

"Heart of the Lakes"

City of Keego Harbor

2025 Beechmont

Keego Harbor, Michigan 48320

FROM: Joseph Gacloch, Interim City Manager

MEETING: August 12, 2026, Study Session

SUBJECT: Special Joint Strategic Planning Session

City Council, Planning Commission, Tax Increment Finance Authority, and Parks & Recreation Commission

Introduction

The purpose of this special joint strategic planning session is to begin establishing a shared long-term vision for Keego Harbor and to develop a framework for how the City's elected and appointed leadership can work together to achieve it.

While each board and commission has distinct responsibilities, the City's most significant economic development opportunities require coordinated leadership, aligned priorities, and a common understanding of the community's desired future.

As a small city with finite financial, organizational, and staff resources, Keego Harbor benefits most when its boards and commissions pursue complementary objectives rather than independent initiatives. A shared vision, coupled with a coordinated execution strategy, allows the City to maximize the impact of every public dollar by aligning policy decisions, capital investments, staff efforts, and volunteer leadership toward common outcomes.

Working together also helps the city make better use of the different responsibilities and funding available to each board and commission. For example, if the city plans to improve roadways, the TIFA Board may be able to invest in landscaping, streetscape, or redevelopment improvements along that corridor. At the same time, the Planning Commission can ensure zoning supports the type of development the community wants to see, while the Parks and Recreation Commission can explore ways to enhance nearby public spaces or pursue grants for placemaking and recreation. When these efforts are planned together, they create a greater overall benefit than if each board worked independently.

A unified strategy also strengthens the City's competitiveness for outside funding. Many state, federal, regional, and philanthropic grant programs increasingly favor projects that demonstrate cross-disciplinary planning, broad community support, and implementation readiness. By aligning priorities across multiple boards and commissions, Keego Harbor is better positioned to

leverage overlapping funding opportunities, coordinate local matching resources, and maximize external investment in projects that advance multiple community objectives simultaneously.

Accordingly, this session is intended to move beyond discussing individual projects and begin organizing the City's efforts around a common vision that aligns policy decisions, capital investments, organizational resources, talent, and implementation strategies. The outcome of this workshop will help establish a strategic framework that guides future decisions while ensuring that the work of each board and commission complements the others in advancing Keego Harbor's long-term goals.

Sincerely,
Joseph Gacioch, Interim City Manager
City of Keego Harbor



Background

Over the past several years, Keego Harbor has invested considerable time and resources in planning for its future. Collectively, these planning efforts provide a strong foundation for community investment and have identified numerous initiatives intended to strengthen neighborhoods, support economic development, improve public spaces, and enhance quality of life.

These efforts include market and development studies prepared by Gibbs Planning Group evaluating retail and residential opportunities, the 2021 Villages Area Plan, the 2024 Tax Increment Finance Authority Development and Tax Increment Financing Plan, the 2025 Master Land Use Plan Update, and the City's regularly updated Parks and Recreation Master Plan. While each document was prepared for a different purpose, they consistently identify projects, policies, and investments intended to advance the City's long-term objectives.

Perhaps most notably, each of these plans recognizes the importance of the Cass Lake Road corridor as the City's primary commercial district and the focal point for future redevelopment and economic investment. The plans collectively envision a more vibrant, walkable, economically resilient corridor supported by coordinated public improvements, private redevelopment, and placemaking initiatives.

Several emerging opportunities make this an appropriate time to align these planning efforts into a single implementation strategy. The Road Commission for Oakland County is currently planning a curb-to-curb reconstruction of Cass Lake Road in 2028. This project creates a unique opportunity for the City to establish corridor design expectations, streetscape improvements, utility coordination, multimodal enhancements, if any, and redevelopment standards that can be integrated with the county's project where feasible, reducing future costs and maximizing public investment.

At the same time, the former Roosevelt Elementary School property represents one of the most significant redevelopment opportunities in the community. Combined with several vacant, underutilized, and adaptive reuse properties located along both Cass Lake Road and Orchard Lake Road, the City has an opportunity to shape redevelopment in a manner that reflects a shared community vision rather than responding to projects individually as they arise.

This strategic planning session is intended to synthesize the City's existing planning work into a unified vision and begin identifying shared priorities for implementation. By aligning the efforts of the City Council, Planning Commission, TIFA Board, and Parks & Recreation Commission, the City can establish a coordinated strategy that positions Keego Harbor to capitalize on these opportunities while making thoughtful, deliberate investments that advance the community's long-term vision.

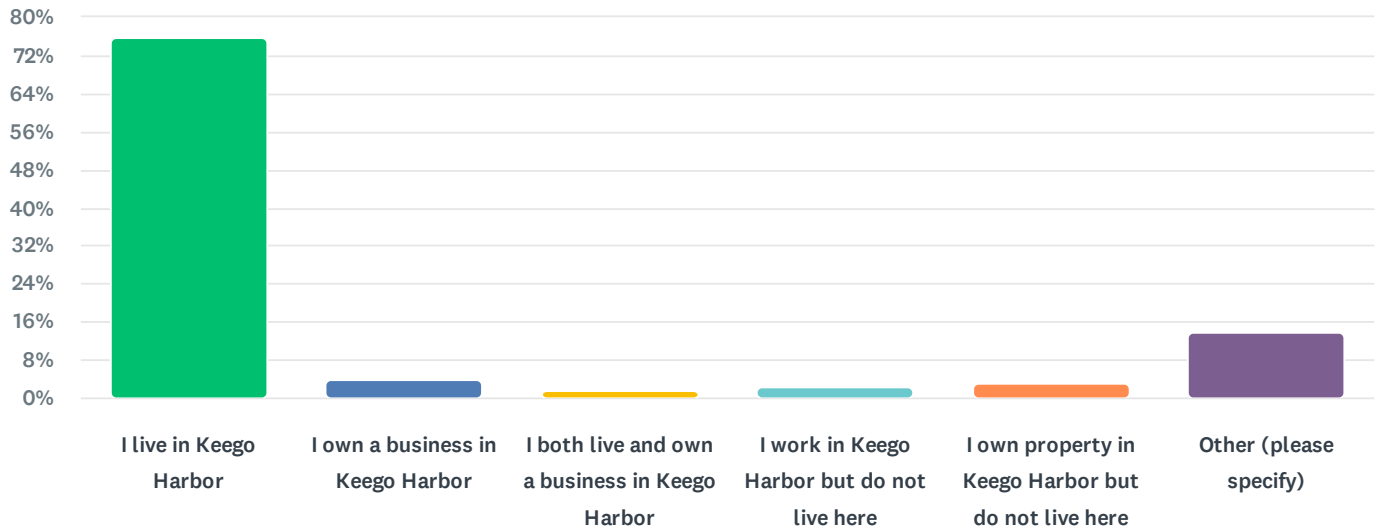
This strategic planning session has been designed and will be facilitated by Gacioch Civic Advisory. Founder Joseph Gacioch, (*current Interim City Manager for Keego Harbor*) has led strategic planning initiatives for multiple Michigan communities, helping organizations establish a shared vision, align priorities, build effective systems, and develop practical strategies that guide implementation and long-term decision-making.

Attachments:

- **Roosevelt Redevelopment Survey Report**

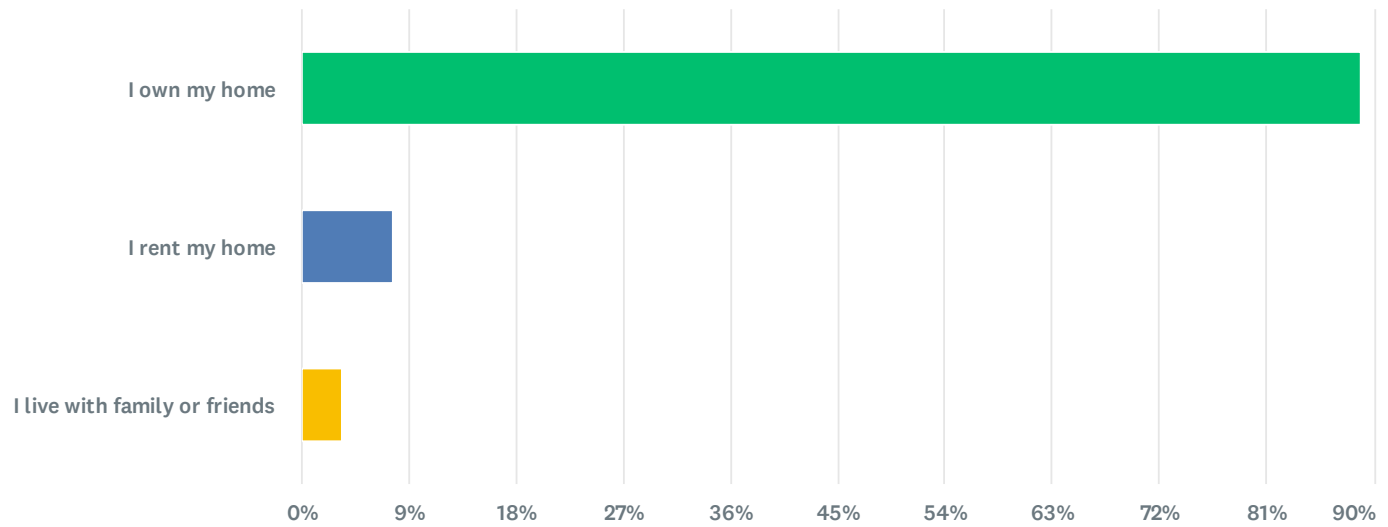
The attached report summarizes community feedback regarding the future redevelopment of the former Roosevelt Elementary School property. The survey results will be incorporated into the strategic planning discussion to help inform redevelopment priorities and community preferences discussions. The findings will also be shared with the West Bloomfield School District as part of the City's ongoing collaboration regarding the future of the site.

Q1 136 responses

What best describes your connection to Keego Harbor?

Answer Choices	Percentage	Responses
● I live in Keego Harbor	75.74%	103
● I own a business in Keego Harbor	3.68%	5
● I both live and own a business in Keego Harbor	1.47%	2
● I work in Keego Harbor but do not live here	2.21%	3
● I own property in Keego Harbor but do not live here	2.94%	4
● Other (please specify)	13.97%	19
Total		136

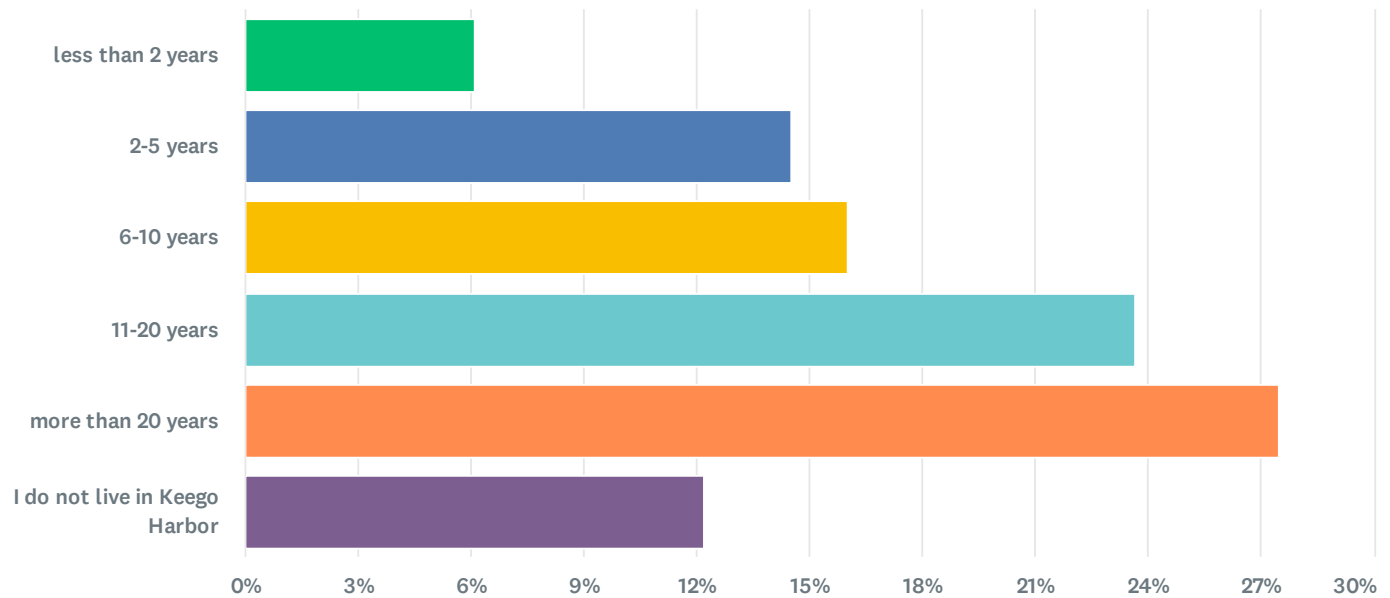
Q2 117 responses

If you live in Keego Harbor, what best describes your housing situation?

Answer Choices	Percentage	Responses
● I own my home	88.89%	104
● I rent my home	7.69%	9
● I live with family or friends	3.42%	4
Total		117

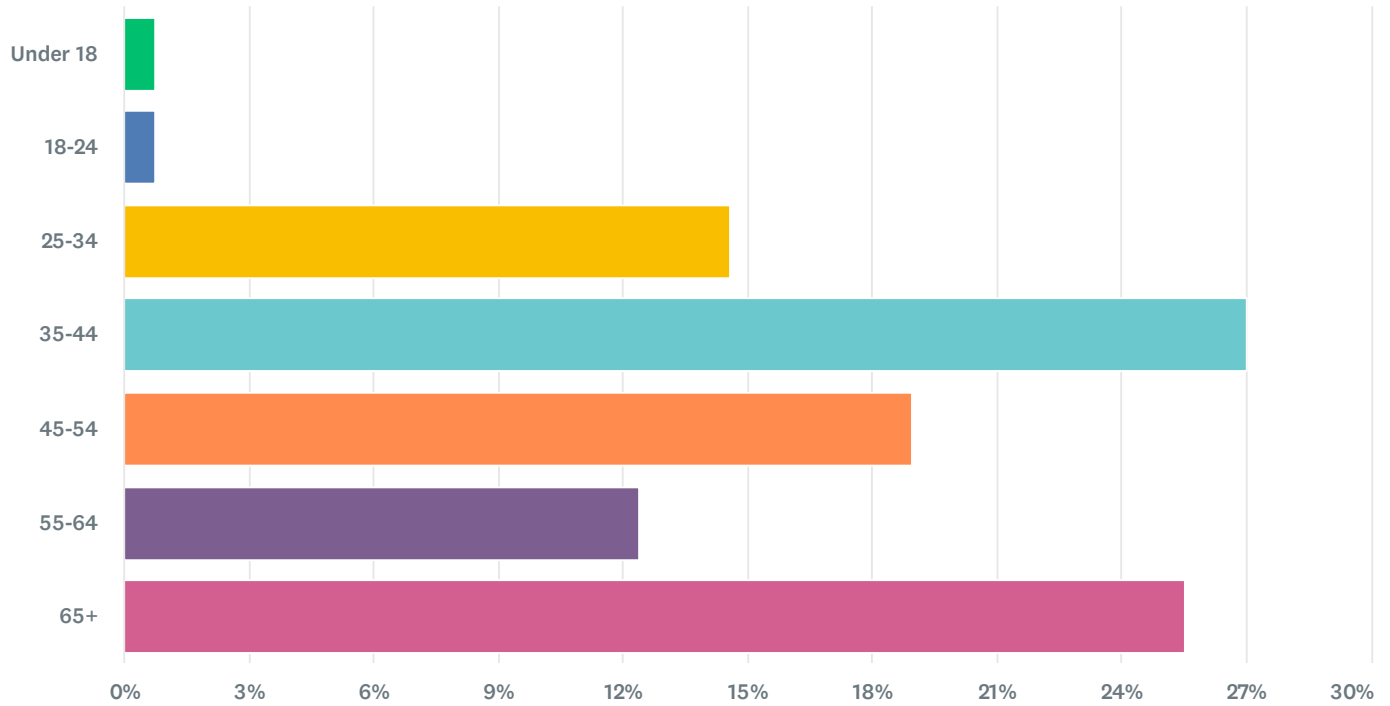
Q3 131 responses

How long have you lived in Keego Harbor?



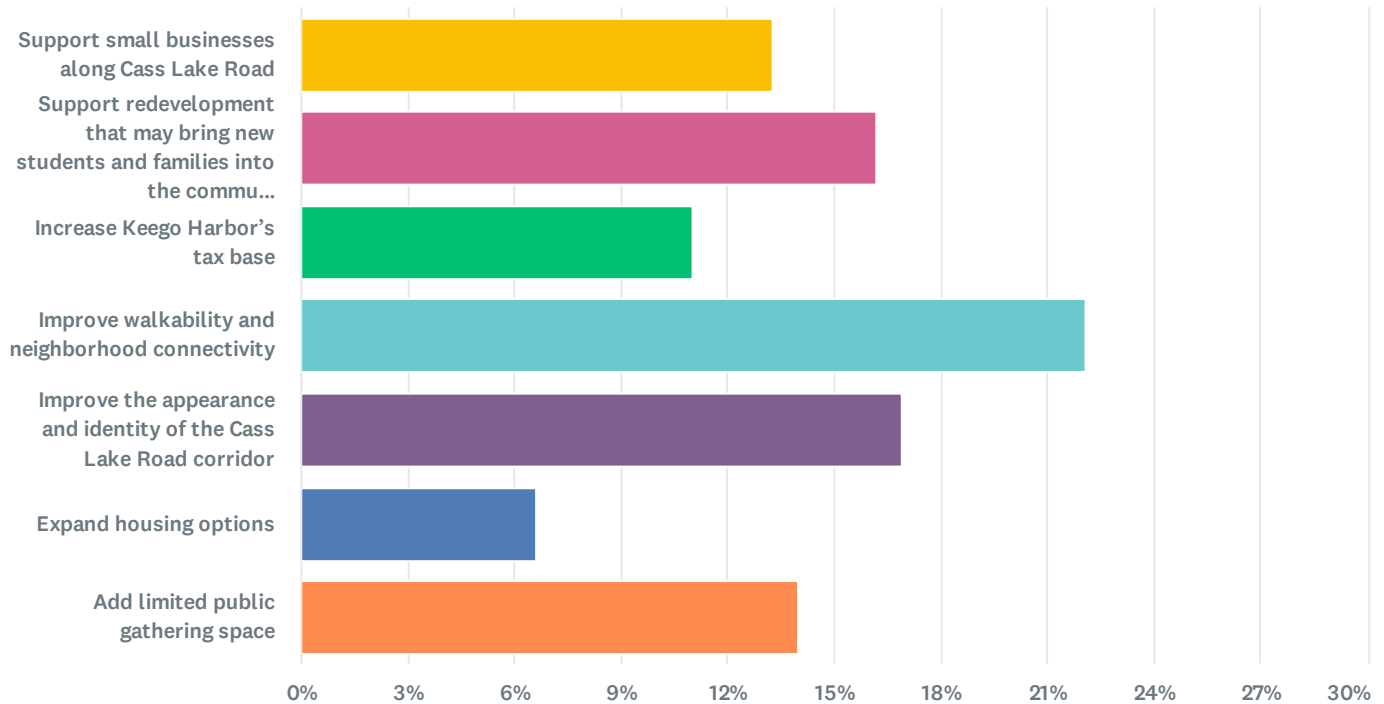
Answer Choices	Percentage	Responses
● less than 2 years	6.11%	8
● 2-5 years	14.50%	19
● 6-10 years	16.03%	21
● 11-20 years	23.66%	31
● more than 20 years	27.48%	36
● I do not live in Keego Harbor	12.21%	16
Total		131

Q4 137 responses

Which age group best describes you?

Q5 136 responses

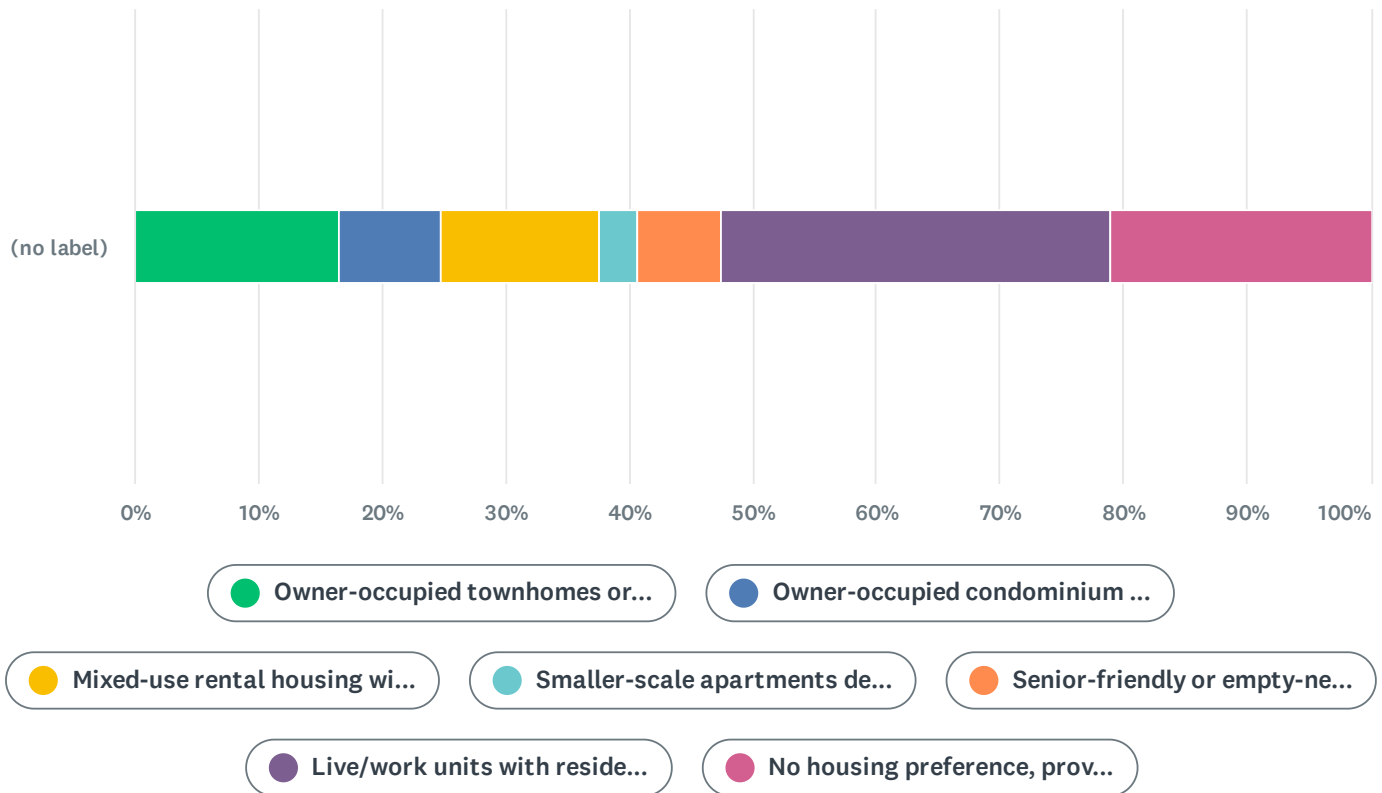
For the City, please rank your preferred redevelopment priorities for the Roosevelt property.



								Total
	Support small businesses along Cass Lake Road	Support redevelopment that may bring new students and families into the community	Increase Keego Harbor's tax base	Improve walkability and neighborhood connectivity	Improve the appearance and identity of the Cass Lake Road corridor	Expand housing options	Add limited public gathering space	
(no label)	13.24% 18	16.18% 22	11.03% 15	22.06% 30	16.91% 23	6.62% 9	13.97% 19	136
								136

Q6 133 responses

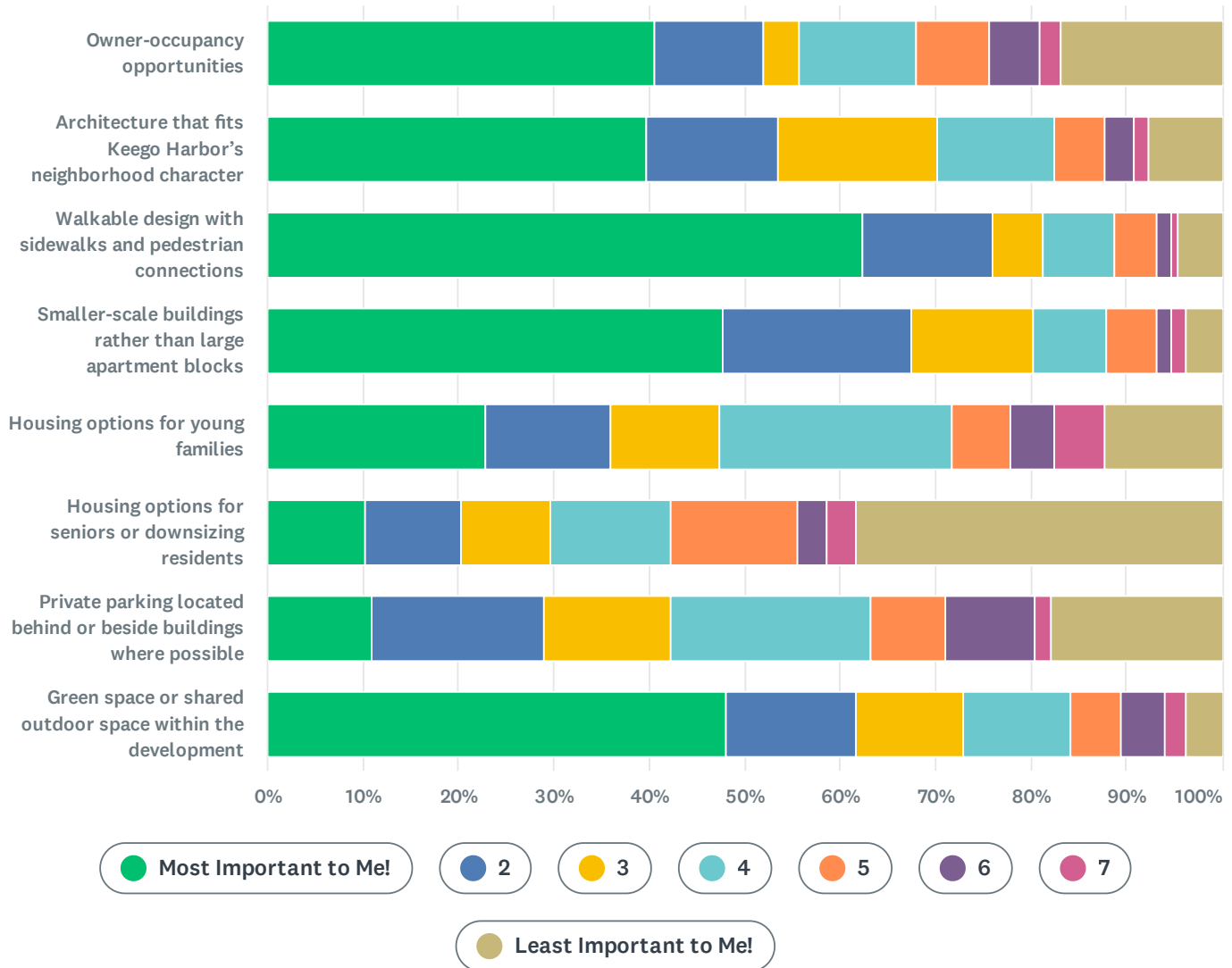
If housing is part of the redevelopment, please rank the housing types you would most prefer to see.



	Owner-occupied townhomes or rowhomes	Owner-occupied condominium units	Mixed-use rental housing with first-floor commercial space	Smaller-scale apartments designed to fit the corridor	Senior-friendly or empty-nester housing	Live/work units with residential space above small business or studio space	No housing preference, provided the project is high-quality and increases taxable value	Total
(no label)	16.54% 22	8.27% 11	12.78% 17	3.01% 4	6.77% 9	31.58% 42	21.05% 28	133
								133

Q7 136 responses

Please rank the housing design features most important to you.



	Most Important to Me!	2	3	4	5	6	7	Least Important to Me!	Total
Owner-occupancy opportunities	40.46% 53	11.45% 15	3.82% 5	12.21% 16	7.63% 10	5.34% 7	2.29% 3	16.79% 22	131

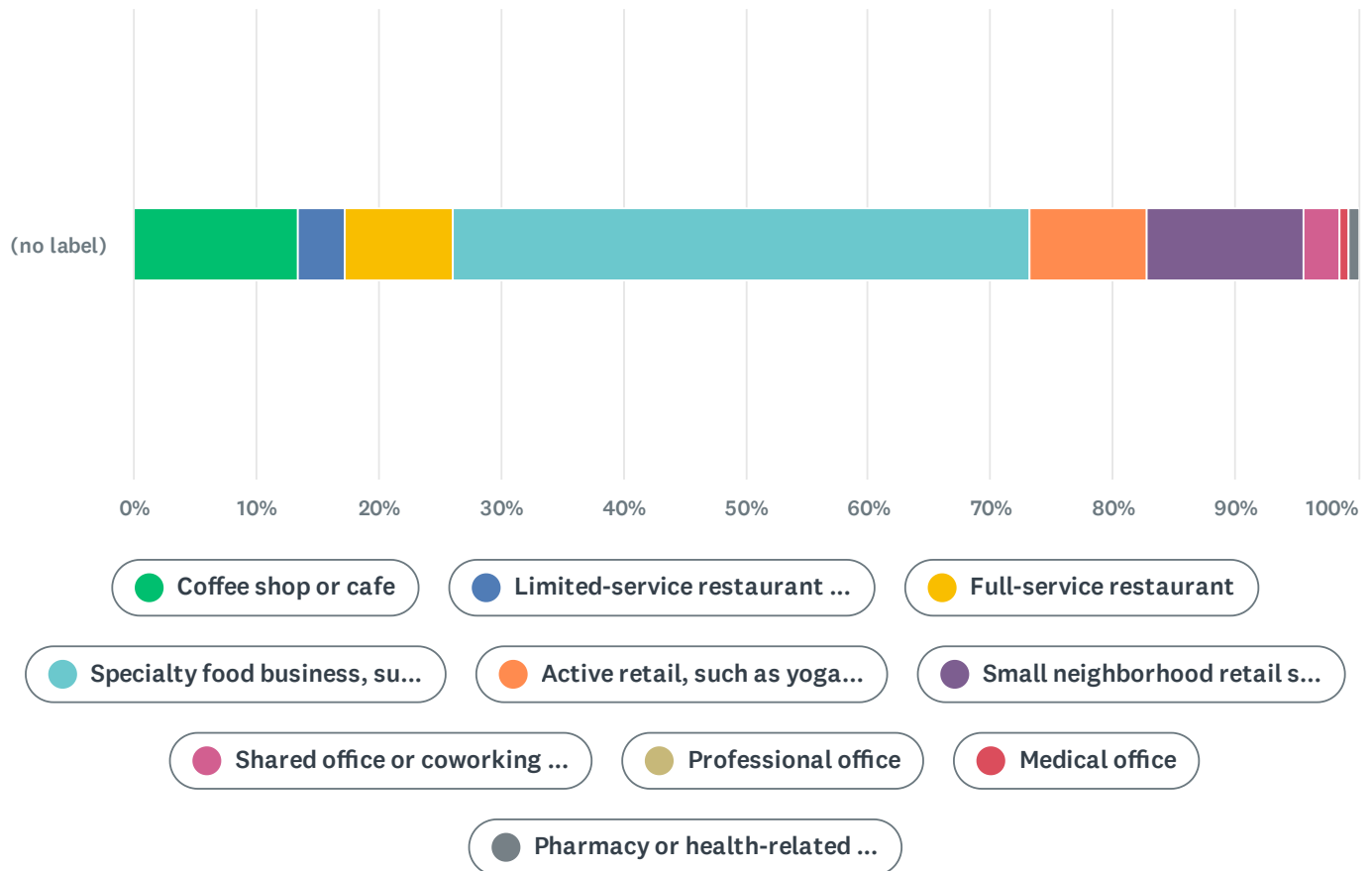
	 Most Important to Me!	 2	 3	 4	 5	 6	 7	 Least Important to Me!	Total
Architecture that fits Keego Harbor's neighborhood character	39.69% 52	13.74% 18	16.79% 22	12.21% 16	5.34% 7	3.05% 4	1.53% 2	7.63% 10	131
Walkable design with sidewalks and pedestrian connections	62.41% 83	13.53% 18	5.26% 7	7.52% 10	4.51% 6	1.50% 2	0.75% 1	4.51% 6	133
Smaller-scale buildings rather than large apartment blocks	47.73% 63	19.70% 26	12.88% 17	7.58% 10	5.30% 7	1.52% 2	1.52% 2	3.79% 5	132
Housing options for young families	22.90% 30	12.98% 17	11.45% 15	24.43% 32	6.11% 8	4.58% 6	5.34% 7	12.21% 16	131
Housing options for seniors or downsizing residents	10.16% 13	10.16% 13	9.38% 12	12.50% 16	13.28% 17	3.13% 4	3.13% 4	38.28% 49	128

1047

	 Most Important to Me!	 2	 3	 4	 5	 6	 7	 Least Important to Me!	Total
Private parking located behind or beside buildings where possible	10.94% 14	17.97% 23	13.28% 17	21.09% 27	7.81% 10	9.38% 12	1.56% 2	17.97% 23	128
Green space or shared outdoor space within the development	48.12% 64	13.53% 18	11.28% 15	11.28% 15	5.26% 7	4.51% 6	2.26% 3	3.76% 5	133
									1047

Q8 134 responses

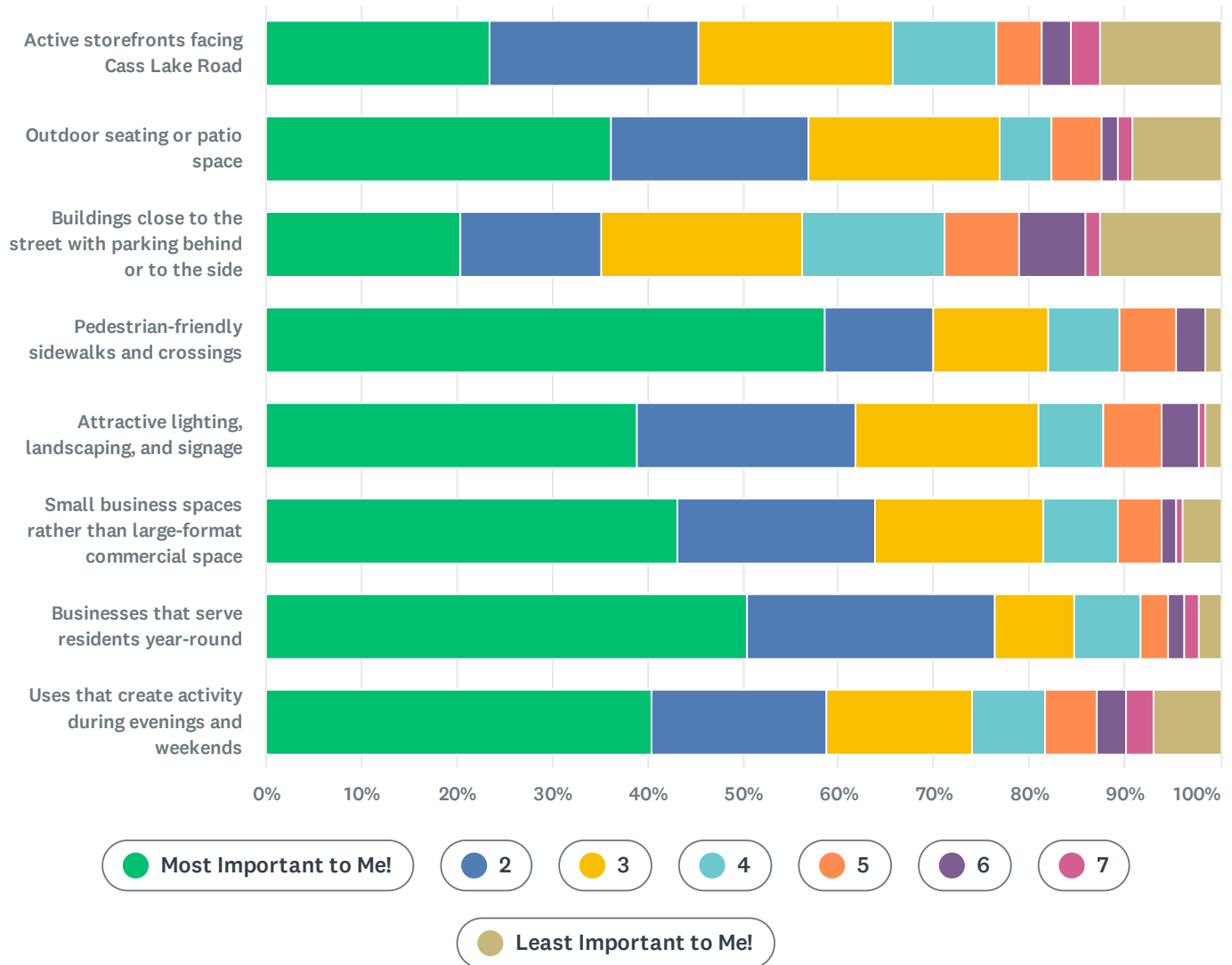
If commercial space is included along Cass Lake Road, please rank the types of businesses you would most like to see.



	Coffee shop or cafe	Limited-service restaurant or bakery	Full-service restaurant	Specialty food business, such as cheese, butcher, produce, or market-style retail	Active retail, such as yoga, fitness, wellness, or recreation	Small neighborhood retail shops	Shared office or coworking space	Professional office	Medical office
(no label)	13.43% 18	3.73% 5	8.96% 12	47.01% 63	9.70% 13	12.69% 17	2.99% 4	0% 0	0.75% 1

Q9 135 responses

Please rank the commercial design features most important to you.



	Most Important to Me!	2	3	4	5	6	7	Least Important to Me!	Total
Active storefronts facing Cass Lake Road	23.44% 30	21.88% 28	20.31% 26	10.94% 14	4.69% 6	3.13% 4	3.13% 4	12.50% 16	128

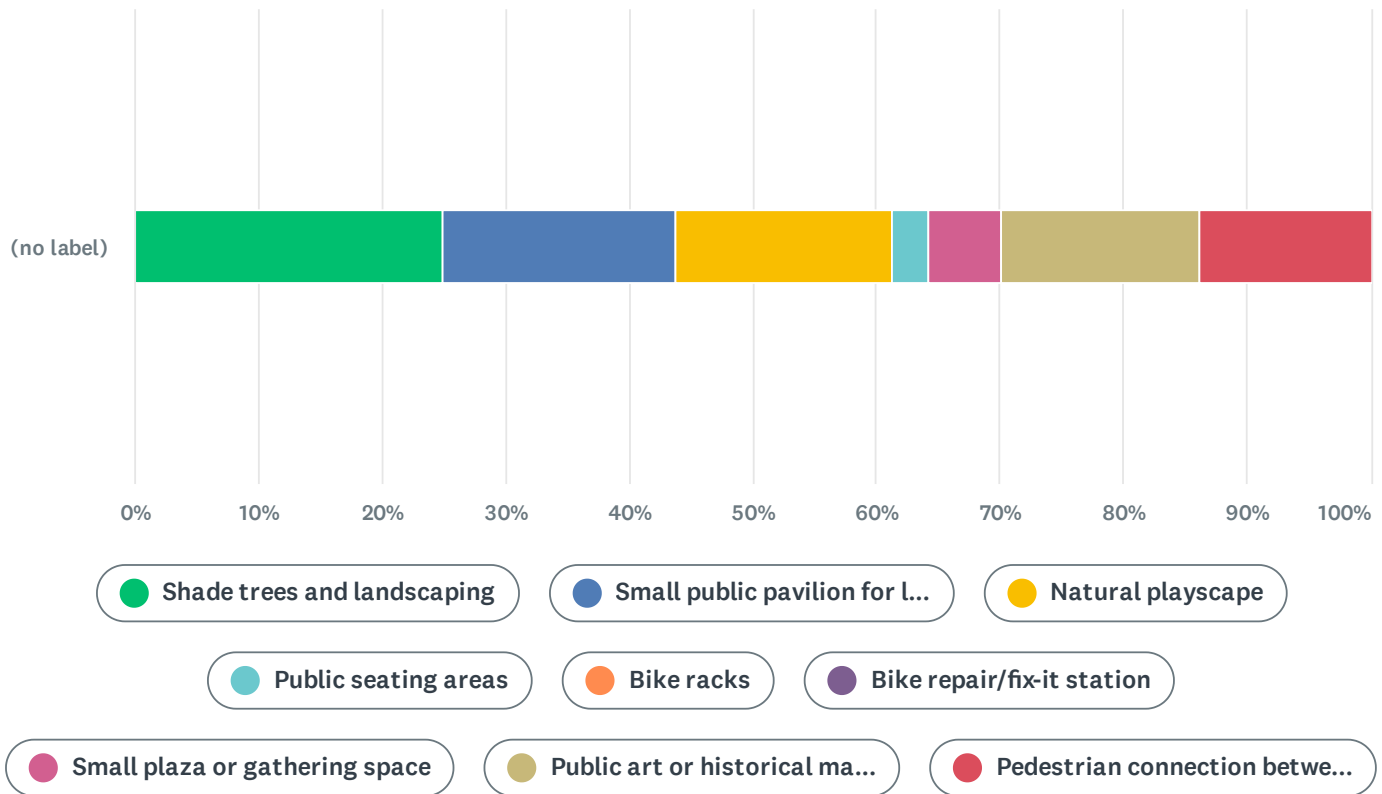
	 Most Important to Me!	 2	 3	 4	 5	 6	 7	 Least Important to Me!	Total
Outdoor seating or patio space	36.15% 47	20.77% 27	20.00% 26	5.38% 7	5.38% 7	1.54% 2	1.54% 2	9.23% 12	130
Buildings close to the street with parking behind or to the side	20.31% 26	14.84% 19	21.09% 27	14.84% 19	7.81% 10	7.03% 9	1.56% 2	12.50% 16	128
Pedestrian-friendly sidewalks and crossings	58.65% 78	11.28% 15	12.03% 16	7.52% 10	6.02% 8	3.01% 4	0% 0	1.50% 2	133
Attractive lighting, landscaping, and signage	38.93% 51	22.90% 30	19.08% 25	6.87% 9	6.11% 8	3.82% 5	0.76% 1	1.53% 2	131
Small business spaces rather than large-format commercial space	43.08% 56	20.77% 27	17.69% 23	7.69% 10	4.62% 6	1.54% 2	0.77% 1	3.85% 5	130
Businesses that serve residents year-round	50.38% 66	25.95% 34	8.40% 11	6.87% 9	3.05% 4	1.53% 2	1.53% 2	2.29% 3	131

1042

	 Most Important to Me!	 2	 3	 4	 5	 6	 7	 Least Important to Me!	Total
Uses that create activity during evenings and weekends	40.46% 53	18.32% 24	15.27% 20	7.63% 10	5.34% 7	3.05% 4	3.05% 4	6.87% 9	131
									1042

Q10 137 responses

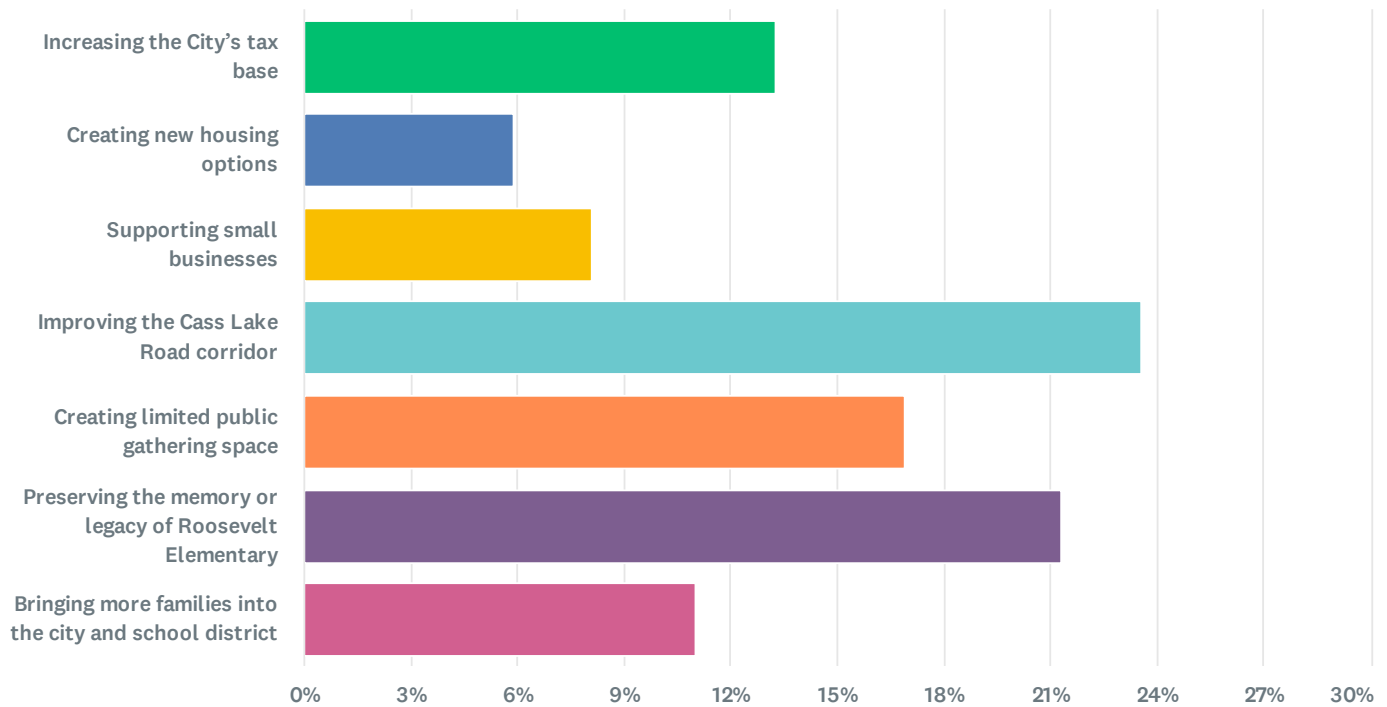
Please rank your preferred public space features for the Roosevelt property.



	● Shade trees and landscaping	● Small public pavilion for local gatherings or small events	● Natural playscape	● Public seating areas	● Bike racks	● Bike repair/fix- it station	● Small plaza or gathering space	● Public art or historical marker recognizing Roosevelt Elementary	● Pedestrian connection between City Hall, Cass Lake Road, and surrounding neighborhoods
(no label)	24.82% 34	18.98% 26	17.52% 24	2.92% 4	0% 0	0% 0	5.84% 8	16.06% 22	13.87% 19

Q11 136 responses

Which outcome is most important to you?



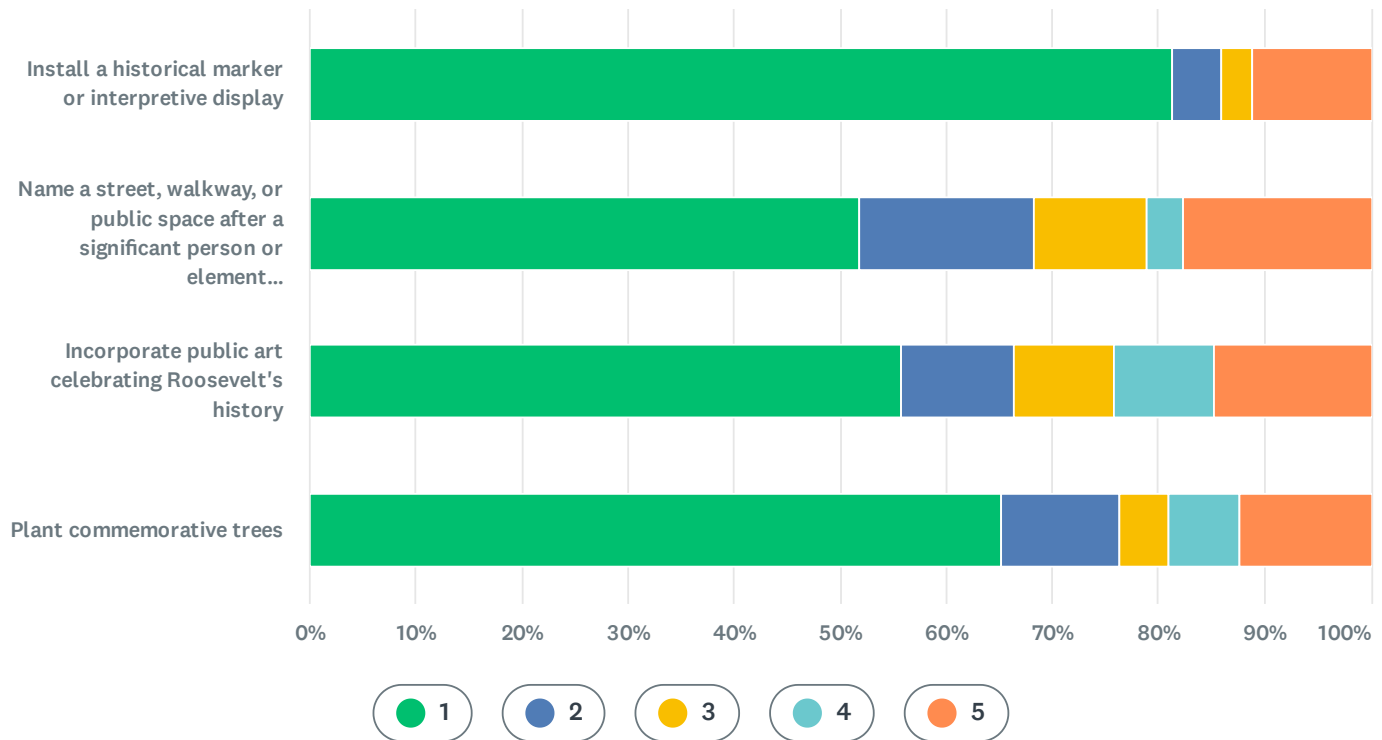
Answer Choices	Percentage	Responses
● Increasing the City's tax base	13.24%	18
● Creating new housing options	5.88%	8
● Supporting small businesses	8.09%	11
● Improving the Cass Lake Road corridor	23.53%	32
● Creating limited public gathering space	16.91%	23
● Preserving the memory or legacy of Roosevelt Elementary	21.32%	29
● Bringing more families into the city and school district	11.03%	15
Total		136

Q12 What else should the City consider when providing input to the School District about the future of the Roosevelt property?

Answered: 96 Skipped: 41

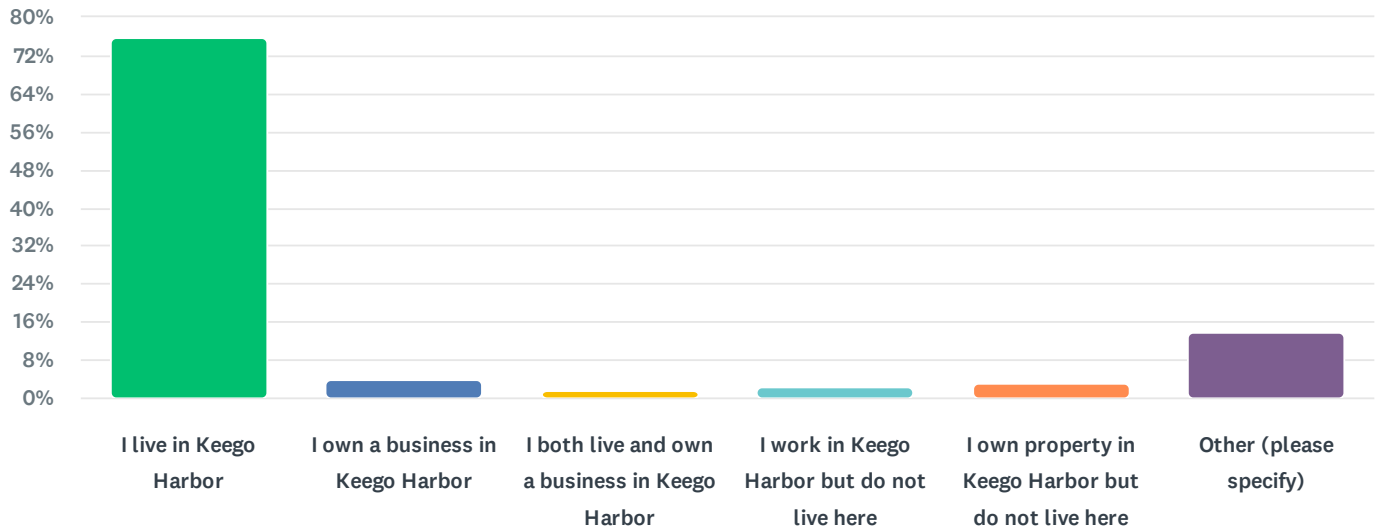
Q13 122 responses

The former Roosevelt Elementary School served generations of Keego Harbor families and remains an important part of our community's history. As the site is redeveloped, how would you like to see the School District and City recognize and honor Roosevelt's legacy?



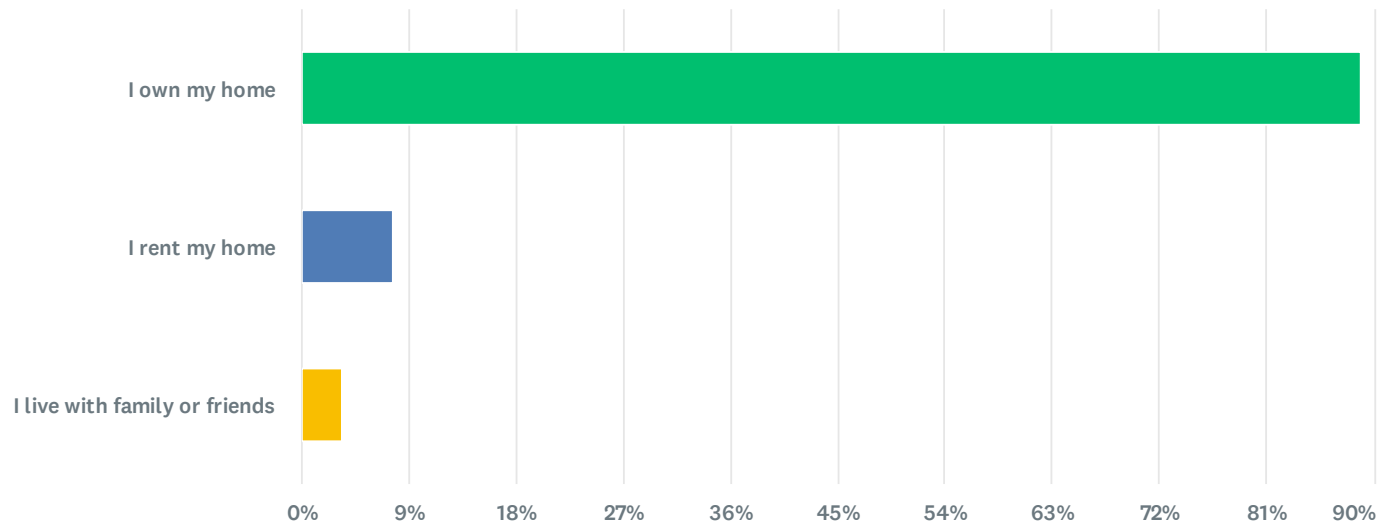
	1	2	3	4	5	Total
Install a historical marker or interpretive display	81.31% 87	4.67% 5	2.80% 3	0% 0	11.21% 12	107
Name a street, walkway, or public space after a significant person or element associated with Roosevelt	51.76% 44	16.47% 14	10.59% 9	3.53% 3	17.65% 15	85
Incorporate public art celebrating Roosevelt's history	55.79% 53	10.53% 10	9.47% 9	9.47% 9	14.74% 14	95
Plant commemorative trees	65.17% 58	11.24% 10	4.49% 4	6.74% 6	12.36% 11	89
						376

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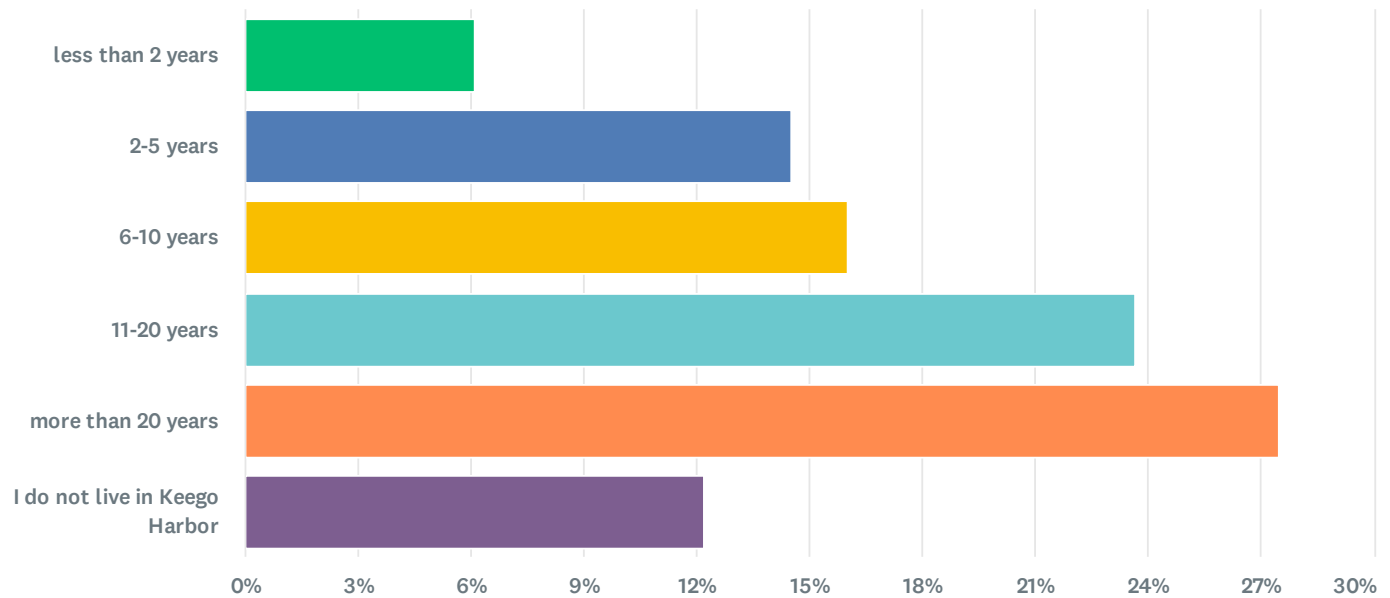
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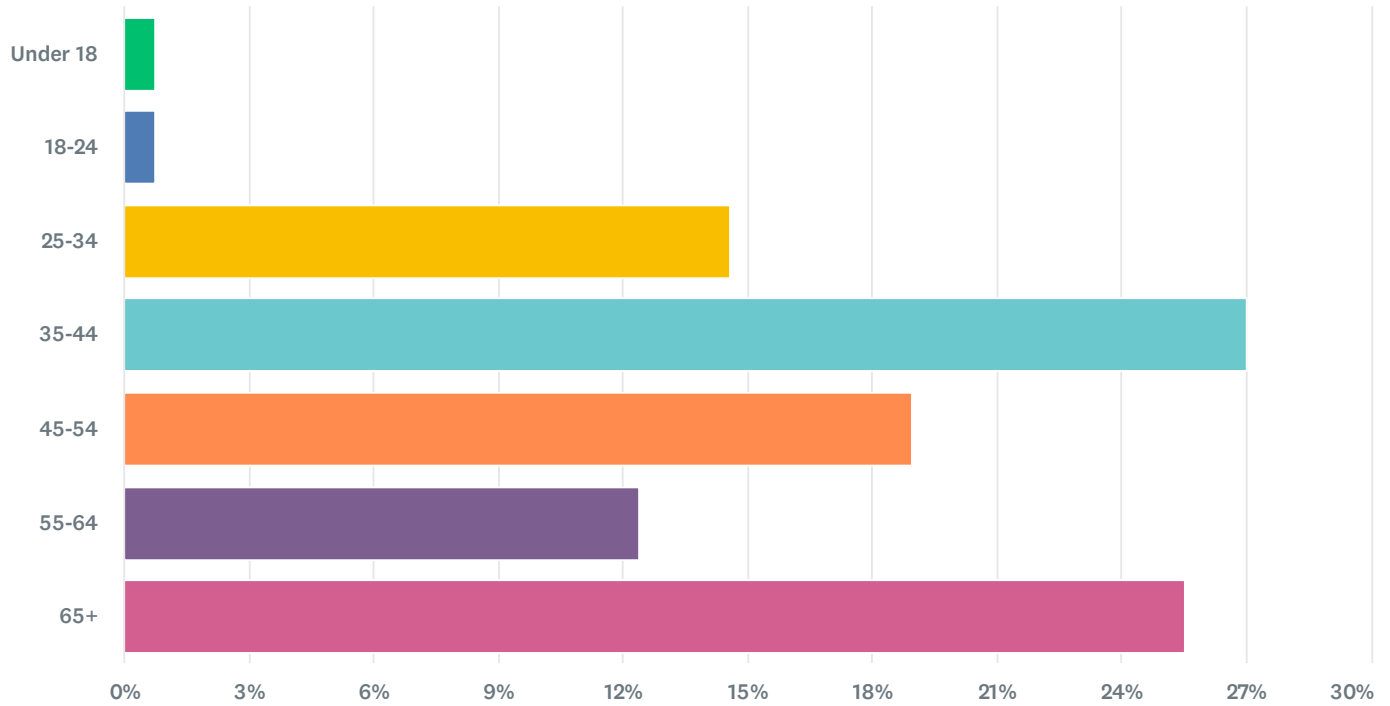
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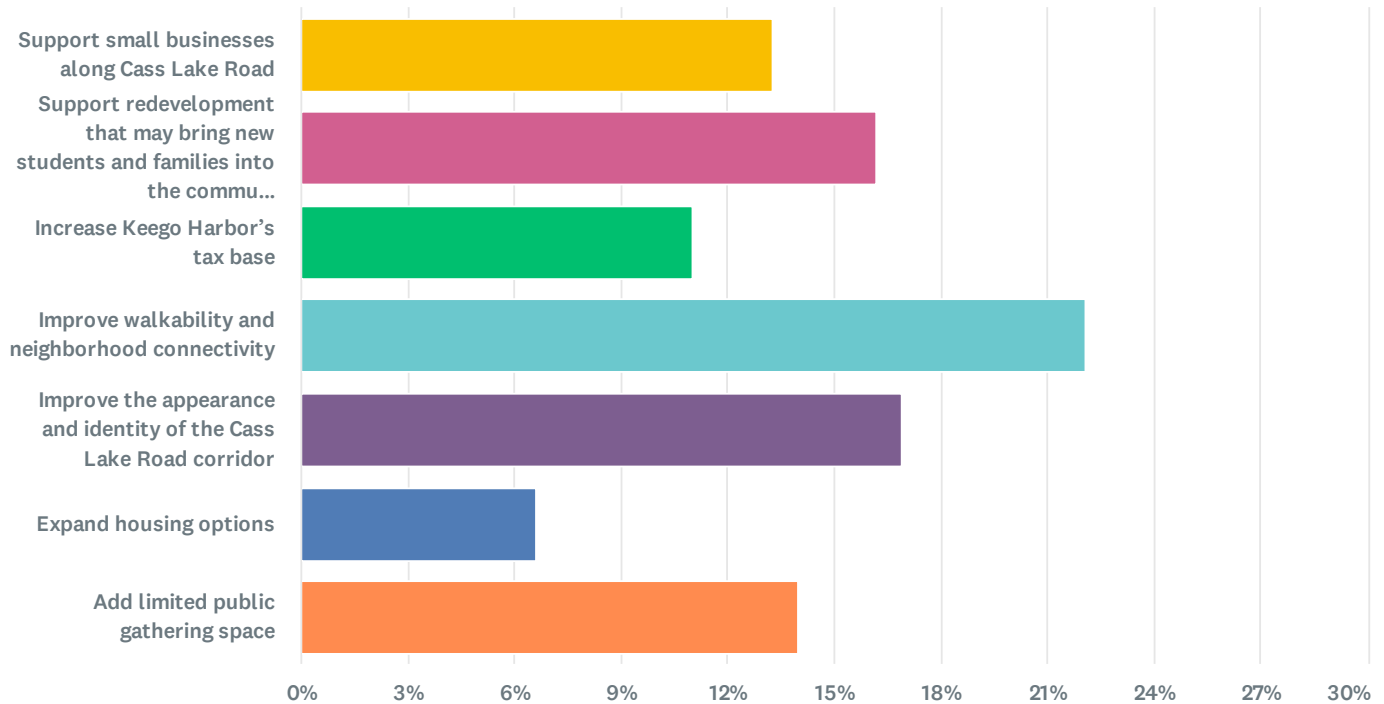
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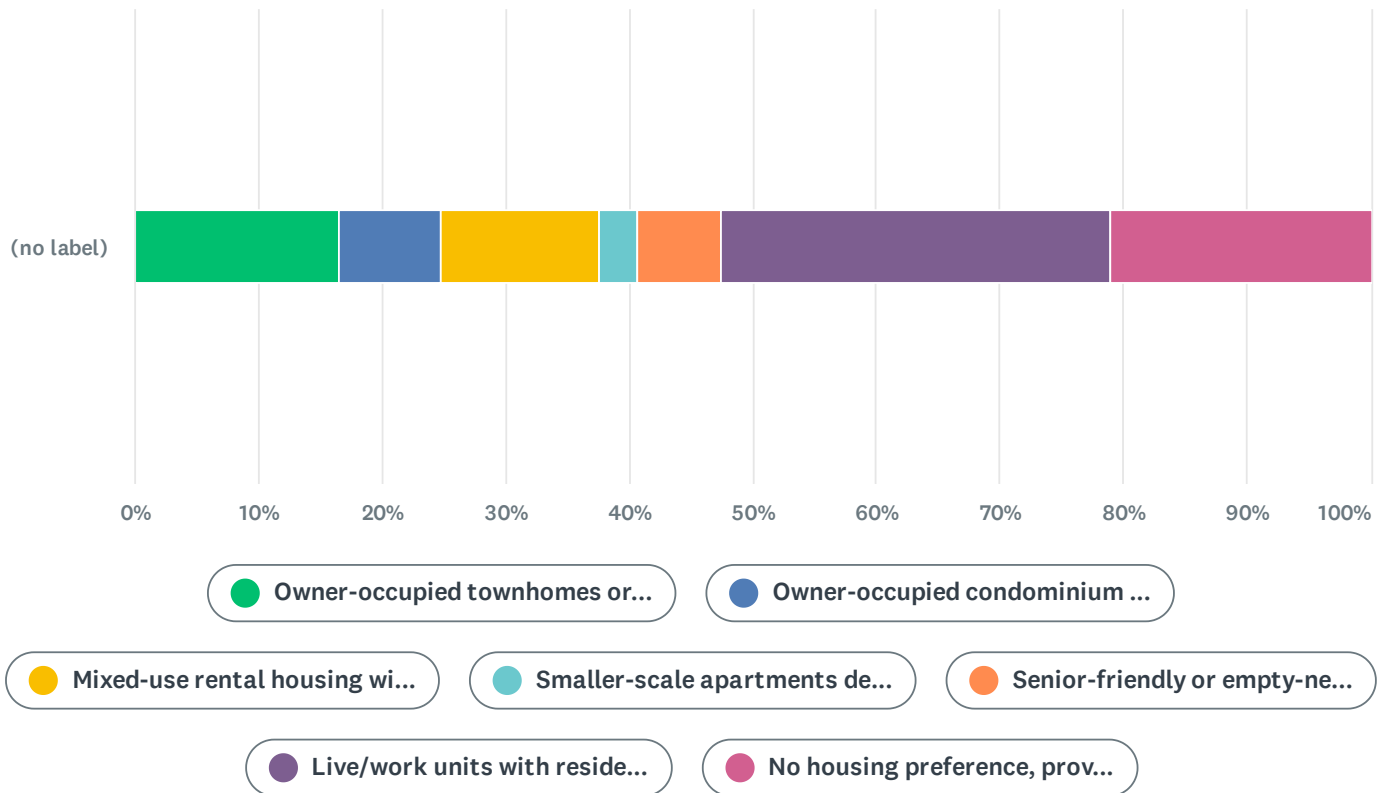
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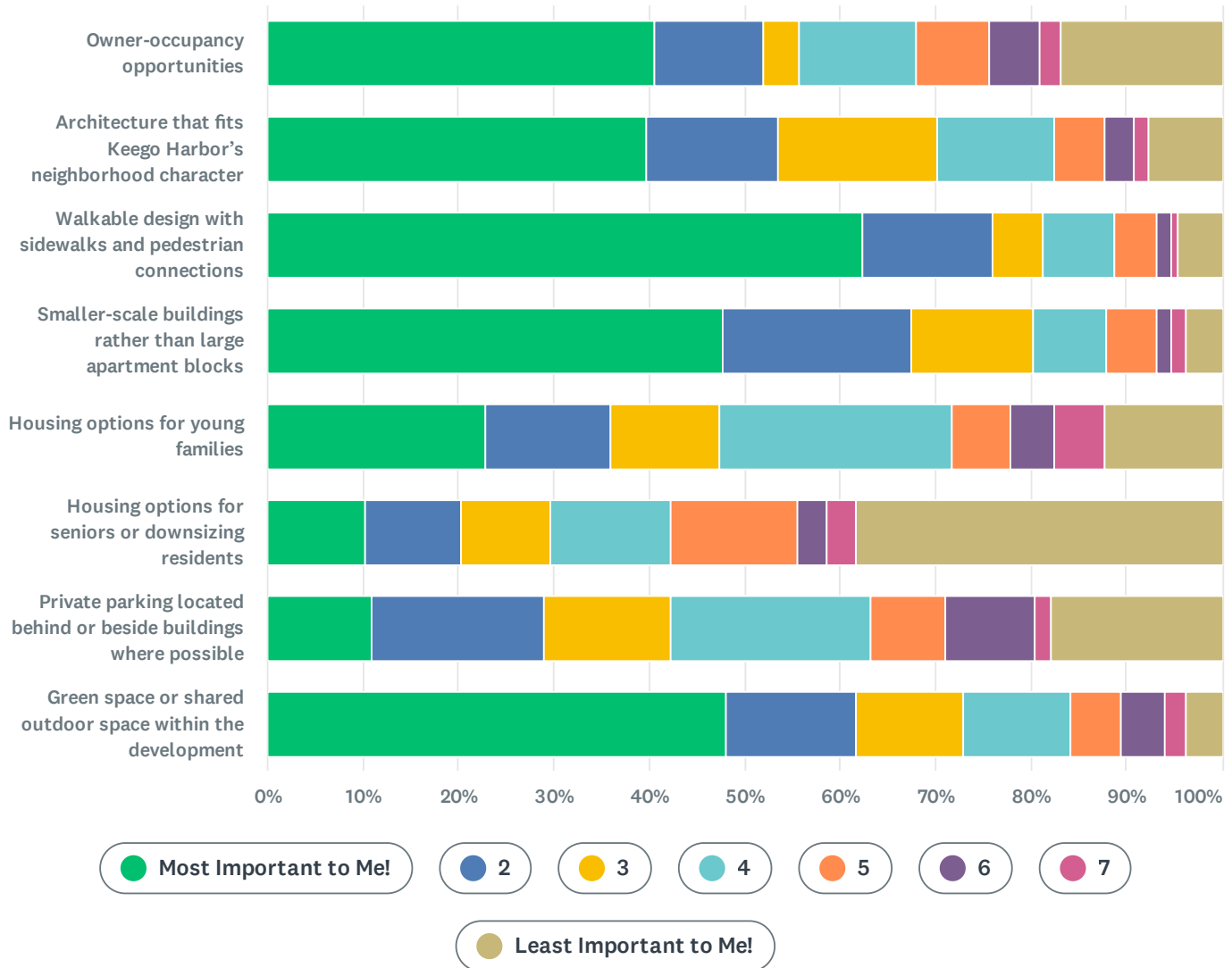
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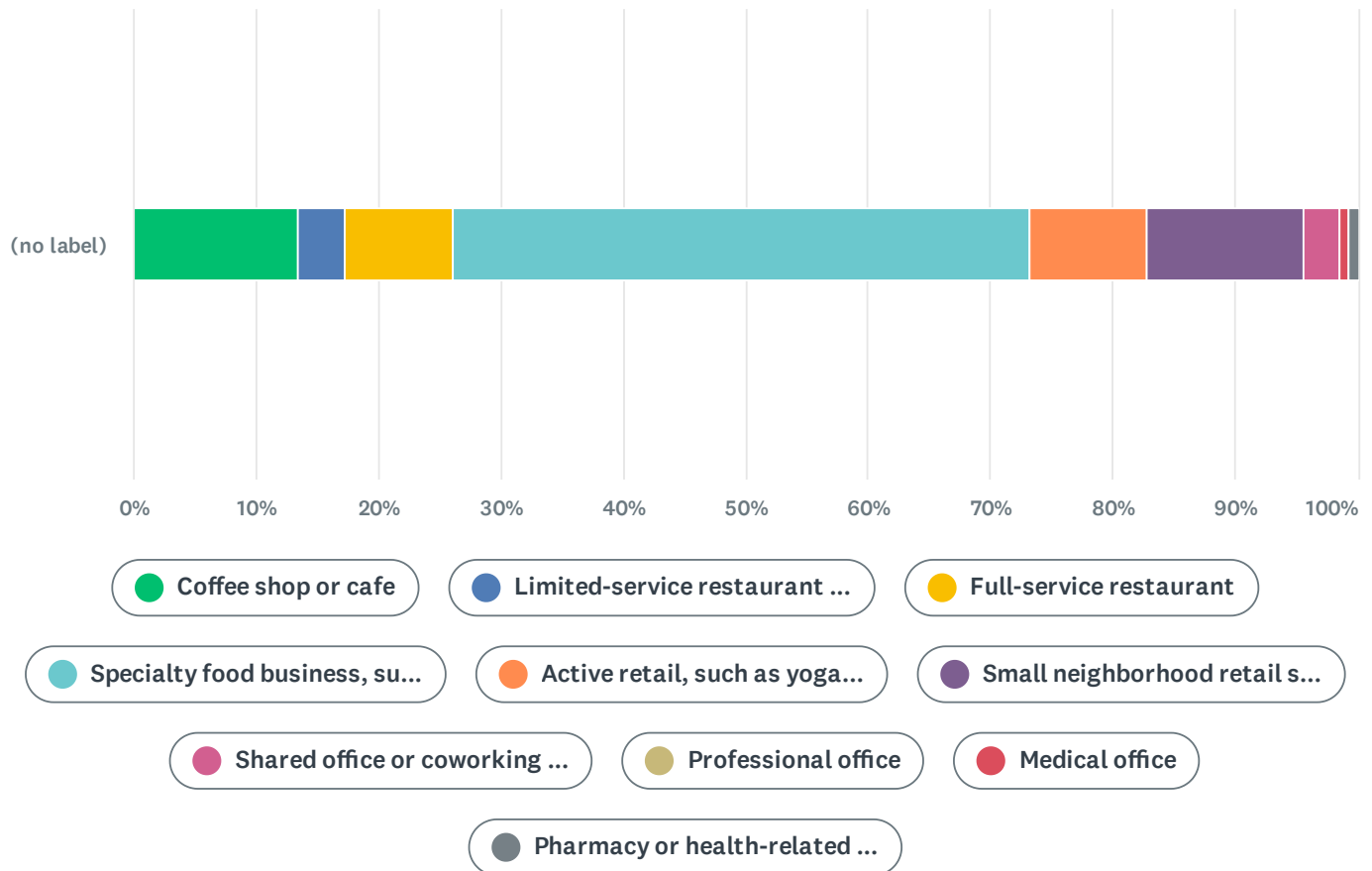
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Housing options for seniors or downsizing residents	10.16% 13	10.16% 13	9.38% 12	12.50% 16	13.28% 17	3.13% 4	3.13% 4	38.28% 49	128

1047

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Q8 134 responses

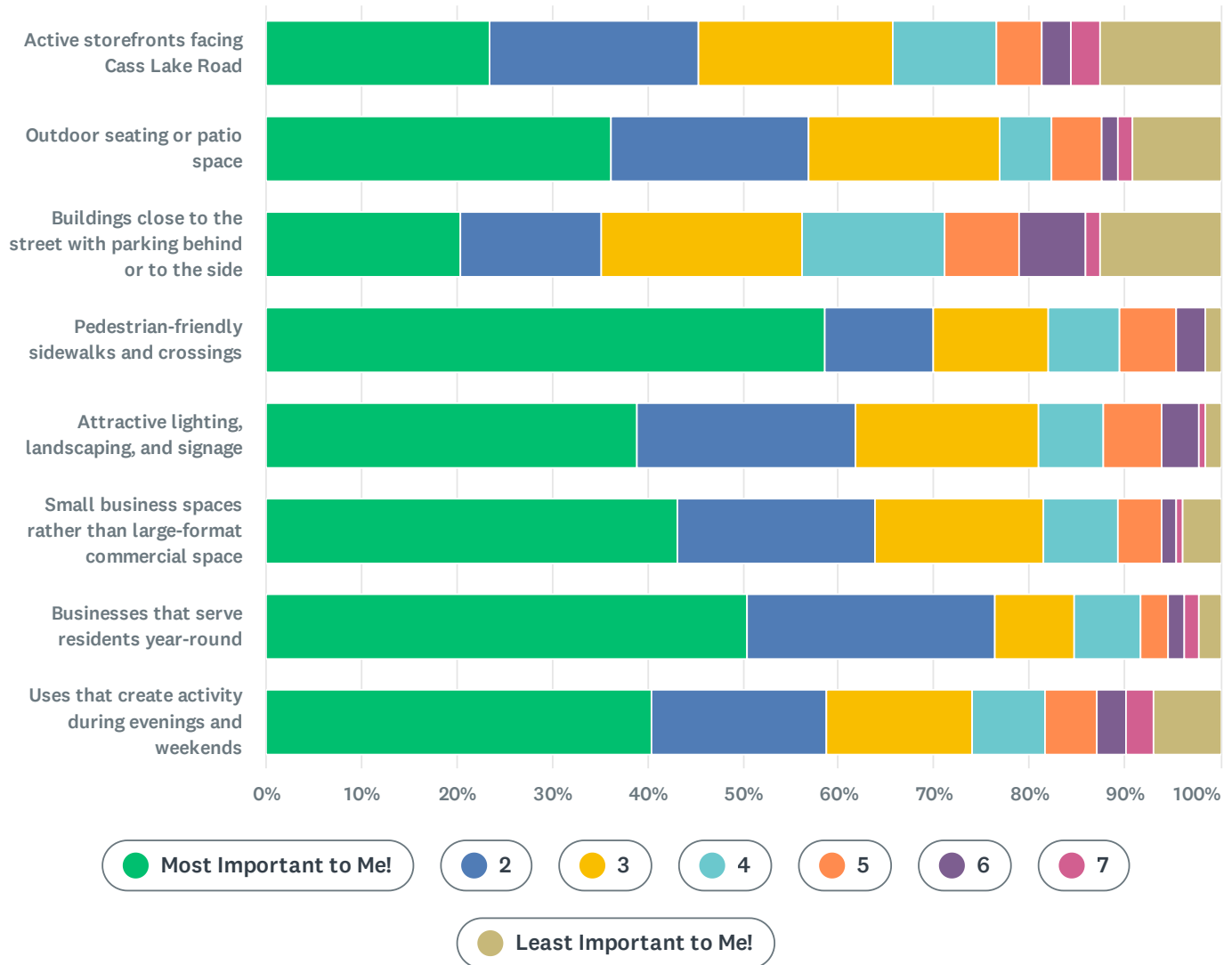
If commercial space is included along Cass Lake Road, please rank the types of businesses you would most like to see.



	● Coffee shop or cafe	● Limited-service restaurant or bakery	● Full-service restaurant	● Specialty food business, such as cheese, butcher, produce, or market-style retail	● Active retail, such as yoga, fitness, wellness, or recreation	● Small neighborhood retail shops	● Shared office or coworking space	● Professional office	● Medical office
(no label)	13.43% 18	3.73% 5	8.96% 12	47.01% 63	9.70% 13	12.69% 17	2.99% 4	0% 0	0.75% 1

Q9 135 responses

Please rank the commercial design features most important to you.



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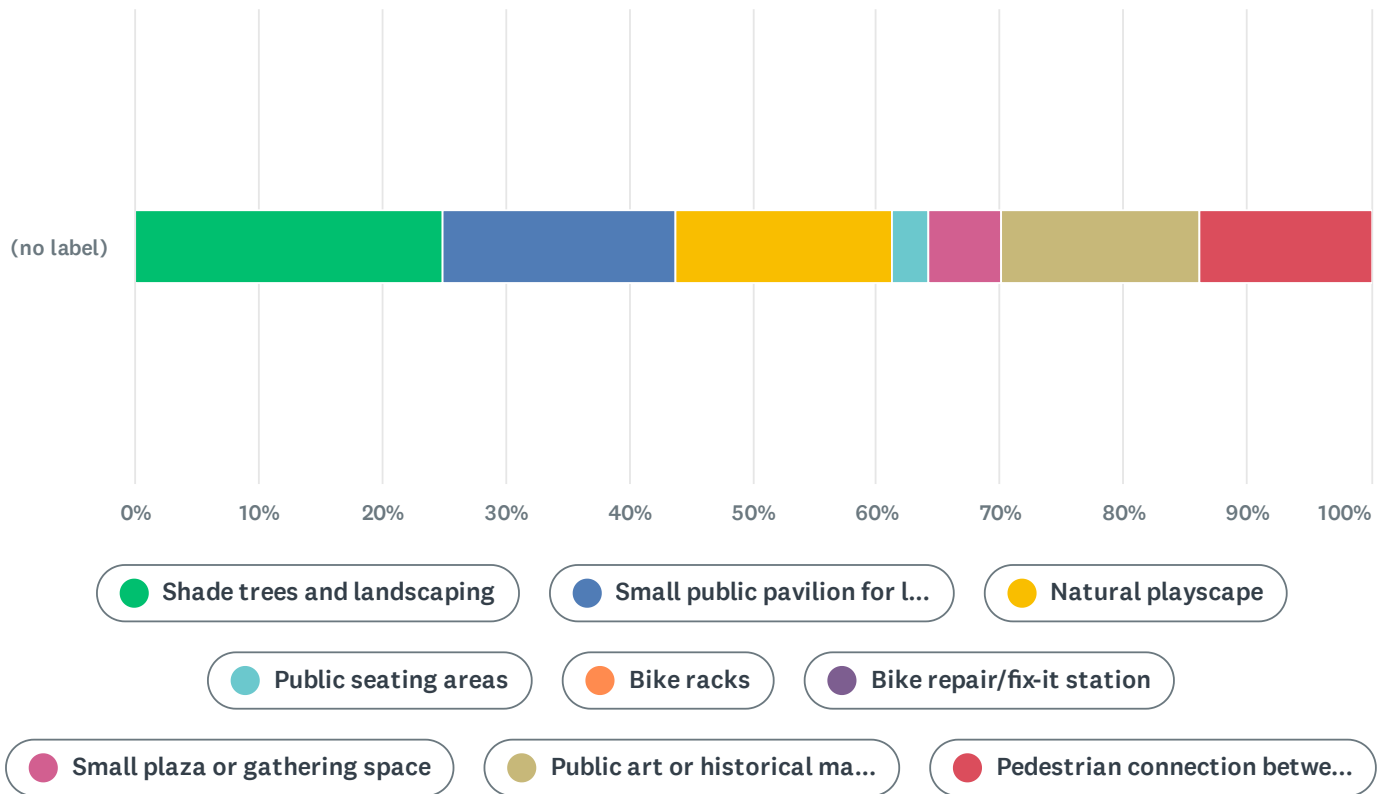
	 Most Important to Me!	 2	 3	 4	 5	 6	 7	 Least Important to Me!	Total
Outdoor seating or patio space	36.15% 47	20.77% 27	20.00% 26	5.38% 7	5.38% 7	1.54% 2	1.54% 2	9.23% 12	130
Buildings close to the street with parking behind or to the side	20.31% 26	14.84% 19	21.09% 27	14.84% 19	7.81% 10	7.03% 9	1.56% 2	12.50% 16	128
Pedestrian-friendly sidewalks and crossings	58.65% 78	11.28% 15	12.03% 16	7.52% 10	6.02% 8	3.01% 4	0% 0	1.50% 2	133
Attractive lighting, landscaping, and signage	38.93% 51	22.90% 30	19.08% 25	6.87% 9	6.11% 8	3.82% 5	0.76% 1	1.53% 2	131
Small business spaces rather than large-format commercial space	43.08% 56	20.77% 27	17.69% 23	7.69% 10	4.62% 6	1.54% 2	0.77% 1	3.85% 5	130
Businesses that serve residents year-round	50.38% 66	25.95% 34	8.40% 11	6.87% 9	3.05% 4	1.53% 2	1.53% 2	2.29% 3	131

1042

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Q10 137 responses

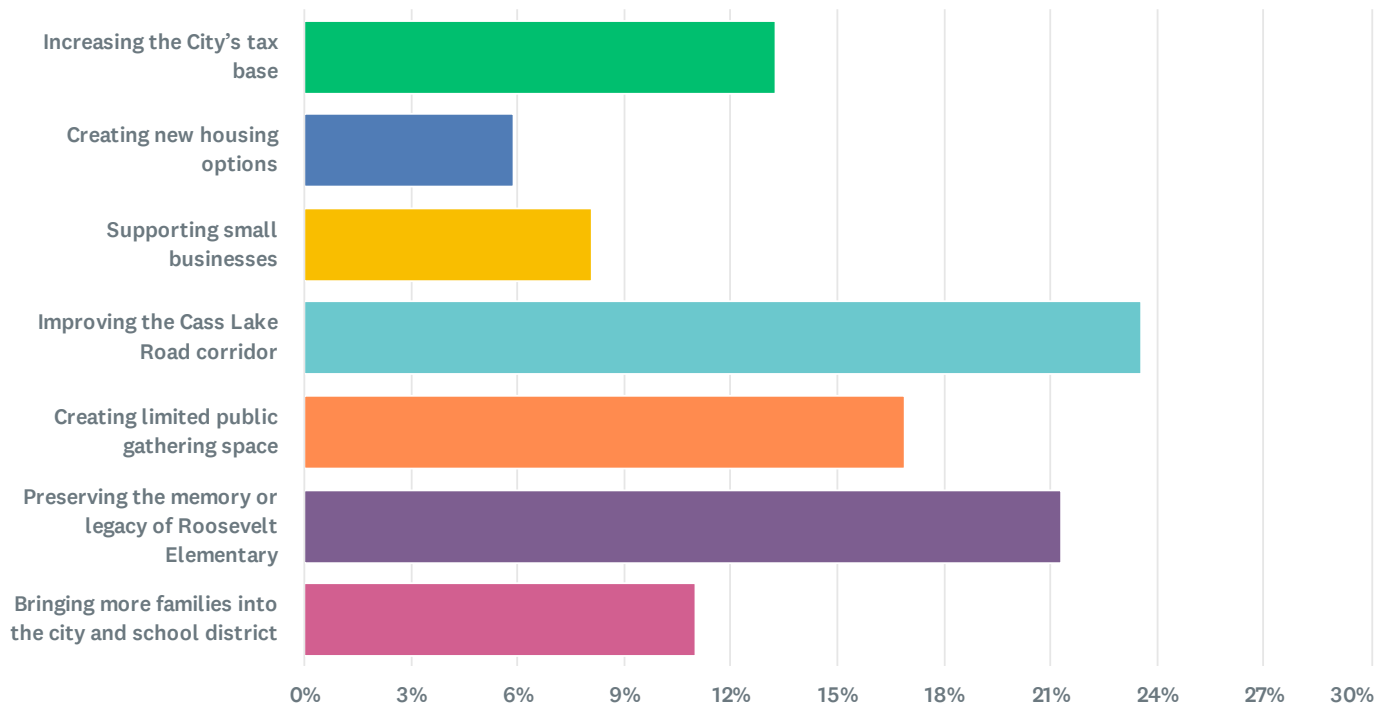
Please rank your preferred public space features for the Roosevelt property.



	Shade trees and landscaping	Small public pavilion for local gatherings or small events	Natural playscape	Public seating areas	Bike racks	Bike repair/fix-it station	Small plaza or gathering space	Public art or historical marker recognizing Roosevelt Elementary	Pedestrian connection between City Hall, Cass Lake Road, and surrounding neighborhoods
(no label)	24.82%	18.98%	17.52%	2.92%	0%	0%	5.84%	16.06%	13.87%
	34	26	24	4	0	0	8	22	19

Q11 136 responses

Which outcome is most important to you?



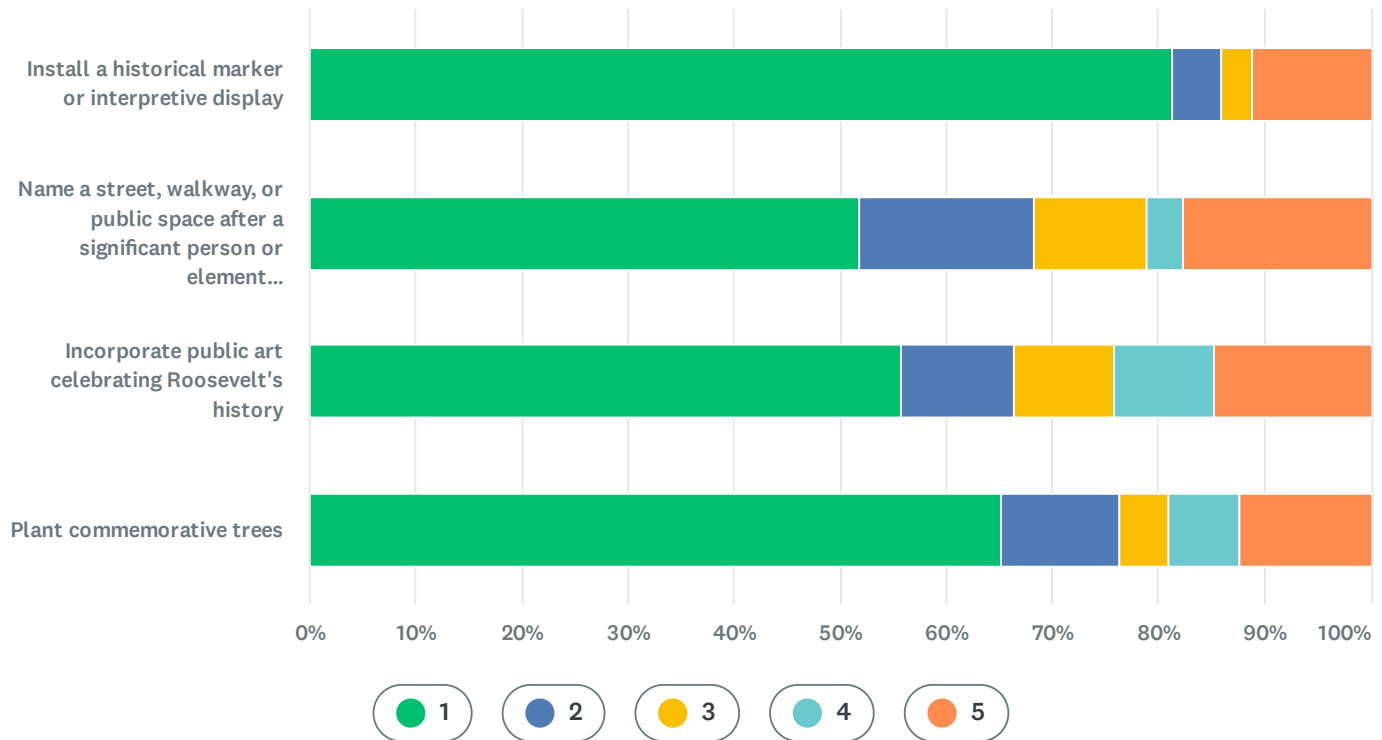
Answer Choices	Percentage	Responses
● Increasing the City's tax base	13.24%	18
● Creating new housing options	5.88%	8
● Supporting small businesses	8.09%	11
● Improving the Cass Lake Road corridor	23.53%	32
● Creating limited public gathering space	16.91%	23
● Preserving the memory or legacy of Roosevelt Elementary	21.32%	29
● Bringing more families into the city and school district	11.03%	15
Total		136

Q12 What else should the City consider when providing input to the School District about the future of the Roosevelt property?

Answered: 96 Skipped: 41

Q13 122 responses

The former Roosevelt Elementary School served generations of Keego Harbor families and remains an important part of our community's history. As the site is redeveloped, how would you like to see the School District and City recognize and honor Roosevelt's legacy?



	1	2	3	4	5	Total
Install a historical marker or interpretive display	81.31% 87	4.67% 5	2.80% 3	0% 0	11.21% 12	107
Name a street, walkway, or public space after a significant person or element associated with Roosevelt	51.76% 44	16.47% 14	10.59% 9	3.53% 3	17.65% 15	85
Incorporate public art celebrating Roosevelt's history	55.79% 53	10.53% 10	9.47% 9	9.47% 9	14.74% 14	95
Plant commemorative trees	65.17% 58	11.24% 10	4.49% 4	6.74% 6	12.36% 11	89
						376