake Street
- North First Street

Neighborhood Connectors

Neighborhood connectors provide access to neighborhood commercial properties and multi-family housing. They may also serve as residential collectors, but mobility is still second to access.

Examples:

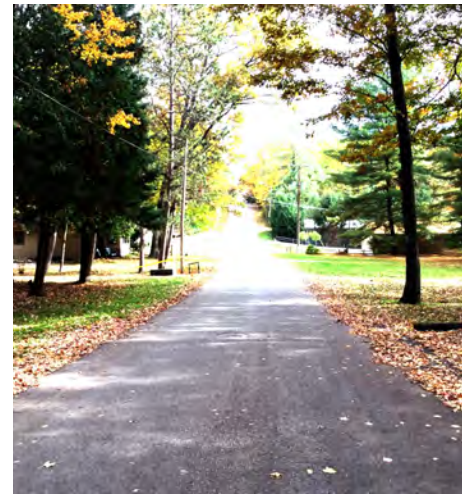
- Spruce Street
- Hillcrest Street
- Byfield Street

Residential

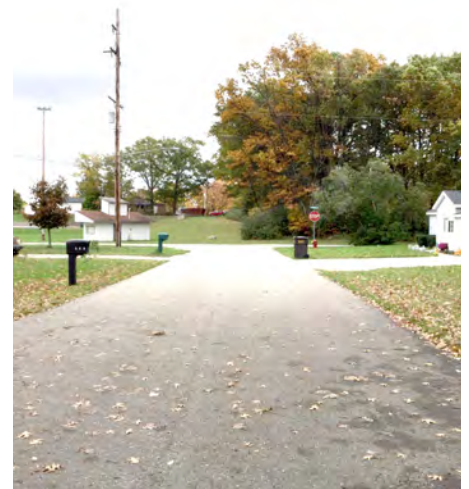
A residential street provides access to individual residential properties for motorized vehicles, bicycles, and pedestrians. They carry traffic that has a destination or an origin in a residential neighborhood. They may also offer on-street parking. Most residences in Harrison front on paved streets. Few of these paved streets, however, have curbs and gutters.

Examples:

- Elm Street
- Jill Street



A view looking down Hillcrest Street near Budd Lake.



A view looking down Pine Street, which is considered a residential typology.

Transportation Modes

Michigan is a car-dependent state. Harrison is no different. Seventy-three percent of workers commute alone to work by car. However, this compares with 90% of Hayes Township residents who commute by car, indicating that the walkable urban design of Harrison facilitates more transportation choices than surrounding townships.

Households with no vehicles

A total of 16% of Harrison residents do not have access to a vehicle, compared with only 8% of residents in Michigan. Additionally, 43% of households in Harrison have two or more vehicles, compared with a State average of 57%. The burden of transportation expenses can be significant on families making minimum wage who rely on a working vehicle to access

employment opportunities. By investing in a variety of affordable transportation options, this burden can be reduced.

Complete Streets

There has been increasing public awareness, led by organizations like Smart Growth America, that streets should be designed for pedestrians, bicyclists, motorists, and public transit users of all ages and abilities, called Complete Streets. Simply put, Complete Streets are designed for everyone, not just vehicles.

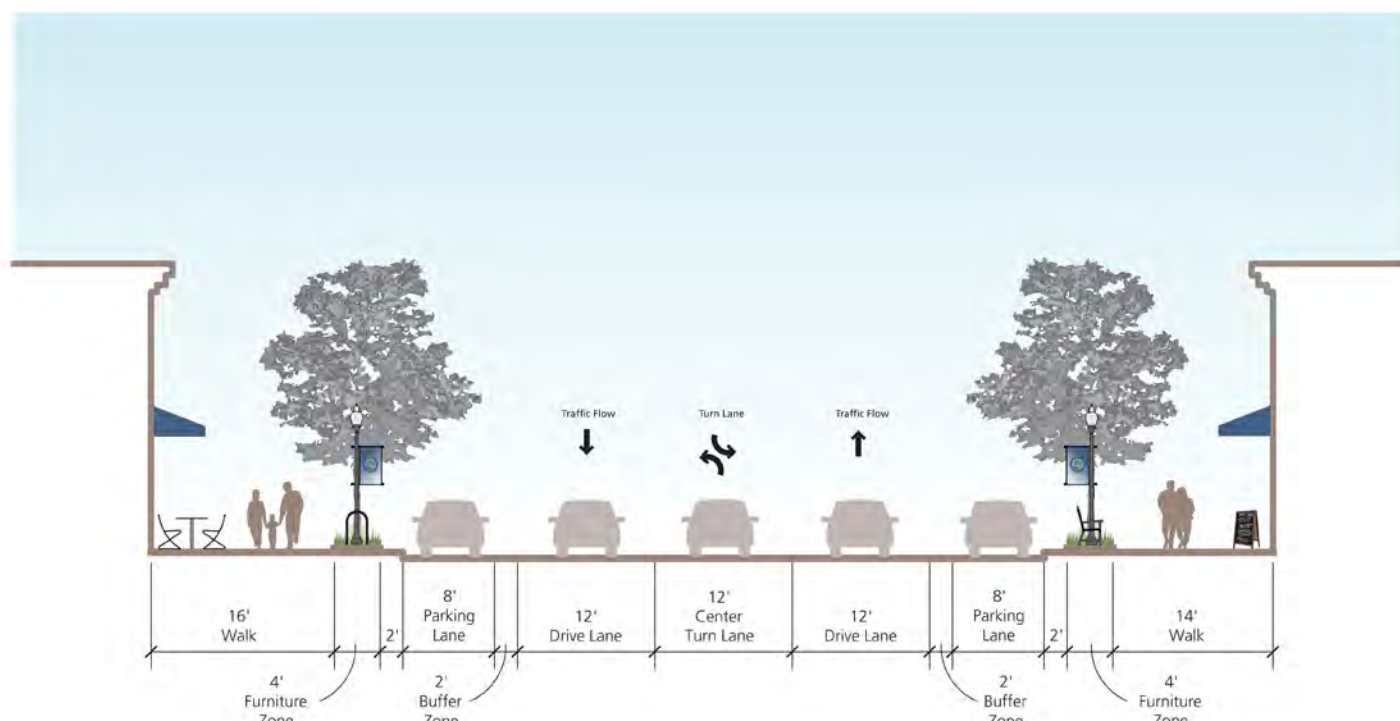
Instead of measuring a successful road by vehicular mobility, Complete Streets look at design elements, safety, and convenience for all users. In 2010, Complete Streets legislation passed in Michigan that requires MDOT to consider multi-modal features with new road construction. Elements of Complete Street differ by



Sidewalks line both sides of the roadway on Spruce Street

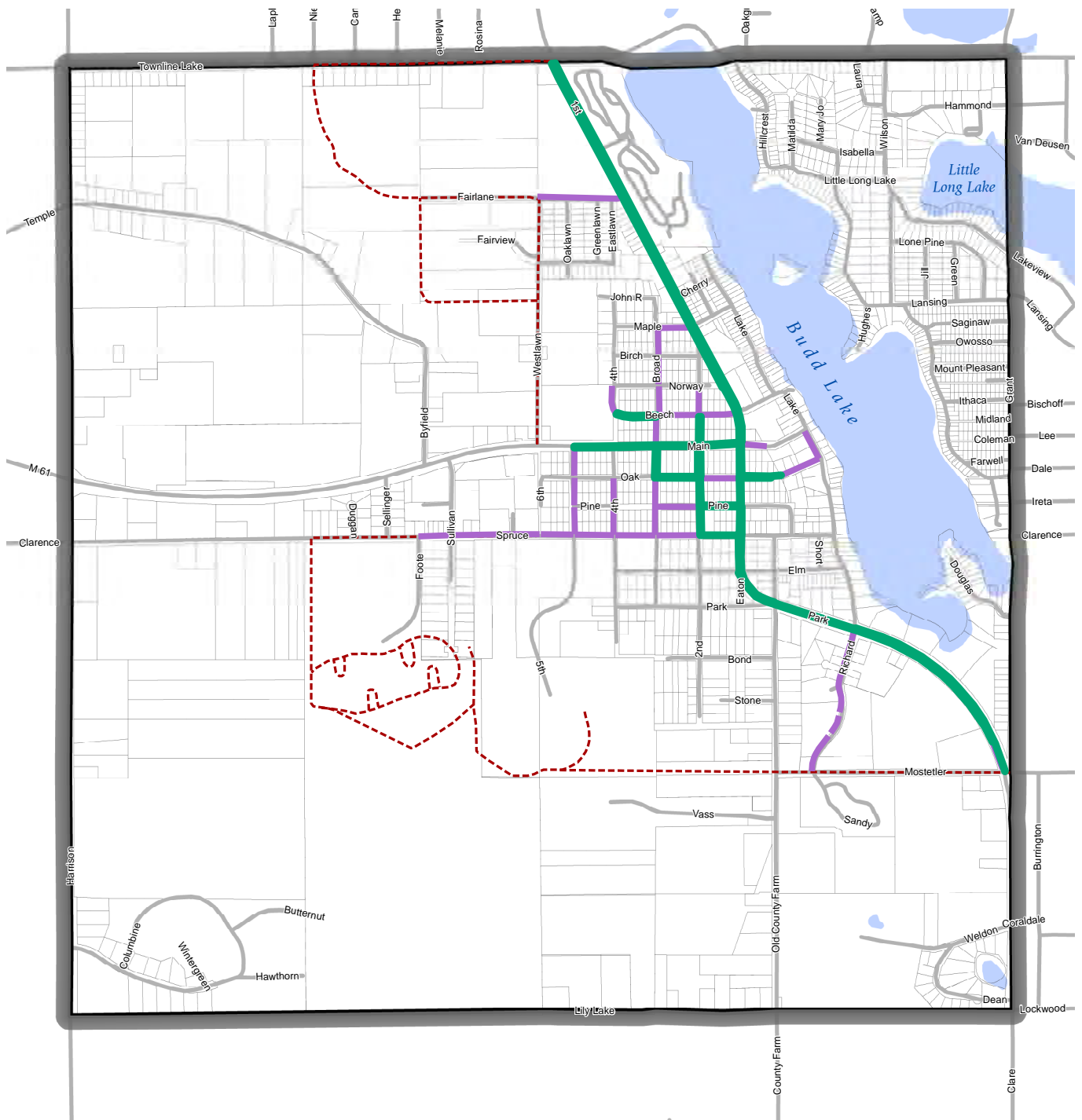


An example of a narrow right of way on Ithaca Street



A cross section of an example of a Complete Street (without a bike lane)

14: Sidewalk Gap Analysis



CITY OF HARRISON MASTER PLAN Sidewalk Gap Analysis

Data Sources: State of Michigan Geographic Data Library, City of Harrison

- | | |
|------------------|------------------------------------|
| City Boundary | No Sidewalks |
| Railroads | Sidewalks on One Side of Roadway |
| Rivers / Streams | Sidewalks on Both Sides of Roadway |
| Lakes / Ponds | Proposed Paths |



community, but common characteristics are sidewalks, bike lanes and racks, frequent and safe crossings, median islands, curb extensions, and elements that enhance the experience of using a street to encourage multiple modes. The idea is to reduce reliance on automobiles to shift the bias from mobility to accessibility.

Harrison's Complete Street Elements

Harrison sees non-motorized infrastructure as both an equity issue to ensure that all residents have access to safe and affordable transportation options, as well as an economic development strategy.

With Safe Routes to School funding, the City is collaborating with the School District to make sure students have safe routes to walk and bike to school. A number of improvements around the schools have already been implemented, and additional connections are planned over the next few years. By investing in non-motorized infrastructure, the City can use placemaking to attract and retain talented workers as well as better position themselves as the recreational hub of middle Michigan.

Sidewalks

Harrison has recently been awarded a number of Safe Routes to School grants to complete their sidewalk network. The map "Sidewalk Gap Analysis" shows that although there has been significant progress made in recent years, there is still work to do in completing the sidewalk network around the perimeter of the City center. Special emphasis should be placed on routes that children regularly use for getting to and from school. It should be noted that although there are no sidewalks on many of the streets surrounding Budd Lake, these streets are relatively low traffic and the historic development patterns generally do not allow for sidewalks.

Streetscape Design

To improve walkability and sense of place, many communities are making streetscape improvements. Streetscape improvements can include landscaping, lighting, traffic calming, and other public amenities. The idea is to create a sense of place in the public right-of-way as opposed to a through-way.

THREE CORRIDORS SERVE AS ENTRANCES INTO THE CITY OF HARRISON



A view of Main Street headed toward downtown.



A view of N. 1st Street headed toward downtown.



A view of Park Street as you are headed into town.

Improvements in streetscaping improve safety and perceived safety, and can also spur economic investment by improving visual appeal.

Crosswalks are one component of streetscaping that have significant benefits for improving access and safety for pedestrians. Crosswalks can be mid-block crossings or, more commonly, found at intersections. Harrison has a number of marked crosswalks in its downtown, but in some cases the paint is fading.

There is an opportunity for Harrison to invest in streetscape improvements along the key corridors that serve as gateways into the community. These corridors include Main Street (M-61), Park Street, and 1st Street.

Harrison recently adopted design standards in the Downtown

Development Authority District, which includes the majority of the commercial areas in Harrison. These design standards will foster a high quality public realm and better streets, but will take time to be realized because they are reliant on redevelopment projects.

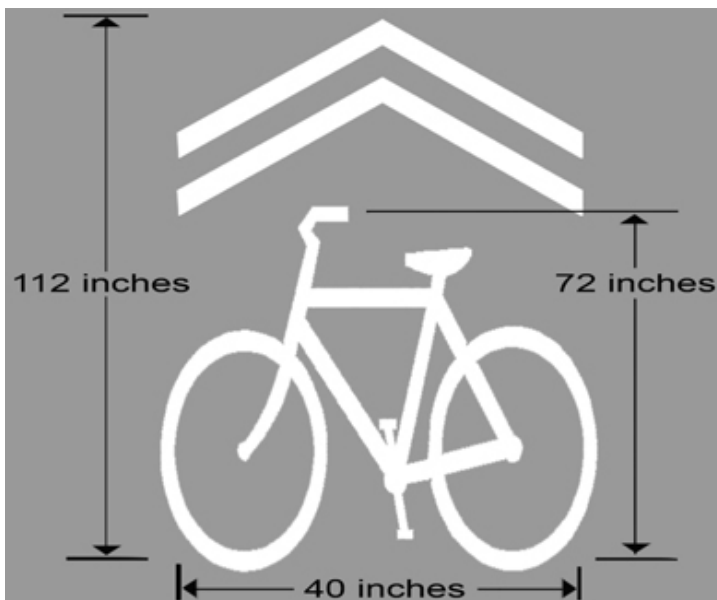
Bicycle Amenities

There are two primary types of bicycle facilities that are appropriate for a city of Harrison's size. These include:

Bike lanes, which provide an exclusive space for bicyclists within the existing roadway. Bike lanes are generally 4-6 feet wide and are most appropriate on roadways with speeds not exceeding 25 mph. Harrison has formal bike lanes on Main Street and has wide shoulders that can accommodate cyclists on Park Street and 1st Street.

Non-Motorized Paths, which provide an exclusive space for non-motorized transportation modes completely separated from the roadway. These paths are wider than sidewalks and often follow green spaces, abandoned rail beds, or might be adjacent to natural features like rivers. Harrison has a substantial network of these paths planned for construction (see Sidewalk Gap Analysis Map).

Shared Lane Markings (SLMs), or "sharrows" are road markings used to indicate that the roadway is an appropriate environment for bicycles and automobiles to co-exist. Although not considered a facility type, a sharrow is useful on low traffic roads to remind automobiles that the roadway is intended to be shared by all users, and can also assist bicycles with wayfinding.



An example of a shared-lane marking or sharrow, found within the road right-of-way.



An example of a bike lane that allows bicycles a separated space on the roadway.

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HOUSING & NEIGHBORHOODS

Harrison has well-established, attractive neighborhoods. These neighborhoods help define the character and unique sense of place of the City. The preservation and enhancement of these neighborhoods is essential to the City's success. Homes are the building blocks of neighborhoods, and a diverse housing stock lays the groundwork for healthy

neighborhoods. This chapter explores the housing conditions and neighborhood typologies in Harrison.

HOUSING PROFILE

There are a total of 1,248 housing units within the City of Harrison. Seventy-two percent of these units

are occupied, while 28% are vacant.

As shown in the table below, the City of Harrison has a substantial renter population. Sixty percent of homes are owner-occupied, while 40% are renter-occupied.

The Median Home Value within Harrison is \$82,900. This compares with an average median value of \$122,400 in the State of Michigan and \$79,800 in Clare County.

15: Total Housing Units, %

% OF THE TOTAL HOUSING UNITS			
	Harrison	Clare County	Michigan
Occupied Housing Units	71.7%	57.2%	84.6%
Owner-Occupied Housing Units	59.7%	80.6%	71.0%
Renter-Occupied Housing Units	40.3%	19.4%	29.0%
Vacant Housing Units	28.3%	42.8%	15.4%

ACS 5-Year Estimates 2011-2015

16: Housing Format, %

	HOUSING FORMAT		
	Harrison	Clare County	Michigan
1-Unit, Detached	66.4%	78.2%	72.1%
1-Unit, Attached	4.6%	0.7%	4.7%
2 Units	0.9%	0.4%	2.5%
3 or More Units	22.6%	3.6%	15.4%
Mobile Home	5.4%	17.1%	5.4%

ACS 5-Year Estimates 2011-2015

17: Household Income toward mortgage, %

SELECTED MONTHLY OWNER MORTGAGE COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME (SMOCAPI)			
	Harrison	Clare County	Michigan
Less than 20.0 percent	30.4%	34.7%	44.5%
20.0 to 24.9 percent	7.3%	13.3%	16.1%
25.0 to 29.9 percent	21.2%	11.4%	10.7%
30.0 to 34.9 percent	6.3%	9.2%	7.1%
35.0 percent or more	34.8%	31.4%	21.7%

ACS 5-Year Estimates 2011-2015

In terms of housing type, 66% of homes in the City are traditional single-family detached. This compares with 72% and 78% in the State and County, respectively.

Millennials and baby boomers are showing a preference for non-traditional housing options such as townhouses, live-work studios, co-housing, condominiums, and accessory dwelling units. These childless households are more likely to want a more urban, walkable, social environment rather

than the conventional suburban development. In 2011, the National Association of Realtors sponsored the National Community Preference Survey to look at market demand of those entering the housing market. One key finding was that 65% prefer some type of mixed use environment, represented by city, mixed used suburb, or small town. To achieve this, a variety of housing types, densities, and prices should be available.

Cost of Living

Because the cost of living varies so greatly across the State, it is helpful to look at a series of indicators to better understand the overall cost burden of housing on residents of Harrison.

The American Community Survey calculates the Selected Monthly Owner Costs as a Percentage of Household Income (SMOCAPI) to better understand the relative cost burden of owning a home in Harrison.

A rule of thumb is that 30% or more of income spent on housing is considered to be a housing cost-burden. In Harrison, over 40% of homeowners spend more than 30% of their income on housing costs, which is substantially higher than the state average.

Even more notable is that 58% of renters spend over 30% of their income on rent, as measured using the Gross Rent as a Percentage of Household Income (GRAPI).



HOUSING TARGET MARKET ANALYSIS

A Residential Target Market Analysis (TMA) was conducted for Clare County in 2016 by Land Use USA. The purpose of the TMA was to identify the housing needs and unmet housing market potential for communities in Clare County. The results of the TMA can be used to identify walkable neighborhood types and missing middle housing formats that would be successful in Clare County and Harrison. According to the findings, the City of Harrison could support an additional 160 housing units; 56 of which are detached homes and 104 of which are multiple family.

HOUSING ASSESSMENT

To better understand housing condition trends in the City of Harrison, the project team conducted an external visual

18: Gross Rent of Household Income, %

GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRPI)			
	Harrison	Clare County	Michigan
Less than 15.0 percent	7.0%	9.6%	12.1%
15.0 to 19.9 percent	7.6%	6.6%	12.0%
20.0 to 24.9 percent	9.6%	9.6%	11.8%
25.0 to 29.9 percent	17.8%	12.7%	11.2%
30.0 to 34.9 percent	26.8%	12.8%	8.6%
35.0 percent or more	31.2%	48.7%	44.3%

ACS 5-Year Estimates 2011-2015

housing quality assessment of all housing structures within the City limits. Overall, the team found that the housing stock in Harrison is relatively high quality. Following is a detailed summary of the results.

Methodology

The condition of each structure was recorded using an ArcGIS collector application that allows for immediate and reliable data storage and compilation.

A housing unit can be a detached, single family home, an attached home, or an apartment or condo in a multi-family building. A unit is different than a structure, because one structure could contain several housing units. This is an important distinction because the team could only collect data on housing structures, which precludes any assessment of individual units if located inside a structure.

The team used a checklist that ranks homes based on the amount and severity of the damage visible on the exterior of the home. No interior assessments were conducted. The table on the following page is an example of the criteria considered and how each home was scored. The scoring system is based primarily on assessing the quality of the structure; therefore some chipped paint does not weigh as heavily as structural damage such as

Missing Middle is a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living.



19: Housing Checklist - An Example

HOUSING FEATURE	TYPE OF REPAIR NEEDED				NOTES
	MAJOR		MINOR		
Building frame/structure	The building is not straight; leans or tilts		Building is not leaning; but foundation is in need of minor repairs or is missing material		
Roof/chimney/gutters	A lot of deterioration, missing material, holes in roof, or sagging roof		Minor deterioration, improper roof repair, some mortar missing from chimney, gutters in need of repair	X	Some roof shingles are loose
Windows/doors	Windows missing, doors missing or rotted		Window frames need replacing or paint is peeling		
Siding/paint	Building missing many bricks, wood siding is rotted		Some peeling or cracking paint	X	Paint is chipping
Porch	Significant deterioration; steps missing, porch sagging, supports holding up porch are rotted		Separation of the porch from the building, paint needed		
SCORE: 3			GOOD		

missing windows or a building that leans. The types of repairs are categorized as “major,” “minor,” or “no problem,” and the final score depends on the combination of major and minor repairs recorded.

Based on the amount and type of repair needed, the team gave each housing structure one of the following scores:

Score	Description
0 (Demolition)	House is not structurally sound
1 (Poor)	Needs two or more major repairs
2 (Fair)	Needs three or more minor repairs, but no more than one major repair
3 (Good)	Needs 2 or fewer minor repairs

Above is a detailed description of how to distinguish between major and minor repairs for each housing feature. In this example, this home would be rated “good” because the home does not need more than two minor repairs.

Results

A team visited every structure within the city boundaries. Of the 885 structures assessed, 780 were ranked “good,” 85 were ranked “fair,” and 6 were ranked “poor.” No homes were ranked “demolition.”



Over 88% of housing structures were considered good, or needing fewer than two minor repairs. From the exterior, housing quality does not appear to be a major issue.

Given the relatively old age of the housing stock in Harrison, it is possible that due to the age of the home there are significant interior problems that could not be assessed. Sixty-one percent of homes in Harrison were built before 1970.

Based on the General Housing Conditions Map, it is also clear that there are no heavily blighted residential areas. In general, the housing conditions are dispersed evenly throughout the community.

2001 Housing Assessment

It is helpful to compare the housing assessment findings with a similar housing condition study that was conducted as a part of the 2001 Maser Plan update. For this survey, the project team evaluated exterior conditions of all housing units in Harrison, placing them in one of three categories of condition:

These categories included:

1. Sound - Apparently structurally safe, in good condition.
2. Deteriorating - apparently structurally safe but lacking in regular maintenance (paint, repair, upkeep).
3. Dilapidated - apparently structurally unsafe and lacking



Example of good housing in the 2016 assessment

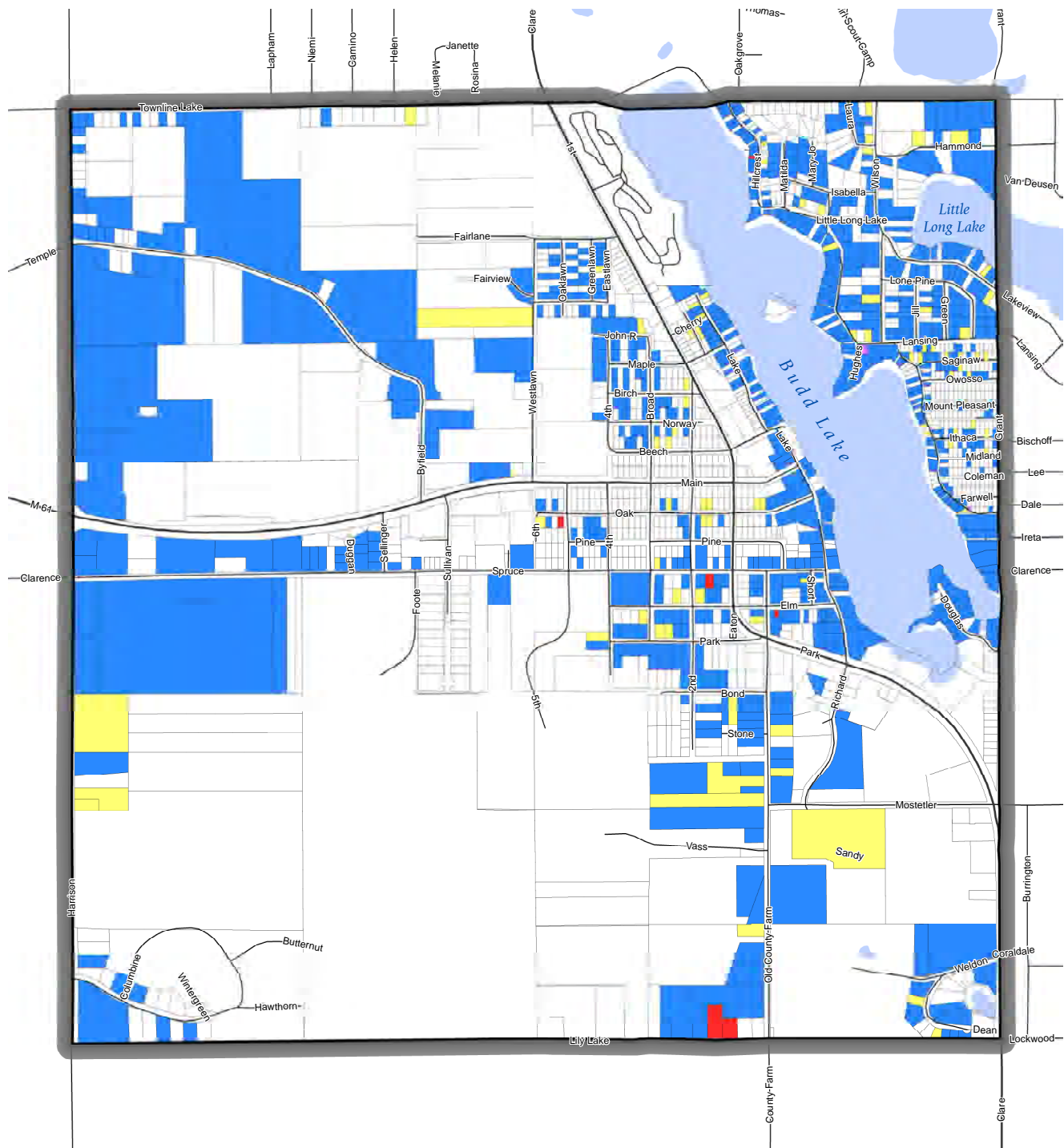


Example of fair housing in the 2016 assessment



Example of poor housing in the 2016 assessment

20: General Housing Conditions Map



CITY OF HARRISON MASTER PLAN

General Housing Conditions

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison

- City Boundary
- State Roads
- All Roads
- Railroads
- Rivers / Streams
- Lakes / Ponds

Housing Categories:

- Poor Quality
- Average Quality
- Great Quality
- Vacant
- Non-Residential / Empty

0 0.5 1 Miles



in maintenance (sagging roof, cracked walls/ foundation holes, windows, chimney).

While 98% of homes were identified as being in sound condition, 28 structures were identified as either deteriorated or dilapidated. One key recommendation that emerged from this effort was that the City of Harrison explore a housing rehabilitation program to repair deteriorated units before property values become affected.

DEFINING NEIGHBORHOODS

To better define the neighborhoods in Harrison, the City has identified neighborhoods based on density, the housing type, proximity to other neighborhoods, and the function they serve for the community.

The neighborhoods depicted on the Neighborhood Typologies will serve as a starting point for the City in helping members of the community establish formal neighborhood associations should they desire and also prove helpful in informing residential zoning districts. Attributes such as average lot size and average setback distance should be based on the existing attributes of a neighborhood and the surrounding homes.



An image of a home in the Lake Street neighborhood, located on Budd Lake.



An image of a home in the Fairgrounds neighborhood, located Byfield Drive.

Downtown

The Downtown Neighborhood is Harrison's oldest neighborhood and is characterized by higher-density traditional residential homes. These residential areas can be a transition between downtown living and spacious residential areas. Although the majority of home are single-family, usually detached homes, residential units above commercial are permitted within the core of the downtown along Main Street.

Lake Street

Located along the west side of Budd Lake, the Lake Street Neighborhood is characterized by a mix of older homes to the north that conform to a more traditional neighborhood style, along with newer homes to the south on larger lots and some curvilinear streets. The majority of homes in this neighborhood are single-family, usually detached homes.

Eastside of the Lake

The Eastside of the Lake Neighborhood is characterized by cottage-style homes on small lots with shallow setbacks that line Budd Lake and Little Long Lake. The Eastside Neighborhood is a neighborhood in transition. At the time these homes were built, many were intended to be used as summer cottages. However, over time more and more of these homes have been converted into year-

round homes. As homes are rebuilt and renovated, it is the intention of the City that lots will be combined to ensure non-conforming structures are in compliance with the zoning ordinance.

Fairgrounds

The Fairgrounds Neighborhood is a suburban residential neighborhood, characterized by lower-density single family homes and several vacant, unoccupied parcels. Some ways of achieving such spaciousness are with ample setbacks and side lots. Due to the amount of land, these areas are usually located on the periphery of a jurisdiction's boundary, and are often car-dependent.

Southside

The Southside Neighborhood is also a suburban residential neighborhood, characterized by lower-density single family homes and several vacant, unoccupied parcels.

CENTERS & EDGES

A neighborhood center is based on sense of place rather than geography. It is either an anchor institution, a landmark, or a frequently visited or adored location that serves its members in some way - a place to congregate socially or to conduct community matters, or both. The following locations are existing or potential centers that Harrison neighborhoods could build on

"Harrison will be a place where a diversity of housing is integrated throughout the community and provides a variety of housing options."



A multi-family retirement facility in Harrison provides housing for seniors.

and continue to cultivate as a neighborhood gathering space.

Downtown

- Town Square
- Dog Park

Lake Street

- Community Garden

Eastside of the Lake

- Lakeside Park
- Lutheran Church

Fairgrounds

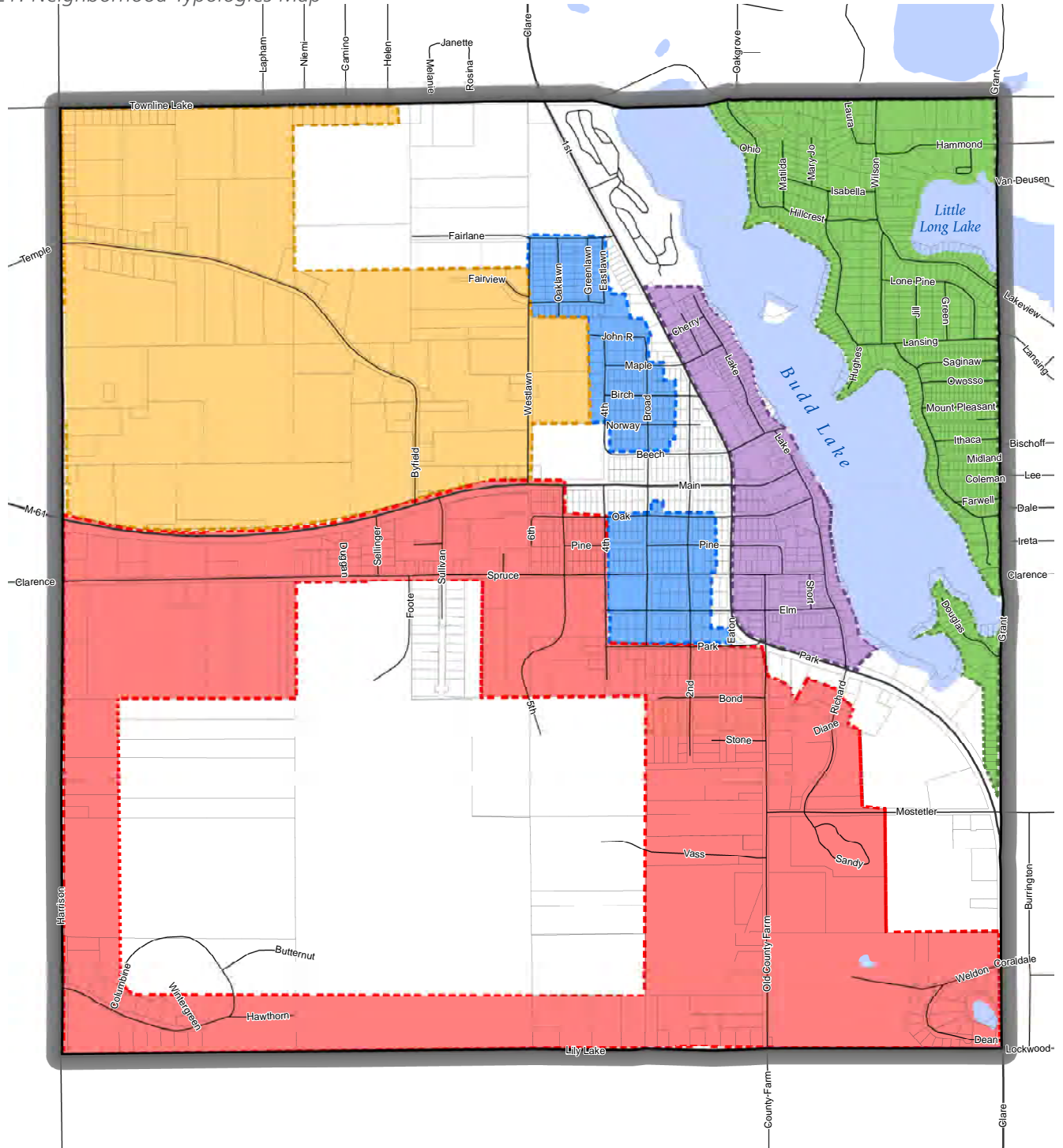
- Clare County Fairgrounds

Southside

- Opportunity - New Senior Development

Edges define the boundaries of a neighborhood and are generally delineated by busy roads, railroad tracks, municipal boundaries, and natural features such as wetlands, lakes, or rivers. The Housing Typologies map depicts the general edges of each neighborhood.

21: Neighborhood Typologies Map



CITY OF HARRISON MASTER PLAN Neighborhood Typologies

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison

- City Boundary
- State Roads
- All Roads
- Railroads
- Southside Neighborhood
- Lake Street Neighborhood
- Eastside Neighborhoods
- Fairgrounds Neighborhood
- Downtown Neighborhoods
- No Defined Neighborhood



- Southside Edge
- Lake Street Edge
- Eastside Edge
- Fairgrounds Edge
- Downtown Edge

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From a land-use planning perspective as well as an economic development perspective, it is important to take stock of the areas in the community that are ripe for redevelopment.

Because of the high quality public infrastructure already in place, Harrison is focused on incentivizing and supporting redevelopment in the City's downtown, commercial corridor, and industrial areas.

The City fosters a supportive culture for redevelopment and is actively working to update the zoning ordinance to remove barriers and support redevelopment. This section provides an overview of the redevelopment ready sites in Harrison as well as some of the strategies the City is using and plans to use to attract redevelopment.

PRIORITY SITES

The City of Harrison has a number of sites that would be appropriate for redevelopment. These sites are either vacant buildings for sale, vacant land, or sites where there is space available for lease of rent. The Michigan Economic Development Corporation (MEDC) encourages communities to take a proactive approach to identifying and preparing properties to be redeveloped. A key element of the MEDC's Redevelopment Ready Communities Program is to identify redevelopment ready sites and strategies associated with each site.

As a part of the Master Planning effort, the City is taking an initial step of mapping sites appropriate for redevelopment. Additionally, the following sites have been

examined in greater detail. As a next step, all sites should be categorized and attributes such as zoning, utilities, size, amenities, and desired future uses should be identified by the City.

HAEDCO Property

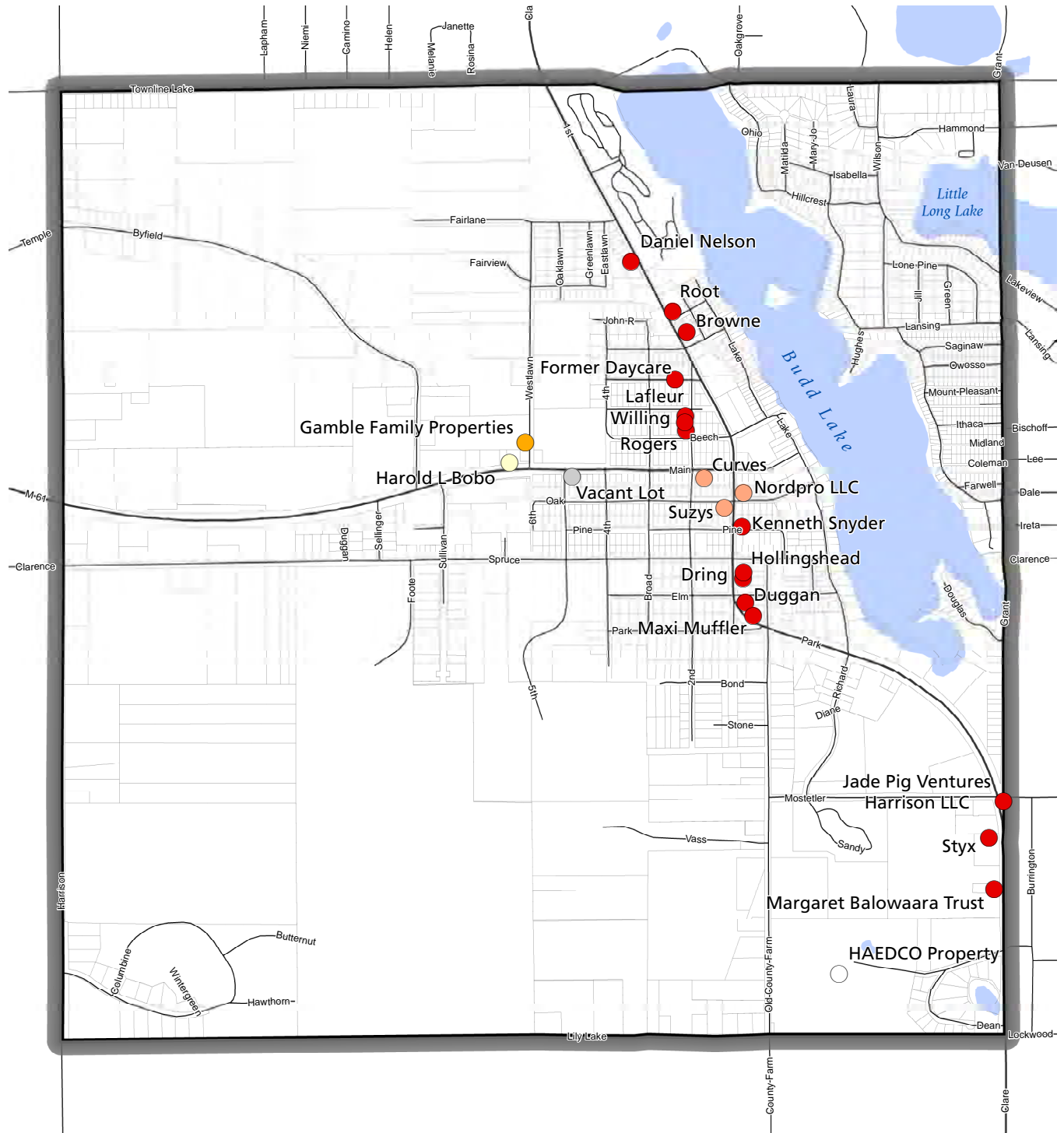
Address: 945 Old County Farm St.

Size: 30 acres

Zoning: Agriculture

Description: This property is owned by the Middle Michigan Development Corporation. The site was originally 52, but 22 acres were purchased with plans to develop a senior residential facility. The City hopes to attract a future development for the 30 acre parcel that is compatible with surrounding residential uses and provides services that are supportive of the senior facility, such as an urgent care.

22: Redevelopment Ready Sites



CITY OF HARRISON MASTER PLAN

Redevelopment Ready Sites

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison

- City Boundary
- State Roads
- All Roads
- Railroads

Zoning Categories:

- Agriculture
- Commercial 1
- Commercial 2
- Residential 1
- Residential 2
- Light Industrial



Gamble Family Properties

Address: 945 Old County Farm St.

Size: 30 acres

Zoning: Agriculture

The City of Harrison is looking to attract a hotel or motel and has identified this property as an appropriate location. A recent study found that the City and the surrounding region could support approximately 84 beds, a pool, and a conference room. Additionally, the Harold L. Bobo property is adjacent and could be redeveloped in a use that is supportive of a hotel or motel.

Browne

Address: 538 N. First

Zoning: C-2

Description: Located in downtown, the site is the location of an old laundromat. There is an existing drive through, offering the opportunity for fast food or other drive through services. Because of the past use, contamination is possible. The property has been vacant for about ten years. The Secretary of State is considering reopening a branch in Harrison and is looking for a location to accommodate their needs. This could be an appropriate parcel.

Curves

Address: 134 E. Main Street

Zoning: C-1

Located on Main street in Downtown Harrison, the property



is a good candidate for a creative redevelopment and would benefit from flexible standards. In the future, the City should have additional conversations as to what they would like to see at this site.

DOWNTOWN

Harrison is home to a traditional downtown district which has historically served as a focal point for development. The public realm of the downtown is very supportive of mixed use, with pedestrian-friendly facilities and a variety of placemaking elements like open store fronts, outdoor dining, and historic buildings.

The Harrison Downtown Development Authority has adopted a downtown plan order to facilitate improvements and attract redevelopment. The current plan, adopted in 2007, establishes a unified vision supported by

specific goals and projections. The projects are financed through the authority's tax incremental financing (TIF) mechanism.

Design Guidelines

The City adopted design standards for the downtown district in 2010. The design standards include concepts such as minimum ground floor transparency, build-to-line (encouraged, but allows for exceptions where appropriate) and streetscape elements such as signage, trees and pedestrian-friendly design.

The district was adopted as an overlay district in the City zoning ordinance, and includes areas of the downtown currently zoned as commercial (C-2) and residential (R-2). The design guidelines are useful in positioning Harrison as an inviting place for creative, mixed use developments that are pedestrian oriented.

PATHWAY TO BECOMING A REDEVELOPMENT READY COMMUNITY

Six Best Practice Steps

ONE COMMUNITY PLANS & PUBLIC OUTREACH

THE PLANS

Adopted a master plan in the past five years, and must achieve:

- Reflects a desired future direction
- Identify priority redevelopment area



COMMUNITY PLANS & PUBLIC OUTREACH

- Identify land use, infrastructure, & complete streets elements
- Includes zoning plan
- Implementation recommendations
- Progress annually reported
- Available online

Adopted a downtown plan & corridor plan

- Identify projects, costs, & timeline
- Identify development boundaries
- Includes mixed-uses & pedestrian oriented development
- Includes transit oriented development
- Coordinates with master plan & capital improvements plan
- Available online

Adopted a capital improvements plan

- Details a minimum of a six year projection with annual review
- Coordinates with other projects to minimize construction costs
- Coordinates with master plan & budget
- Available online

PUBLIC PARTICIPATION

Public participation strategy for engaging a diverse set of community stakeholders

- Identify key stakeholders
- Identify public participation methods & venues
- Any third party adheres to strategy

Public participation efforts go beyond the basic methods

- Basic practices: Open Meetings Act, newspaper, website, community hall door, postcards, water bills inserts, local cable access, announcements

- Proactive practices: Individual mailings, charrettes, focus groups, workshops, canvassing, crowd-sourcing, social networking, interviews

Share outcomes of the public participation processes

- Track outreach methods
- Communicate outcomes

TWO ZONING REGULATIONS

Alignment with the goals of the master plan

- Evaluate master plan recommendations

Provide for areas of concentrated development in appropriate locations & encourages the type & form of development desired

- Allow mixed-use by right in development
- Consider form-based code
- Requires one or more: build-to lines, open store fronts, outdoor dining, ground floor transparency, streetscaping, preservation of historic & environmentally sensitive features



ZONING REGULATION

Include flexible tools to encourage development & redevelopment

- Define special land use & conditional rezoning requirements
- Allow for compatible uses that serve new economy businesses in commercial and industrial districts

Allow for a variety of housing options

- Requires two or more: accessory dwelling units, attached single family units, stacked flats, live/work, co-housing, corporate temp housing, cluster, micro units

Include flexible parking standards and improves nonmotorized transportation

- Includes bicycle parking, pedestrian-scale lighting, traffic calming, public realm standards where appropriate
- Includes pedestrian connectivity ordinance
- Requires two or more: parking off street requirements, parking lot connectivity, shared parking, parking max, parking waivers, electric vehicle charging, bicycle parking, payment in lieu of parking, complementary use accommodation

Include standards for green infrastructure

- Requires one or more: low impact development techniques, green roofs, pervious pavement, native species, existing tree protection
- Requires street trees & parking lot landscaping

Creating a user-friendly ordinance

- Portrays clear definitions & requirements
- Provide electronic format
- Convenient hard copies
- Accessible online

THREE DEVELOPMENT REVIEW PROCESS

DEVELOPMENT REVIEW PROCEDURES

Zoning articulates a thorough site plan review process

- Provide clear roles & responsibilities for all bodies

Define & offer conceptual site plan review meetings for applicants

- Defined expectations online

Qualified intake professional

- Identify a point person for receiving applications, documenting contact, explaining procedures, facilitating meetings, processing approvals, & excellent customer service

Encourage developers to seek input from neighboring residents & businesses at the onset of the application process

- Assist the developer in soliciting input from the public

Joint site plan review team

- Define the joint site plan team, include multiple disciplines

A clearly documented internal staff review policy

- Define clear roles, responsibilities, & timelines
- Define development review standards

RECRUITMENT & EDUCATION



DEVELOPMENT REVIEW PROCESS

Promptly act on development requests

- Allow permitted uses to be administratively reviewed
- Adhere to procedures & timelines
- Provide development process flowchart with timeline
- Coordinate among community development, permitting, & inspections

Create method to track development projects

- Develop a tracking mechanism for projects during development, permitting, and inspection process

Annually review successes & challenges with the development review process

- Obtain customer feedback & integrate changes
- Capture lessons learned from joint site plan review team

GUIDE TO DEVELOPMENT

Annually review the fee schedule

- Cover the community's true cost
- Accept credit card payment

Maintains guide to development, explaining policies, procedures & steps to obtain approvals

- Provide: contact information, meeting schedules & procedures, flowcharts of development processes, relevant ordinances, site plan review requirements & application, administrative approval requirements, process & applications for rezoning, variances, & special uses, fee schedule, financial assistance tools, design guidelines & processes, building permit requirements & applications
- Available online

FOUR RECRUITMENT & EDUCATION

RECRUITMENT & ORIENTATION

Set expectations for board & commission positions

- Outline expectations & desired skill sets defined
- Available online

Provide orientation packets to all appointed & elected members of development related boards & commissions

- Include all relevant planning, zoning & development information

EDUCATION & TRAINING

A dedicated source of funding for training

- Allocate budget for elected & appointed officials & staff

Identify training needs & track attendance for elected & appointed officials & staff

- Manage tracking mechanisms: training needs & attendance
- Identify trainings which relate to stated goals & objectives

Encourage elected & appointed officials to attend trainings & share information

- Notify elected & appointed officials & staff about training opportunities
- Hold collaborative work sessions & joint trainings
- Prepare annual report

FIVE REDEVELOPMENT READY SITES

Identify & prioritizes redevelopment sites

- Maintain updated list of sites



REDEVELOPMENT READY SITES

Gather basic information for prioritized redevelopment sites

- Require photo/rendering, desired outcomes, owner contact, community contact, zoning, lot & building sizes, SEV, & utilities

Create a vision for priority redevelopment sites

- Include desired development outcomes
- Identify community champions
- Require public engagement with high controversy sites

Identify potential resources & incentives for prioritized redevelopment sites

- Identify negotiable development tools, financial incentives and/or in-kind support linked to desired outcomes

Assemble property information packages for prioritized sites

- Include financial incentives, deed restrictions, tax assessment, survey, past uses, existing conditions, known environmental and/or contamination conditions, soils, demographics, amenities, planned infrastructure improvements, GIS, natural features, traffic studies, target market analysis, feasibility studies

Prioritize redevelopment sites and actively market

- Available online

SIX COMMUNITY PROSPERITY

ECONOMIC DEVELOPMENT STRATEGY

An approved economic development strategy

- May be part of the master plan or annual budget
- Connects to the master plan & capital improvements plan
- Identify opportunities & challenges within the community
- Incorporate recommendations for implementation
- Coordinate with a regional economic development strategy
- Available online

Annually review the economic development strategy

- Report progress on economic development strategies annually

MARKETING & PROMOTION

Develop a marketing strategy

- Identify opportunities & steps to attract businesses, consumers & real estate development
- Creates or strengthens the community image
- Identify approach to market priority development sites
- Coordinate marketing efforts with local, regional, & state partners



COMMUNITY PROSPERITY

An updated, user-friendly municipal website

- Link to master plan, downtown plan, corridor plan, capital improvements plan, zoning ordinance, development guide, online payment, partner organizations, board & commission applications, property information packages, & economic development strategy
- Easy to navigate



PUBLIC PARTICIPATION PLAN

OVERVIEW

Harrison recognizes the important role that the public plays in guiding City decisions and priorities. In an effort to ensure government transparency and the best possible outcomes for the planning and development process, Harrison has developed a comprehensive plan for engaging the public.

This Public Participation Plan (P3) has been included within the Master Plan because Harrison views the Master Planning process as the foundation for how residents are engaged in an open and transparent visioning process. Moving forward, this P3 plan will be used when updating future Master Plans.

Public participation is a two-way conversation. This plan details strategies for effective communication with residents as

well as a process for listening and learning from the community.

P3 GOALS AND OBJECTIVES

The following goals and objectives will serve to guide public participation and outreach undertaken by the City.

Goal: Solicit public participation during each phase of the Master Plan.

- Hold a kick-off meeting to assist with framing big goals and actions.
- Invite members of the public to an Open House to help with prioritization of actions.

- Advertise the Master Plan public hearing widely.

Goal: Seek to engage a diversity of residents

- Hold meetings outside of City Hall to engage with individuals who do not traditionally attend public meetings.
- Use social media and other innovative outreach techniques to engage a broad variety of people.

Goal: Provide educational materials to communicate and update the public on new programs and initiatives.



- Update the City website regularly with updated meeting minutes and agendas.
- Actively seek to get a diverse representation of backgrounds on City boards and commissions.

MICHIGAN ACTS

In addition to seeking innovative opportunities for engagement, the City of Harrison relies on state statutes to help guide public participation activities.

Michigan Open Meetings Act

In accordance with the Michigan Open Meetings Act, Harrison will continue to hold public meetings at City Hall, which is accessible to all members of the community. The public will be notified with 10 days of the first meeting of a public body in each calendar or fiscal year and details of each regular meeting will continue to be posted at City Hall. Residents may request to be put on a mailing list to be notified in advance of meetings by contacting City Hall.

Michigan Planning Enabling Act

In accordance with the Michigan Planning Enabling Act (PA 33 of 2008), all required parties will be notified by the planning commission of the intent to plan and request the recipient's

cooperation and commitment. After the draft Master Plan has been submitted to the City Council for review and approval the same parties will be notified again. The planning commission will hold a public hearing for the Master Plan and ensure the Master Plan is readily available on the City website and hard copies at City Hall.

KEY STAKEHOLDERS

The City of Harrison is committed to engaging a wide variety and diversity of community stakeholders to ensure the highest quality of public input. Although not a comprehensive list, the following stakeholders and entities will be engaged during each public process:

- Harrison Chamber of Commerce
- Harrison Downtown Development Authority
- Budd Lake Area Association
- Budd Lake Improvement Board
- Harrison Public Schools
- Hayes Township
- Clare County
- Public employees (police, fire, health, water)
- Business owners
- Young professionals
- Seniors
- Families
- Potential investors

Communication Toolbox

The following section describes the methods that Harrison currently uses to engage with and communicate with the public as well as ideas for future engagement.

City Website

Harrison updates the City website regularly with information on meetings, committee members, City staff, community events, and opportunities to get involved. The city website can be found at cityofharrisonmi.org.

Facebook

The City of Harrison actively updates its facebook page and has a large following of residents and community members. In addition to promoting community events and City notices, there is opportunity for the City to promote civic engagement opportunities. As of May 2017, Harrison had almost 2,000 followers on facebook.

Clare County Cleaver

The Clare County Cleaver is the primarily local newspaper that Harrison uses to announce public meetings and promote engagement opportunities. The Cleaver comes out every Wednesday and has a wide circulation that includes Harrison residents.



Surveys

The City administers public opinion surveys to help make more informed policy decisions and gauge public priorities for a variety of City-related activities and services. The last City survey to be administered was for the Five-Year Parks and Recreation Master Planning effort in 2017, and the online survey was completed by almost 67 people. In the future, Harrison will continue to use surveys as a way of engaging a broad diversity of people, including those who do not attend generally public meetings.

Standing Committees

There are a number of resident advisory committees that help elected officials and City officials better understand the priorities of residents. These committees often meet as needed depending on the current issues facing the community.

Although the City of Harrison is committed to engaging with residents year-round, there are certain times when the City will be soliciting input more aggressively to inform a City-wide strategic

planning effort. For example:

- Master Plan update
- Zoning Ordinance
- Downtown development Plan
- Corridor Improvement Plan
- Parks and Recreation Plan
- New development proposals

Shape the Future of Harrison!

Join in the Community Master Plan update



ALL ARE WELCOME

Learn what your planning commission is working on. Mingle with friends, family, and city officials. Enjoy light refreshments. Share your insights about your community's

6:30 - 7:30 p.m. on Wednesday, May 10
Harrison City Hall
2105 Sullivan Dr.

risingtide

Beckett & Raeder
Landscape Architecture
Planning, Engineering &
Environmental Services

Residents and local officials providing input at the Harrison Master Plan Open House in May 2017.



An example of a flier that was used to promote a public open house for the City of Harrison Master Planning effort.

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FUTURE LAND USE & ZONING

This section details future land use and a plan for zoning changes to be undertaken by the City of Harrison to move toward implementing the City's vision for the future.

FUTURE LAND USE

The Michigan Planning Enabling Act of 2008 requires the inclusion of a future land use map and zoning plan in the Master Plan. The future land use map and districts identify a generalized, preferred organization of future land uses in the City of Harrison. It is a general framework intended to guide land use and policy decisions within the City over the next 15-20 years. It guides the development of a Zoning Plan and ultimately influences changes that may be

made to the zoning ordinance.

Future Land Use Map

The Future Land Use Map is not intended to be used to identify future land use on a parcel-by-parcel basis, but rather to identify districts that may evolve within the City. The Future Land Use Map shows the preferred locations for future development in Harrison.

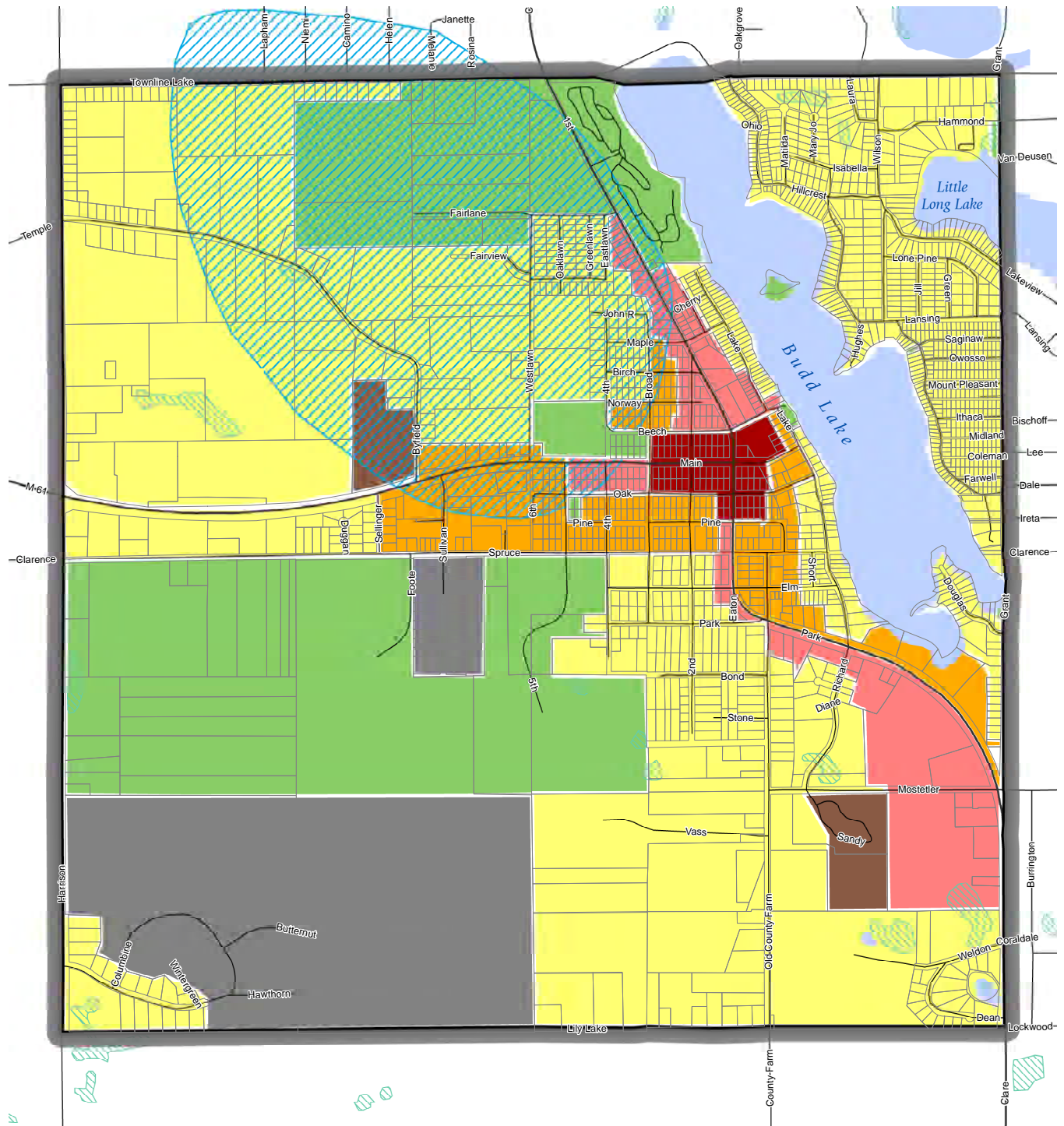
In general, commercial and residential districts are expected to retain their existing character, and parks and natural areas will be preserved as possible. When compared with the 2001 Future Land Use Map, there are a few notable changes. First, the number of districts has been reduced to make the map easier to read and understand for developers and others in the community looking

to get involved in community development.

Second, a mixed-use district has been added to the perimeter of the Central Business District to allow for a gradual transition between downtown and surrounding neighborhoods. While these areas will still be predominately residential, the district allows for limited commercial that will provide services for surrounding residences within walking distance.

Third, a wetlands overlay district was added to the Future Land Use. The purpose of this overlay district is to ensure that during the site plan review process and long range planning activities, the planning commissioners can see where existing wetlands within

24: Future Land Use Map



CITY OF HARRISON MASTER PLAN

Future Land Use Map

Data Sources: State of Michigan Geographic Data Library, Michigan DNR Open Data Portal, City of Harrison

- City Boundary
- State Roads
- All Roads
- Railroads

- Single Family Residential
- Mixed Use Neighborhood
- Mobile Home Park
- Greater Business District
- Central Business District

- Parkland / Preserve
- Light Industrial
- Wellhead Protection Area
- Wetland Overlay



the City are located and be sure these are protected to the greatest extent possible.

ZONING PLAN

According to Section 2(d) of the Michigan Planning Enabling Act (PA 33 of 2008), the Master Plan shall include a Zoning Plan depicting the various zoning districts and their use, as well as standards for height, bulk, location, and use of buildings and premises. The Zoning Plan serves as the basis for the Zoning Ordinance.

Relationship to the Master Plan

As a key component of the Master Plan, the Zoning Plan is based on the recommendations of the Master Plan and is intended to identify areas where existing zoning is inconsistent with the objectives and strategies of the Master Plan, and to guide the development of the Zoning Ordinance. The Zoning Ordinance is the primary implementation tool for the future development of Harrison. The following sections detail existing zoning regulations in the City. See the Existing Zoning Classifications table for a summary of district regulations.

Residential Districts

Residential 1 - The R-1 District is established to provide areas of low density residential development.

Desired development includes single-family dwellings.

Residential 2 - The R-2 District is established to provide areas of higher density of residential development than is permitted in the R-1 District. Regulations include uses permitted in the R-1 District plus residential dwellings with two or more families.

Residential 3 - The R-3 District is established to provide areas in recognition of the seasonal residential development in the community. This district provides for more concentrated single family development, less restrictions on minimum lots and

minimum yards, and the inclusion in the district of commercial uses which are compatible with seasonal occupancy of the area.

Mobile Home (MH) District - The Mobile Home District is intended to give recognition to the fact that mobile homes can provide satisfactory living conditions provided certain minimum standards are maintained. It is further the intent of the MH District to serve as a district of transition between nonresidential districts and other residential districts.



Shops and businesses in the core of downtown are located within the C2 Commercial Zoning District.

Future Land Use Districts

DISTRICT	INTENT	USES
Single Family Residential	The intent of the Residential Future Land Use District is to provide for single-family homes in residential neighborhoods.	The primary use is single family residential. Other complementary uses such as cemeteries, churches, schools, and parks would be permitted.
Mixed Use Neighborhood	This new district would be to provide an opportunity for neighborhood services located within walking and biking distance to residences, while retaining the primary land use as residential.	Developments may include a mix of housing types, including multiple-family units, and limited neighborhood services.
Mobile Home Park	The intent of the Mobile Home District is to provide an exclusive, affordable place for mobile and manufactured housing in proximity to public infrastructure, goods and services.	Appropriate uses include mobile and manufactured housing.
Central Business District	The intent of the Central Business District is to provide an exclusive district for the downtown to serve as a central convening place for business and leisure, in a pedestrian-oriented and historic setting.	This district should include an appropriate mixture of commercial, office, residential, entertainment, institutional, and public uses.
Greater Business District	The intent of the Greater Business District is to provide for general retail and commercial uses with pedestrian-oriented nodes compatible with surrounding residential areas.	This district can accommodate a mix of businesses, such as restaurants and grocery stores.
Industrial	The intent of the Industrial District is to provide an exclusive area for light industrial uses dependent on transportation to and from the site.	Appropriate uses include small and medium plants that involve manufacturing, stamping, and machine operations.
Preserve/Parkland	The intent of the Preserve/Parkland District is to identify and protect parkland, open space, conservation areas, and environmentally sensitive areas. This includes land not currently owned by the City identified for land acquisition or future recreation easements.	Appropriate uses include City, County, and State parkland, privately-owned forested areas, passive recreational areas, and open space.
Wetlands (Overlay)	The intent of the Wetlands Overlay District is to identify the wetland areas within the City to ensure they are preserved and protected, and that their location is taken into account when approving site plans and developments.	Appropriate uses include passive recreation areas and developments that protect and preserve existing wetlands.
Wellhead Protection Area (Overlay)	The intent of the Wellhead Protection Overlay District is to protect the groundwater drinking supply for City residents and to ensure that site plans located within the protection area are given added scrutiny when considering development approvals.	Appropriate uses include developments that protect the water supply. Sources of contamination include septic tanks, improperly capped abandoned wells, and underground storage tanks.

Commercial Districts

Commercial Resort (CR) - is established to provide areas of commercial development specifically oriented to the resort industry in the community. These areas are intended to be used and occupied for tourist-resort types of businesses that take advantage of existing scenic areas in the community.

Commercial C-1 - The C-1 District is established to provide areas of high concentrations of pedestrian-oriented retail activities. Desired development includes commercial uses accompanied by off-street parking.

Commercial C-2 - The C-2 District is established to provide areas of commercial development which require large exterior spaces for storage, display, or sale of merchandise or commercial uses which depend upon continual movement of vehicular traffic.

Office Service (OS) District - The Office-Service District is designed to accommodate uses such as offices, banks, and personal services which can serve as transitional areas between residential and commercial districts and to provide a transition between major thoroughfares and residential districts.



On street parking can be used to reduce the demands for on-site parking to incentivize redevelopment if space is limited.

Industrial Districts

Light Industrial (L1) - The L1 District is established to provide areas of industrial development or manufacturing or uses which are compatible with industry or manufacturing.

ZONING CHANGES

The following section reflects proposed changes to the existing Zoning Ordinance. Proposed changes are based on the Future

Land Use Map as well as input gathered throughout the Master Planning process.

Development Standards

To ensure development promotes walkability, the City of Harrison will explore pedestrian safety measures and reduced parking requirements.

Oftentimes in redevelopment projects, high minimum parking requirements are a barrier for redevelopment. Communities can use strategies to lessen this burden such as amending their zoning ordinance and working

26: Existing Zoning Classifications

DISTRICT	USES (GENERAL)	SETBACKS	LOT SIZE (MINIMUM)
Residential R-1	Single Family	Front - 25 ft. Rear - 30 ft. Side - 10 ft.	12,000 sq.ft.
Residential R-2	Single Family, Duplexes, Multiple Family, Condominiums	Front - 25 ft. Rear - 30 ft. Side - 8 ft.	8,000 sq.ft., or 3,000 sq.ft. for each family unit, and 5,280 sq. ft. for semi- detached dwellings
Residential R-3	Single Family, Duplexes, Multiple Family, Condominiums	Front - 25 ft. Rear - 30 ft. Side - 8 ft.	8,000 sq.ft., or 3,000 sq.ft. for each family unit, 5,280 sq. ft. for semi- detached dwellings
Mobile Home MH	Mobile and Manufactured Homes	As set forth by the State Mobile Home Commission, Act 419	20 acres for a new park, or 10 acres for an expansion
Agriculture A-1	Single Family, General Farming, Kennels, Landfill, Golf Course, Cemeteries, Religious Institutions, Offices	single family setbacks as set forth in R-1, N/A for other uses	12,000 sq.ft. for Single Family, 3 acres for Farming
Commercial Resort CR	Hotels, Restaurants, Recreation Facilities	N/A	N/A
Commercial C-1	Retail, Service, Professional	N/A	N/A
Commercial C-2	Motels, hotels, Auto- oriented services	N/A	N/A
Office Service OS	Professional, Medical, Research, Banks	Front - 20 ft. Rear - 20 ft. Side - 15 ft.	N/A
Light Industrial L1	Industrial, Manufacturing, Warehousing, Transportation-related	Front - 20 ft. Rear - 20 ft. Side - 15 ft.	N/A



with the developer. There are eight strategies communities can employ to provide flexible parking options for developers. As noted in the Redevelopment Ready Communities Guidelines, right-sizing parking infrastructure has the added benefits of increasing pedestrian friendliness and creating more available space for development.

The strategies Harrison is most interested in include: (1) reducing or eliminating parking requirements when on-street parking is available; (2) exploring shared parking agreements; and (3) redefining the current minimum standards to standards with a range that includes a reasonable maximum.

Another type of standard for new developments that can be added are for green infrastructure requirements. Currently the only components found in the zoning code are the requirement that trees be included in parking lots (one tree for each 10 spaces). The City will consider incentives or requirements of developers to include added green infrastructure like rain gardens and trees as a part of the site plan review process. Green infrastructure provides aesthetics benefits and also helps control stormwater on-site.



Separate DDA Overlay Districts

Currently, Harrison has one set of design standards for the entire DDA business district. With the understanding that existing development patterns offer different redevelopment opportunities in the Central Business District as compared with the other commercial corridors, the planning commission is planning to explore the possibility of creating two separate overlay districts. The Central Business overlay district would offer more flexible parking standards, zero lot lines, and possible ground floor residential while the Greater Business overlay district would facilitate more traditional commercial corridor development.

Housing

To promote a diversity of affordable and accessible housing options that meet the changing demographics of Harrison, the City is considering expanding the types of housing options in residential districts. Currently, the City allows multifamily and attached single family housing. The City could also consider allowing creative cottage developments through a Planned Unit Development process, accessory dwelling units, and second floor residential in the Central Business District through a Special Use Permit.

Shoreline Protections

To ensure water quality in Budd Lake is preserved and protected, the City could consider adopting zoning regulations that protect water quality. Examples of

standards that protect water quality include creation of a shoreline greenbelt or added setback requirements on waterfront lots.

Maintaining shoreline greenbelts, or vegetated buffer strips of 25 feet for new developments or redevelopments will help protect the water quality of the lake by cooling water, reducing shoreline erosion, slowing stormwater runoff rates, and filtering nutrients from stormwater before it reaches the lake. A greenbelt generally consists of native plants, woody shrubs, and trees, instead of lawn to allow

for greater stormwater infiltration rates. Additionally, the City could require setback distances of 50 feet from the water's edge for new developments.

Planned Unit Developments

Another opportunity the planning commission plans to explore is allowing for Planned Unit Development (PUD) as a tool which can provide more flexibility and innovation for development. Many communities allow PUD as way to facilitate mixed use and clustered development, and variable parcel

sizes in a single development.

The Michigan Zoning Enabling Act provides local governments with two different options for how they can facilitate a PUD. Communities can elect to handle a PUD as a zoning amendment which requires approval from elected officials, or as a special use permit which would be approved by the planning commission after reviewing a set of standards. Harrison will need to decide which of these options is most appropriate for the community's redevelopment goals.





ACTION & IMPLEMENTATION

ACTION PLAN

Under the direction of the planning commission, with citizen and stakeholder input, the City of Harrison has identified eight overarching goals, each with a series of actions. Because this Master Plan takes a 15-20 year approach to planning, it is anticipated that these goals and corresponding actions could take up to that amount of time to be realized. The action plan table outlines a planned implementation schedule for each action and includes a general time-frame for implementation, the party responsible for implementing, priority, and anticipated funding source.

VISION: Fifteen to twenty years from now, Harrison will be a vibrant, proactive community with high-quality jobs that attract innovative, creative, and talented workers. Harrison will be a community that leverages and markets its natural and cultural assets for economic development; while collaborating with neighbors to protect these resources. Neighborhoods will consist of high-quality homes that meet the needs of all residents. Community services and educational opportunities will support all stages of life.



27: Action Plan Table

GOAL	ACTION	PRIORITY LEVEL	RESPONSIBILITY/ PARTNERS	TIME FRAME
Goal #1: Foster transparency in governance and enhance all forms of civic engagement.	Develop a Public Participation Plan that lays out methods of engagement and how to measure their success.	High	City, COC, School, Library, FB	<1
	Issue an annual planning commission report detailing key decisions, development approvals, and ordinance updates.	Medium	PC and City Staff	1-5
	Update the City website regularly to include all relevant documents, plans, ordinances, board materials and development information.	High	City Staff	<1
	Support local officials with educational and training opportunities.	Medium	City Staff	<1
	Increase collaboration with Hayes Township on issues like corridor improvements and wellhead protection.	High	City and Hayes Twp.	<1
Goal #2: Enhance cultural, recreational, and historical assets.	Develop a marketing and communication strategy to promote special events and festivals.	High	MMDC, COC, FB	1-5
	Ensure residents have access to diverse and affordable cultural programming and recreational opportunities.	High	School, MMDC, FB,	Ongoing
	Brand Harrison as a year-round cultural and recreational center for the region.	High	COC, City Staff	Ongoing
	Work with the Clare County Fairgrounds to increase the number of year-round special events and activities.	High	FB, COC, City	1-5
	Partner with the MDNR to modernize facilities at Wilson State Park and improve non-motorized connectivity with the City.	Medium	MDNR, City, COC	1-5
	Collaborate with the Mid-Michigan Community College Harrison Campus on special events and educational opportunities.	High	MMCC, City, COC	1-5
	Explore opportunities to build soccer fields within the City limits.	High	Hayes Twp., City	1-5
Goal #3: Foster a healthy, vibrant Downtown.	Update the Downtown Development Authority Plan.	High	DDA	<1
	Add the boundaries of the Downtown District to the zoning ordinance and zoning map to support the adopted design standards.	High	DDA, City Staff, PC	<1
	Adopt flexible zoning standards to provide for public streetscape and infrastructure improvements.	Medium	PC, City Staff	<1
Goal #4: Build a strong and sustainable year-round economy that supports local businesses	Partner with local businesses, and state and federal agencies to support the diverse economic and employment needs of residents.	High	COC, City	5+
	Develop a common marketing strategy that highlights regional assets to attract investment.	High	MMDC, City	<1
	Inventory and prioritize all potential redevelopment sites.	High	City	<1
	Build and attract a revived, skilled workforce through collaborative public-private partnerships and talent development activities.	High	City Staff and Council, School	5+
	Create a business-friendly community through a supportive regulatory structure and efficient, cost-effective services like affordable sewer, water and high-tech infrastructure.	Medium	HAEDCO, City Staff, Council	1-5
	Partner with the school district to improve the local school system, supporting young professionals to drive the local economy.	Medium	School, MMDC, City	1-5

GOAL	ACTION	PRIORITY LEVEL	RESPONSIBILITY/ PARTNERS	TIME FRAME
Goal #5: Provide a variety of safe, accessible, affordable transportation options for all members of the community	Look for ways to accommodate bicyclists through separate paths, bike lanes, and signs where appropriate.	High	MDOT, City	1-5
	Adopt non-motorized standards such as street design standards or pedestrian safety measures to the zoning ordinance.	High	City, PC	<1
	Explore opportunities to incentivize bicycle parking and allow for flexible parking standards.	High	City, PC	<1
	Develop a system of uniform wayfinding signage to direct pedestrians and future trail users to City assets, including downtown.	Medium	City, COC, DDA	1-5
	Collaborate with Hayes Township to improve key commercial corridors, and explore creation of a Corridor Improvement Authority or Business Improvement District.	High	Hayes Twp., City	1-5
Goal #6: Provide the highest quality of public infrastructure and services to residents	Add incentives or requirements for on-site stormwater treatment, such as rain gardens and pervious pavement.	Medium	City staff, PC	5+
	Continue to collaborate with neighboring jurisdictions to streamline provision of services.	High	City, Hayes Twp.	Ongoing
	Pursue grants to modernize educational facilities and programing.	Medium	School, City	1-5
Goal #7: Provide high quality housing options throughout the community that meet a variety of housing needs.	Consider allowing creative housing options such as accessory dwelling units and cottage housing.	Medium	PC	1-5
	Look for opportunities to consolidate unbuildable residential lots along Budd Lake.	Medium	City Staff, PC	1-5
	Explore a rental inspection program.	High	Council, PC	1-5
	Look for opportunities to provide loans, grants, or other financial assistance for home and façade improvements.	High	City Staff, MEDC, USDA	1-5
	Help to alleviate cost burdens on households by directing them to energy efficiency and home repair programs.	High	City Staff	1-5
Goal #8: Protect and preserve natural resources, wildlife, and water quality	Maintain views from the City to the surrounding recreation areas.	High	BLAA,	Ongoing
	Preserve open space	High	City, PC	Ongoing
	Develop a network of trail systems that connects visitors and residents to nature.	High	PC, Council, School	Ongoing
	Review existing regulations for impervious surfaces permitted on waterfront lots to ensure they are restrictive enough to prevent negative water quality impacts.	Medium	PC	<1

CAPITAL IMPROVEMENTS STRATEGY

The City of Harrison 2017-2023 Capital Improvements Program provides a framework for the realization of community goals and objectives as envisioned in the City's Master Plan. All CIP projects are listed on a priority basis and reflected by fiscal year within the plan. The plan also includes an indication for providing the financial means for implementing the projects.

Key projects that identified by the City that will be undertaken over the next six years include:

1. New sidewalks to be installed on Sullivan Drive, the south side of Main Street.
2. Development of the Nature Trail through City Park and expanding into surrounding neighborhoods.
3. Local street improvements including repaving and resurfacing.
4. Completion of the Town Square in downtown.
5. Improvements and upgrades to the City-owned and operated Cemetery.
6. Replacement and upgrades of sewer pump stations and manhole repairs.
7. Upgrades to the City's drinking water system, including
8. Addition to the Fire Hall and other investments to support emergency response and public safety.

back-up power security and improvements in water distribution capacity.

IMPLEMENTATION OPPORTUNITIES

In the past, Harrison has been proactive about taking advantage of a variety of funding opportunities available and leveraging public-private partnerships to implement projects. The following is an overview of funding sources and programs the City could use to implement priority actions identified in this plan.

Economic Development

The Michigan Economic Development Corporation (MEDC) Community Development division focuses on creating vibrant, sustainable and unique places by providing economic development services and programs to attract and retain talent in Michigan communities. The concept of placemaking considers cultural and natural amenities, resources, and social and professional networks. MEDC offers a variety of grants and loans to Michigan communities to preserve downtowns, enhance cultural resources, and foster

historic preservation. In the past, Harrison has been the recipient of a variety of MEDC grants, including a Downtown Infrastructure Grant (DIG) for installing streetscaping, traffic calming measures, and improving non-motorized access to downtown.

Corridor Enhancements

Harrison's key commercial corridors serve as a gateway into the City, and the City plans to explore strategies for improving the visual appeal of these gateways. Because most people do not differentiate between Hayes Township and the City of Harrison, the City plans to explore opportunities for collaborating with Hayes Townships to improve the look and feel of their shared corridors. Examples of improvements include street lighting, landscaping, and hardscaping. The communities could also work together to explore zoning standards like more uniform signage, setbacks, and parking standards.

Place POP

PlacePOP (not an acronym) is a service run by the Michigan Municipal League (MML) that supports low-cost, high impact events that showcase how powerful creating "place" can be. As a way to make downtowns more vibrant, MML develops short-term upgrades to public space to engage its residents in a new way. Moreover, a physical display provides a more



visual, and interactive form of community engagement that engenders more participation than a public hearing. The idea is to reinvent space to help catalyze development, beautify underutilized areas, and create connections amongst community members. While most public improvement projects are costly, time-intensive, and may have unintended consequences, this type of project removes the a lot of the initial risk.

Redevelopment

Clare County Brownfield Redevelopment Authority

The Clare County Brownfield Redevelopment Authority was created under the Brownfield Redevelopment Act PA 381 of 1996, to develop and implement brownfield projects. A BRA is a resource that may use Tax Increment Financing (TIF) as a tool for property redevelopment and the Clare County BRA has funded a number of important clean up projects in Harrison that have served as a precursor to both public and private redevelopment. For example, they funded the cleanup of the HAEDCO property on Old County Farm, previously the site of a concrete plant; and they funded clean up for the Farmer's Market & the area where the Town Square will be located.

Crowdfunding

Michigan's new Crowdfunding Program is another option the City could explore as a way of providing a source of revenue for Harrison, particularly for downtown redevelopment activities. Under crowdgranting projects, the City could collect donations through traditional crowdfunding. There are also matching grants available from the State of Michigan to benefit public spaces.

Transportation and Trails

Safe Routes to School (SR2S) programs are sustained efforts by parents, schools, community leaders and local, state, and federal governments to improve the health and well-being of children by enabling and encouraging them to walk and bicycle to school. The National Center for Safe Routes to School offers several sources of funding for community projects. Harrison has received SR2S funding in the past for non-motorized improvements and plans to pursue additional funding to complete their non-motorized transportation network.

Transportation Alternatives Program is a competitive grant program that funds projects such as bike paths, streetscapes, and historic preservation of transportation facilities that enhance Michigan's intermodal transportation system, promote

walkability, and improve quality of life for Michigan citizens.

Housing

United States Department of Agriculture (USDA) Rural Development sponsors two programs for rural development that can be of help to Harrison homeowners. The Single Family Housing Direct Home Loans is a subsidy for low and very low income residents to ensure that they live in safe and decent housing. These funds can be used to build, repair, renovate or relocate a home in a rural area. The amount of money loaned to a homeowner depends on income, debts, and assets. Similarly to the Single Family Assistance provided by the USDA, Multi-family funds are available. The Multi-family Housing Loan Guarantee provides qualified private-sector lenders funds to lend to borrowers who wish to increase the supply of low- and moderate income individuals and families. The funds can be used for new construction, improvement, or purchase of multi-family rental units. The rent for the units is capped at 30% of 115% of the area median income. Complexes must have at least five units, but can also include detached, semi-detached, or row houses.

