



PONTIAC MOVING FORWARD

AN ECONOMIC RECOVERY STRATEGY



Revised: July 1, 2015

ACKNOWLEDGEMENTS

Prepared by Oakland County, Michigan and the City of Pontiac with assistance from OHM Advisors.

May 29, 2015

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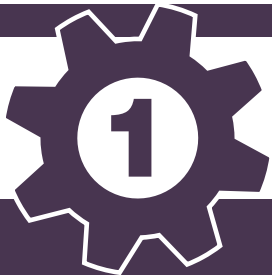
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Revised: July 1, 2015

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LETTER FROM LEADERSHIP

Dear Citizens and Pontiac Stakeholders,

Pontiac Moving Forward: An Economic Recovery Strategy represents a turning point for our community. This document is the result of contributions from hundreds of individuals, businesses, community leaders, and other stakeholders who all care deeply about the future of our City.

We came together and took a crucial step on the path towards economic recovery; defining a desirable future for the City of Pontiac. In taking this step, we have shown pride, commitment, and responsibility to our community. Thank you to all who participated in this process.

We look forward to the upcoming days, months and years as this document comes to life. We encourage everyone to embrace this plan, and we invite you to consider becoming part of the Pontiac Moving Forward Partnership that will oversee and implement this plan. This Partnership is further defined in Chapter 5. Together, we can turn this vision into reality.

With our ongoing hard work and dedication to the course of economic recovery, we will all benefit from the growth of our exceptional assets while regaining Pontiac's potential to serve as one of the state's signature cities.

Sincerely,



Dr. Deirdre Waterman
Mayor
City of Pontiac



Dan Hunter
Deputy Director
Oakland County Economic Development and Community Affairs

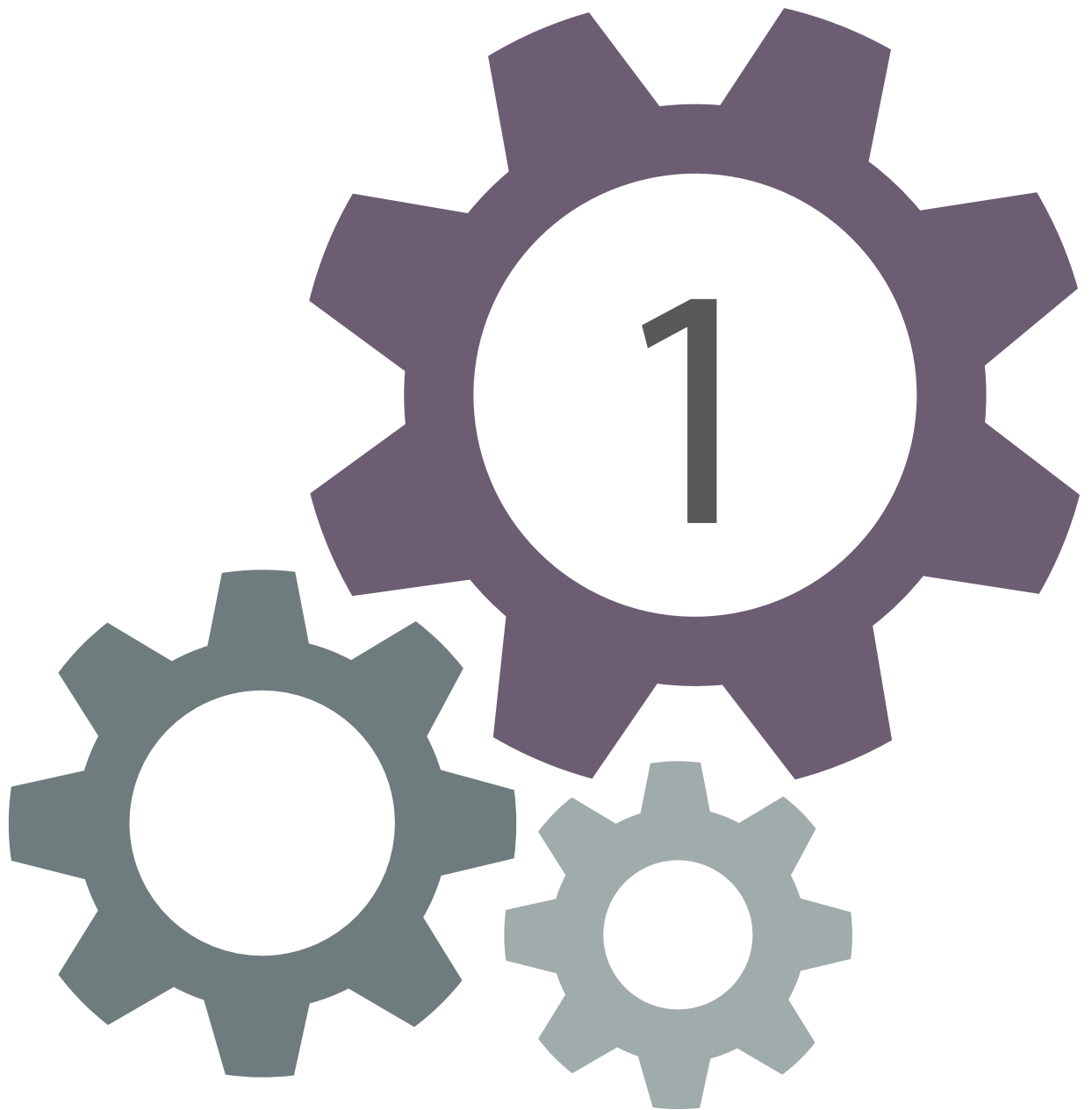


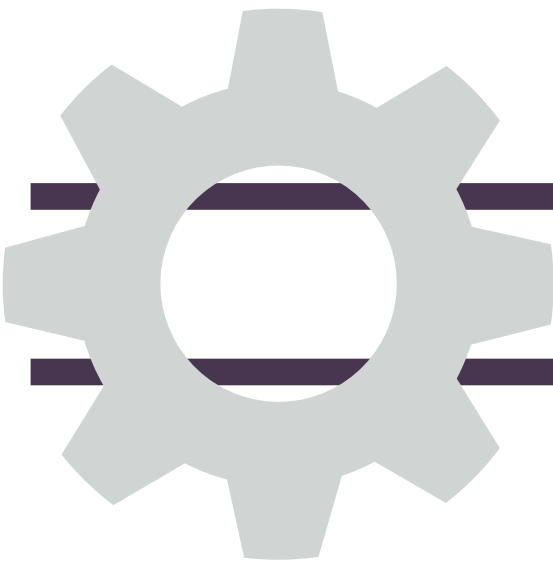


ONE WAY

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INTRODUCTION





INTRODUCTION

THIS CHAPTER...

- Outlines the recent history of Pontiac leading up to the start of the economic recovery process
- Examines Pontiac's strengths and opportunities
- Describes the foundation and progression of the efforts to improve the economic circumstances in Pontiac
- Defines the expected outcomes of the Plan

1.1 ONWARD & UPWARD

A NEW ENERGY

As Pontiac brushes off the ashes of the past hardships and develops plans for a stronger future, the City enters an exciting and transformative time. Influenced by the positive energy and tenacity of local leaders and citizens, Pontiac is now reinventing itself. *Pontiac Moving Forward: An Economic Recovery Strategy* reflects that strides are being made to ensure that Pontiac's best years are still ahead. This Plan, in combination with other various local planning efforts, represents the aggregation of initiatives that hold the potential for bringing new levels of ingenuity and vibrancy to the City.

THE POWER OF PONTIAC

The assets of Pontiac are real and plenty. In fact, Pontiac has a number of competitive advantages that differentiate the City above others. These differentiators are the defining factors that will motivate potential business investors to take a closer look at Pontiac - they are the conditions necessary to attract visionary entrepreneurs and investors who can play an active role in the City's revitalization. These advantages include a young and new population, comparatively stable job net growth, increasing self-employed workers, a strong base for creative and cultural industries, growth trends in education and healthcare, and a stable base of small to medium-sized manufacturers.

A Young & New Population

Pontiac remains considerably younger than surrounding areas of the county and state, suggesting the potential presence of an emerging workforce or the ability to retain skilled young workers. The City



also has comparatively higher levels of migrants from within the county, suggesting that residents are moving to Pontiac from other areas of Oakland County, rather than moving from Pontiac. Cost advantages likely play a role in this comparative performance, as well as recent levels of investment in new downtown residential developments.

Comparatively Stable Job Net Growth

The City has remained comparatively stable in terms of net job growth compared to other communities in Oakland County. Despite declines in manufacturing, knowledge-based (e.g. education, health care) and service-based sectors (e.g. arts, entertainment, and recreation) have experienced job growth over the same time period. The City is therefore positioned to support the transition of its economy away from the reliance on traditional industrial sectors, and towards more knowledge-based sectors or knowledge-based areas that build on its traditional industrial strengths.

Increasing Self-Employed Workers

The City has experienced a strong increase in self-employed individuals over the last decade, relative to the rest of Oakland County. This suggests there is an emerging entrepreneurial interest and culture in the City, particularly for home-based businesses. The region remains a center of start-up activity in the state, and continues to account for a larger share of new start-ups based on an emerging infrastructure to support them. With Pontiac's increasing trends towards self-employed workers, there are potential opportunities to leverage these regional trends to continue developing the emerging entrepreneurial culture in Pontiac, particularly as a means of offsetting job losses in more traditional industries.

Strong Base for Creative and Cultural Industries

A comparatively notable portion of residents hold educational credentials in the arts and humanities than across the rest of the County, offering a strong

base from which creative and cultural industries might grow. The tri-county area continues to develop a strong creative and cultural industry sector, bolstered by new structures to support those industries and renewed interest in community investment. The characteristics and trends in Pontiac's labor force, paired with increasing levels of investment in the sector suggests that these trends are in part filtering down to Pontiac, and it will be critical to continue building support structures and strategies that encourage the growth of the sector.

Growth Trends in Education and Healthcare

Pontiac has experienced comparatively strong business growth trends in education and healthcare, representing an emerging strength in the local business base compared to regional level trends. Given job losses in more traditional industries, existing and emerging business strengths illustrated in these industries offer Pontiac a base from which to growth additional knowledge-based employment opportunities, and potentially engage with more regional economic development initiatives as capacity increases.

Stable Base of Small to Medium Manufacturers

Pontiac has retained a stable base of small to medium sized manufacturing operations, despite an overall loss of employment. This suggests a resiliency in the City's small to medium-sized manufacturing businesses, and perhaps a willingness to modify activities to respond to emerging areas of opportunities and new economic conditions quickly. Pontiac can continue to build this resiliency in the sector through efforts to support and encourage the integration of new process technology and new product development.

1.2 PROJECT EVOLUTION

As the home to several key General Motors (GM) manufacturing plants, the City of Pontiac was once well-known as a manufacturing powerhouse. However, between 2005 and 2010, the area lost two GM auto manufacturing facilities and tens of thousands of jobs. The job losses were detrimental to the City and resulted in a \$12 million deficit. The US Census Bureau reports that the population of Pontiac decreased 10% from 2000 to 2010 alone.

**PONTIAC IS EXPERIENCING
GROWTH TRENDS IN EDUCATION,
HEALTHCARE, SELF EMPLOYMENT,
AND ARTS + CULTURE.**

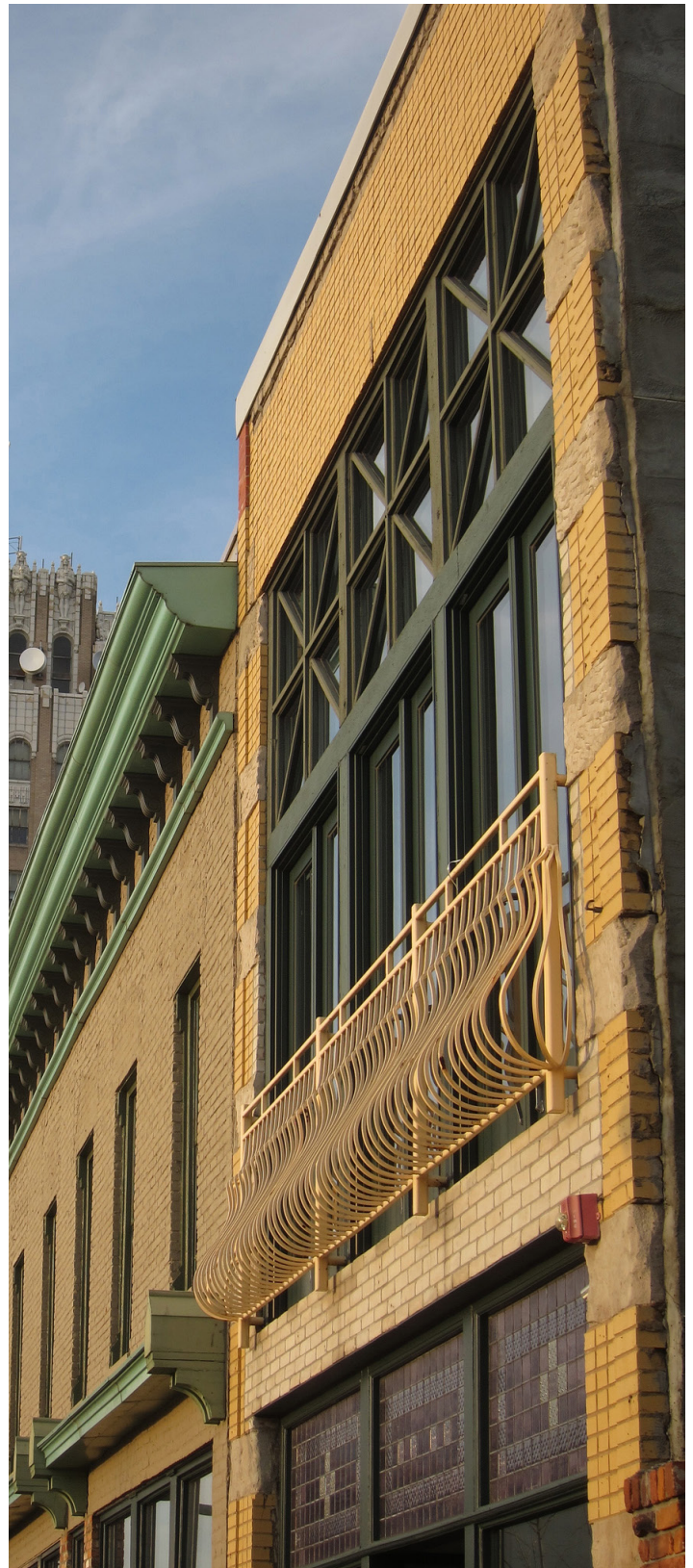




In conjunction, the historic downtown faced many difficulties during recent decades. The migration of residents to outlying suburbs, the movements of retail outlets to large central malls and commercial strips, changing lifestyle preferences, and demographic shifts have all drawn people and economic activity away from Downtown Pontiac. Urban Renewal planning decisions in the early 1960's also had a hand in the demise of the downtown. The development of a wide, high speed roadway surrounding the downtown paired with demolition of numerous buildings turned the formerly vibrant central business district into a desolate, financially deteriorating environment.

These factors contributed to very challenging economic conditions that the City is now working hard to overcome. Today, the City is in a recovery period just after the presence of a State of Michigan appointed Emergency Financial Manager and is currently under the supervision of a state Transition Advisory Board (TAB). The TAB oversees the operation of City government until further economic stability is gained. Meanwhile, the last adopted City-wide economic policy was developed in the early 1990's prior to the significant downturn of the economy and departure of GM.

As a result of these series of events, in 2014, Oakland County and the City of Pontiac applied for and received a grant from the U.S. Economic Development Administration to develop an economic plan that would meet Pontiac's current needs. Oakland County and the City of Pontiac, in partnership with planning consultant, OHM Advisors, launched this effort in October of 2014. The approach included a two part focus that involved a technical study on Pontiac's present-day economic conditions to help clearly understand the financial environment, and a series of community input opportunities to help this Plan truly be a reflection of local wishes. The findings of these two areas of focus influenced both the Plan's process and direction, which evolved into what is presented in the remainder of this document.



1.3 COORDINATION WITH OTHER PLANS & EFFORTS

In addition to pursuing the projects, strategies, and actions listed in this Plan, the successful implementation of a comprehensive economic recovery effort requires coordination with the other community plans and efforts already in motion. In particular, the City's Master Plan, the City's Woodward Loop Study, Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities initiative, the Michigan Vacant Properties Campaign, the Southeast Michigan Council of Government's (SEMCOG) Comprehensive Economic Development Strategy contain important policies and information that play a strong role in the success of Pontiac's economic redevelopment. The recommendations in *Pontiac Moving Forward: An Economic Recovery Strategy* are intended to reinforce or complement these other plans and initiatives.

1.4 EXPECTED OUTCOMES

Due to the hard work and commitment of a number of dedicated local individuals, the City is well underway to recovering and moving closer to being independent from state intervention. *Pontiac Moving Forward: An Economic Recovery Strategy* will help these efforts by building on the existing assets of the community while identifying the emerging opportunities that can position Pontiac for continued economic growth. This Plan is intended to play a significant role in Pontiac's achievement of long-term economic resiliency by mapping out a set of strategies that bolsters Pontiac's strengths, capitalizes on local innovation, and follows best practices. With this in mind, the Plan proposes a framework of six plan pillars, a direction on what and

where to grow, and a set of achievable strategies that are to serve as fire-starters that both spark and fuel the flames of economic transformation.

PLAN PILLARS



The six plan pillars are derived from the market analysis (factual basis) and community feedback (first-hand knowledge and intuitive basis) and serve as the foundation of the Plan.



EDUCATE + DEVELOP THE WORKFORCE



ADVANCE STRATEGIC GROWTH AREAS



ENHANCE THE LOCAL BRAND + IMAGE



IMPROVE THE LOCAL QUALITY OF LIFE



PROMOTE DEVELOPMENT IN PRIORITY AREAS



ALIGN + EMPOWER THE IMPLEMENTERS

HOW WE GROW STRATEGIES

A set of achievable projects that link the what and where we want to grow

FIGURE 1.4: SUMMARY OF PLAN GOALS AND RECOMMENDATIONS

WHAT WE GROW

Thriving industries that can provide opportunities in Pontiac.

SKILLED TRADES



HEALTHCARE



ENTREPRENEURS



EDUCATION



ADVANCED MANUFACTURING



ARTS, CULTURE, + ENTERTAINMENT



DOWNTOWN

PRIVATE SECTOR CATALYST PROJECTS

- 5 N. Saginaw Street
- 12 N. Saginaw Street Strand Theatre
- 28 N. Saginaw Street
- 31 N. Saginaw Street
- 33 N. Saginaw Street
- 47 N. Saginaw Street
- 31 W. Huron Street
- 50 Wayne Street
- 40 Pike Street

MANUFACTURING, R&D SITES + CAMPUSES

- Center Point Campus Vanguard
- Undeveloped Manufacturing/R&D Sites RACER/Former RACER Trust Sites

GATEWAYS + CORRIDORS

- Baldwin Avenue
- Dixie Highway/Cesar Chavez
- Joslyn Avenue
- M 59/Huron
- Perry Street
- Woodward Avenue
- South Boulevard

PUBLIC/PRIVATE CATALYST PARTNERSHIPS

- Phoenix Center/southern downtown
- City Hall Site Redevelopment
- Pontiac Library/Community Center
- Public space/Interpretive Clinton River Daylighting

NEIGHBORHOODS

- School Properties
- Crystal Lake Peninsula

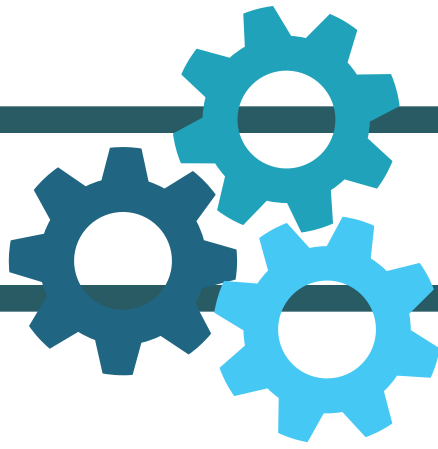
WHERE WE GROW

Priority development areas in Pontiac that have the potential to spark economic and social activity

- 1 STRENGTHEN NEIGHBORHOOD & ADVOCACY GROUPS
- 2 DEVELOP A MARKETING PLAN
- 3 GROW BUSINESS SUPPORT SERVICES
- 4 EXPAND BUSINESS ENTREPRENEURIAL + INCUBATOR SERVICES
- 5 ESTABLISH AN ARTS COLLABORATIVE
- 6 INCREASE ACCESS TO JOB SKILLS TRAINING

CREATING THE PLAN





CREATING THE PLAN

THIS CHAPTER...

- Describes the planning process that formed the Plan
- Presents the blueprint of the Plan as well as the reasoning behind it
- Analyzes the key findings from the economic, market and demographic research
- Outlines the approach and results of the community engagement effort

2.1 THE ECONOMIC SITUATION TODAY

The market for economic development has never been more complex, but Pontiac is taking this head-on. Communities in southeast Michigan, the Midwest, and the Nation are competing for development and economic growth at a time when the impact of the recession is still strong and the costs to local governments continue to rise. Therefore, to be successful in today's marketplace it is important to communicate the economic development opportunities through a clear and compelling strategy that is measurable and reflects the aspiration of both the public and business communities. *Pontiac Moving Forward: An Economic Recovery Strategy* has been built to do just that.

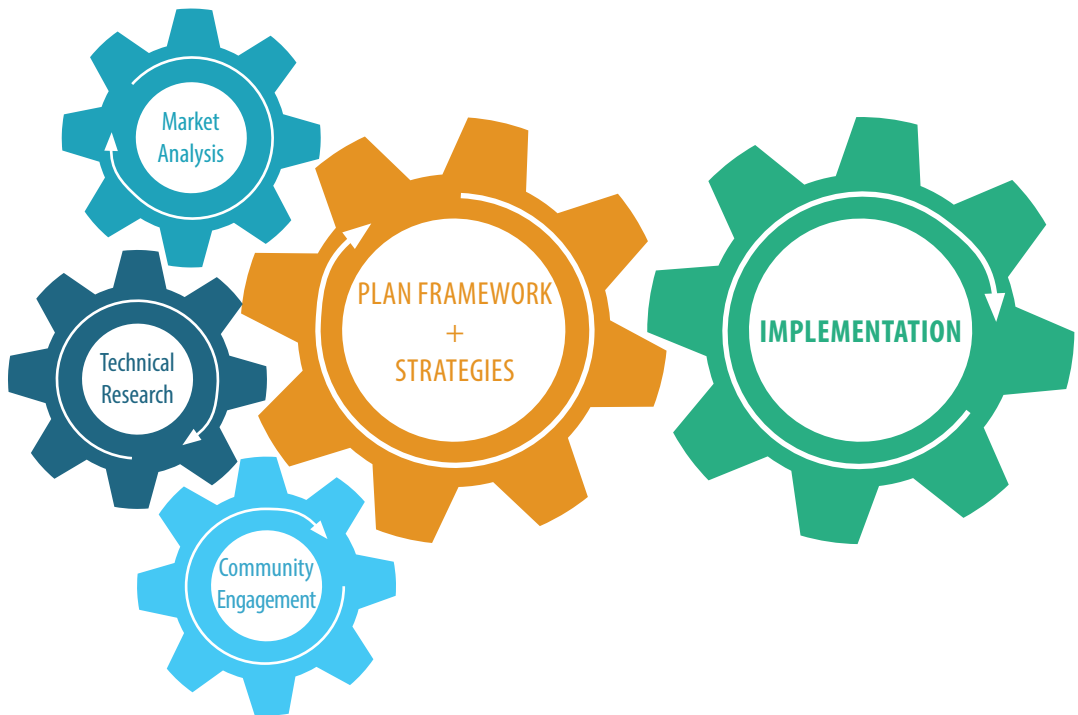
PHASES OF THE PLAN

The planning process to complete this Plan spans seven (7) months and includes the following six phases.

- » **PHASE 1 – PROJECT KICKOFF**
- » **PHASE 2 – CONTEXTUAL AND MARKET CONDITIONS ANALYSIS**
- » **PHASE 3 – OUTREACH AND ENGAGEMENT**
- » **PHASE 4 – DEFINING THE STRATEGY**
- » **PHASE 5 – PLAN DEVELOPMENT**
- » **PHASE 6 – FINAL PLAN DEVELOPMENT AND PRESENTATION**



FIGURE 2.1: THE PHASES OF THE PLAN



2.2 A BALANCED APPROACH

In combination, the planning phases offered a balanced approach that involved both an objective evaluation of the current economic conditions and a community assessment based on local insight and opinions. A balanced planning approach places high value on pairing technical research with extensive feedback from the public and stakeholders to allow for decision-making to be based on both a factual and intuitive, first-hand knowledge foundation. Utilizing both sources of perspective is essential to creating a plan that is tailored to meet the needs of the community.

FIGURE 2.2: THE APPROACH TO THIS PLAN



2.3 TECHNICAL RESEARCH

Market analysis was essential to understanding the economic environment of Pontiac today and what opportunities may exist for tomorrow. This study involved an evaluation of Pontiac's demographic, workforce and market conditions, including a demographic profile, inventory of existing workforce in Pontiac, and an inventory of existing businesses by type in Pontiac. Part of the evaluation also involved comparing Pontiac against similarly sized Michigan cities, the state, and nation.

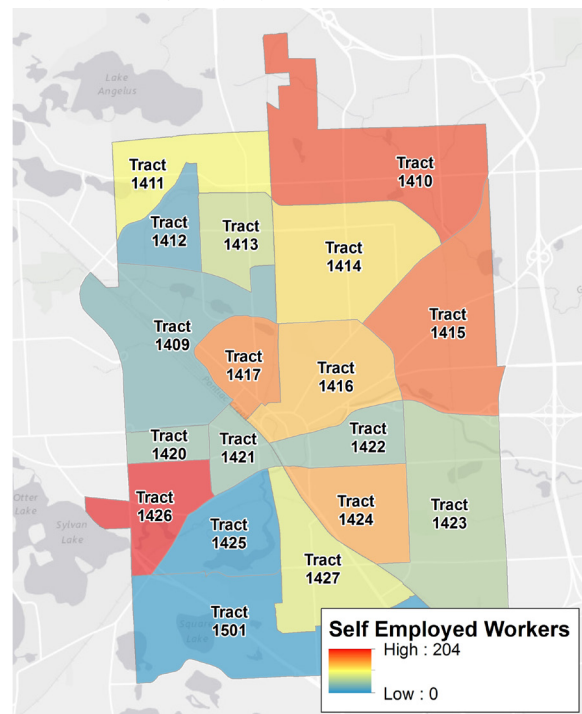
WHAT DID WE LEARN?

Demographic Trends

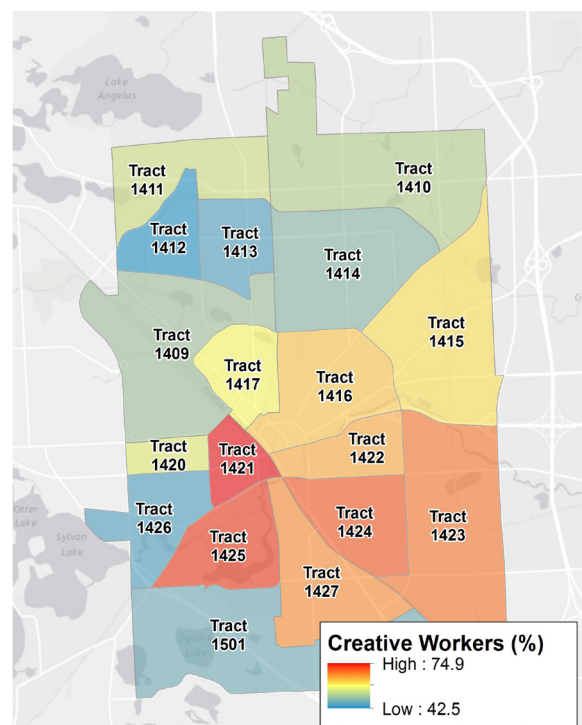
From 2000 to 2010 Pontiac saw a decline of 10.3% of its total residents. However, Pontiac's population has slowly begun to climb since 2010. Pontiac also has a young population, with a median age of 33.4. In fact, it is one of the youngest in the County, demonstrating the potential to attract additional young talent into the area. In addition, by 2013, Pontiac had one of the highest internal relocation rates (18%) in the County – suggesting people are moving **to** Pontiac rather than **from** Pontiac

Educational trends have also been improving. Between 2000 and 2013, Pontiac has decreased the number of people dropping out of high school from 21.8% to 15%. Today, nearly 18% of the City's population over the age of 25 is estimated to have a college or university education.

Map 2.1: Self-employed workers



Map 2.2: Creative Knowledge Workers by Census Tract, 2012 Estimates





Workforce Trends

Over the course of about a decade, Pontiac lost 3,988 jobs in the manufacturing sector. The U.S. Chamber of Commerce estimates that, at the local level, 100 jobs in the automotive manufacturing sector impact 136.02 other jobs due to “spin off effects”; the loss of 3,988 manufacturing jobs in Pontiac should equate to as many as 9,412 jobs lost in the local economy. However, the actual job loss has been about 4,629 jobs. This suggests that despite the larger downturn, Pontiac has been relatively successful at generating new jobs. This job creation has been “invisible” because it is hidden by the initial job losses.

This raises the question of where the job creation is occurring. Some sectors of the Pontiac economy have actually increased substantially. Education, Health and Social Services sector has increased by 5.3%, adding 252 jobs (mostly in health care) and the Arts, Entertainment, Recreation, Accommodation and Food sector has increased by 48.7%, adding 1,229 jobs.

Opportunities

Economic growth in the new economy requires a focus on creating, nurturing and supporting new business ventures. The new economy refers to an economy that is based on knowledge, technology, creativity and innovation. An economic recovery strategy that fits with today’s conditions therefore needs to concentrate on:

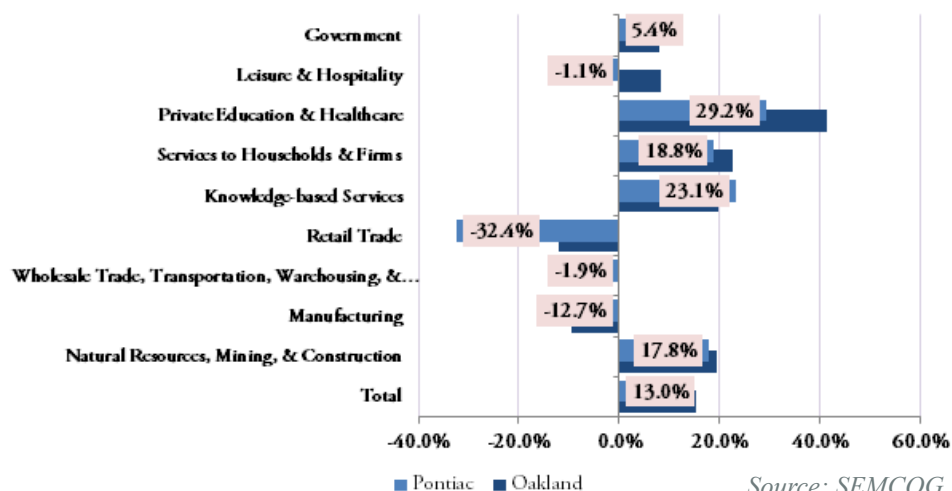
- **Entrepreneurship skills development**
- **Business counselling and mentoring**
- **Incubators, accelerators and generators**

In Pontiac, there is an opportunity to build on self-employed, entrepreneurial workers. There has been an increase in self-employed workers since 2000, resulting in 4% of total local labor force classified as self-employed. Self-employed individuals are concentrated in residential neighborhoods, as shown in Map 2.1, suggesting mainly home based businesses.

There is also an opportunity to concentrate on the knowledge sector. As shown in Chart 1, SEMCOG forecasts that Pontiac’s knowledge base will continue to grow not only in healthcare services but through knowledge-based services as well. Map 2.2 shows the current concentration of knowledge workers in Pontiac.

Other key findings of the technical research are listed in the next section and the full market study is included in Appendix A.

Figure 2.3: 2040 Job Forecast by Industry (as percent)



Source: SEMCOG

2.4 COMMUNITY ENGAGEMENT

The project partners embraced the spirit of collaboration and worked to uphold the principles of inclusive planning, which calls for the input of multiple stakeholders. In this case, the planning process was led by a Steering Committee comprised of representatives from various City and County departments and the Downtown Business Association, and supported by a multi-sector Advisory Group made up of representatives from area businesses and organizations.

In addition to the Steering Committee and Advisory Group, the process included web-based feedback. The project partners developed a website that served as a community resource for the planning process. Through this website, residents, business owners, local official, and other interested citizens have had direct access to project news, information, and an opportunity to provide input. The website is found at: <http://pontiac.engagingplans.org>.

Beyond the website, there was also an opportunity to provide input through texting. The text polling outreach effort involved distributing cards at City destinations and events that invited community members to respond to a set of questions through texting. These cards helped inform the public of the project and solicit input through one of today's most popular forms of communication.

“ *I can't help but feel optimistic. It's great that we are well on the way to attracting consumers but we could also try to improve the services of the community to attract new residents and keep existing residents.* ”

~ website response

Tell us what you think...

Powered By: **Aimpaint**
go beyond insight

Currently, there are a number of vacant schools and city owned properties in the community. Would you approve or disapprove of a plan to sell these properties to allow for repurposing?

Text the **KEYWORD** to 22333.

STAPPROVE	Strongly Approve
SWAPPROVE	Somewhat Approve
SWDISAPPROVE	Somewhat Disapprove
STDISAPPROVE	Strongly Disapprove

This question is an example of those found on the project website. Visit pontiac.engagingplans.org to participate in the rest of the survey. Your answers will help shape the future of Pontiac.

Your participation counts!

OHM Advancing Communities
ARCHITECTS. ENGINEERS. PLANNERS.
OHM-Advisors.com

Figure 2.4: An example of a text polling card.



Finally, the project partners place a high value on hearing from a broad array of residents and those that do not usually have a voice. Therefore, an outreach effort was administered using a phone survey method, which reached 300 people and has been especially informative to this planning process.

The survey was conducted from December 3-7, 2014 and designed to gain citizen feedback on a wide range of important issues and priorities being considered in the City's ongoing planning process. The survey also provides baseline metrics upon which City officials can measure future performance and the impact of plans and initiatives. The survey questions were developed by Aimpoint Research in collaboration with representatives of OHM Advisors and members of the Pontiac Steering Committee.



WHAT DID WE LEARN?

Steering Committee & Advisory Group Feedback

The Steering Committee and Advisory Group offered a great deal of insight into the issues and opportunities of Pontiac. Primarily, we learned that there is a tremendous amount of opportunity and some strong momentum behind positive change in the City. There are, of course, also issues to address. Some top areas of opportunities and concern include education, key industry growth, perceptions about the City, quality of life, placemaking and overall physical improvement, and gaining further traction on existing local efforts.





Figure 2.5: The downtown currently has over 200 residential dwellings with the capacity to grow. Do you feel more people living downtown is positive or negative for Pontiac?

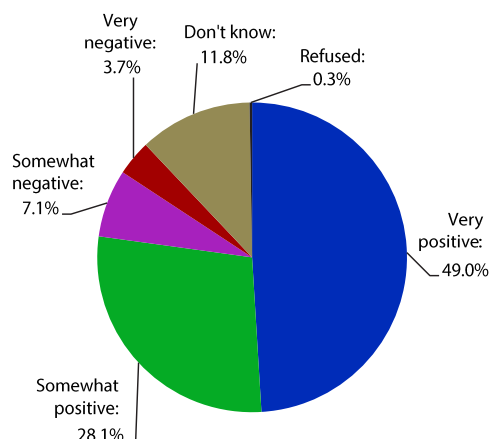
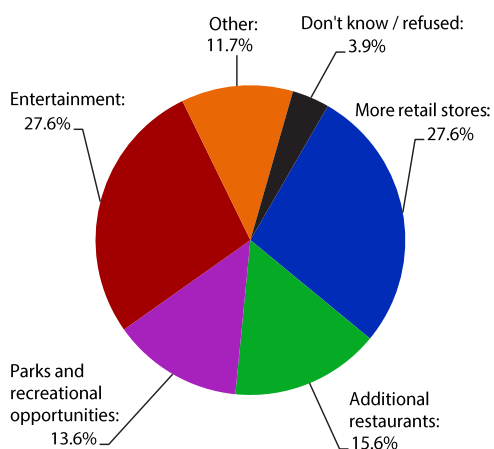


Figure 2.6: What would most encourage you to come downtown more often?



In the area of education, Steering Committee and Advisory Group members would like the community to have stronger access to quality educational opportunities that would prepare workers for today's economy. This includes training on life skill along with job skills. Fortunately, Pontiac has many nearby educational institutions and training programs that can support this, including Oakland University, Oakland Community College, and Oakland County.

In looking at key industries, feedback focused on the rising medical sector, and the advantage of having three hospitals in the area, although one is currently struggling. Further, the members of the Steering Committee and Advisory group emphasized the growing arts and culture sector in Pontiac and how this is becoming an integral part of the community's identity.

The local brand and image was a top area of concern for the Steering Committee and Advisory Group members. They felt that the City's negative image based on high crime and poor schools, whether real or perceived, is hindering the ability to attract and retain businesses and residents. There is strong agreement that the City is in need of a distinct vision, image and branding effort to turn this around.

When examining quality of life and priority areas for improvement, there was much discussion on the downtown and neighborhoods. The downtown has a strong foundation and an appeal for Millennials and creative workers, but needs more investment in placemaking, both in terms of community event programming and physical improvements, such as redeveloping gateways, buildings, and transportation infrastructure like the Loop. In terms of neighborhoods, Steering Committee and Advisory Group members pointed to the need for a broader diversity in housing stock, access to home improvement loans, and public space improvement.

Lastly, Steering Committee and Advisory Group Members expressed a strong need to remove structural barriers and empower groups and individuals to engage in revitalization efforts. This includes examining current development review and business license practices, exploring incentive opportunities and coordinating the various organizations and groups who are already working hard to move Pontiac forward.

Website, Phone Survey & Text Polling

Pontiac residents are split about whether the City is headed in the right or wrong direction. Survey results show that citizens who believe the City is going in the right direction (41%) point to police department, government and infrastructure improvements. Citizens that believe the City has gotten off on the wrong track (42%) point to unemployment, poor schools, infrastructure, government and a high crime rates, as shown the following Figures 2.5 and 2.6.

In looking forward, citizens strongly support residential growth and new retail and entertainment opportunities in the downtown, a plan to improve the public schools, and redevelop vacant schools.

Other key findings of feedback of the polling and survey are discussed in the next section. The full report is included in Appendix B.

Figure 2.7: Generally speaking, would you say that things here in Pontiac are going in the right direction, or have they gotten off on the wrong track?

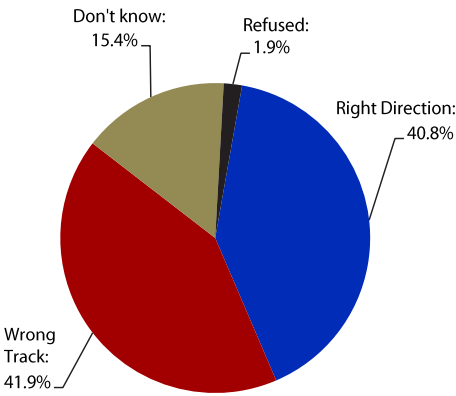
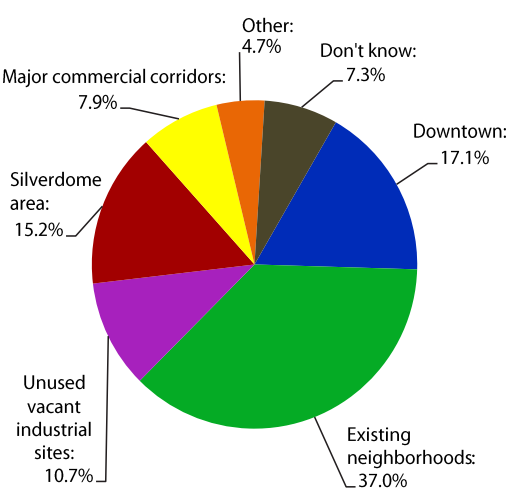


Figure 2.8: What part of the city do you believe is the highest priority for redevelopment?



[illegible]

Police improvements

Job Opportunities

Infrastructure progress

City government progress

Vacant buildings torn down

Business opportunities

Lower crime rate

Bright future

Safety

TV ads

Community outreach

Fire Substations

Emergency services

Police Academy

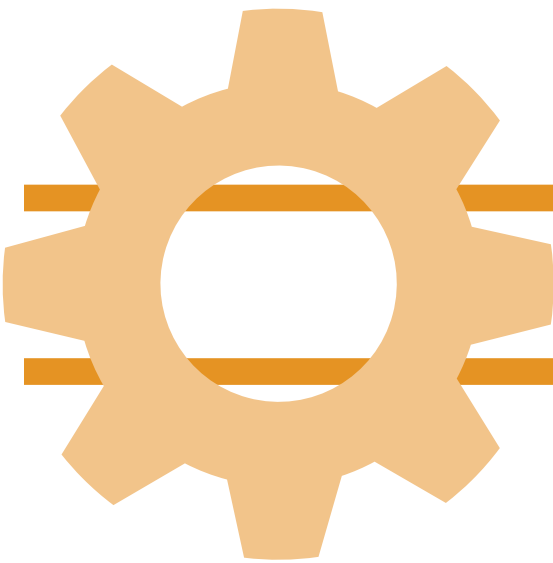
Training

Quality

Funding

PLAN FRAMEWORK





PLAN FRAMEWORK

THIS CHAPTER...

- Breaks down the structure of the Plan
- Defines the six plan pillars
- Illustrates the system used to create the plan recommendations
- Lists the key findings organized by the plan pillars
- Describes the market trends within major economic sectors on various geographic scales
- Specifies Priority Development Areas (PDAs) in Pontiac

3.1 PLAN FRAMEWORK

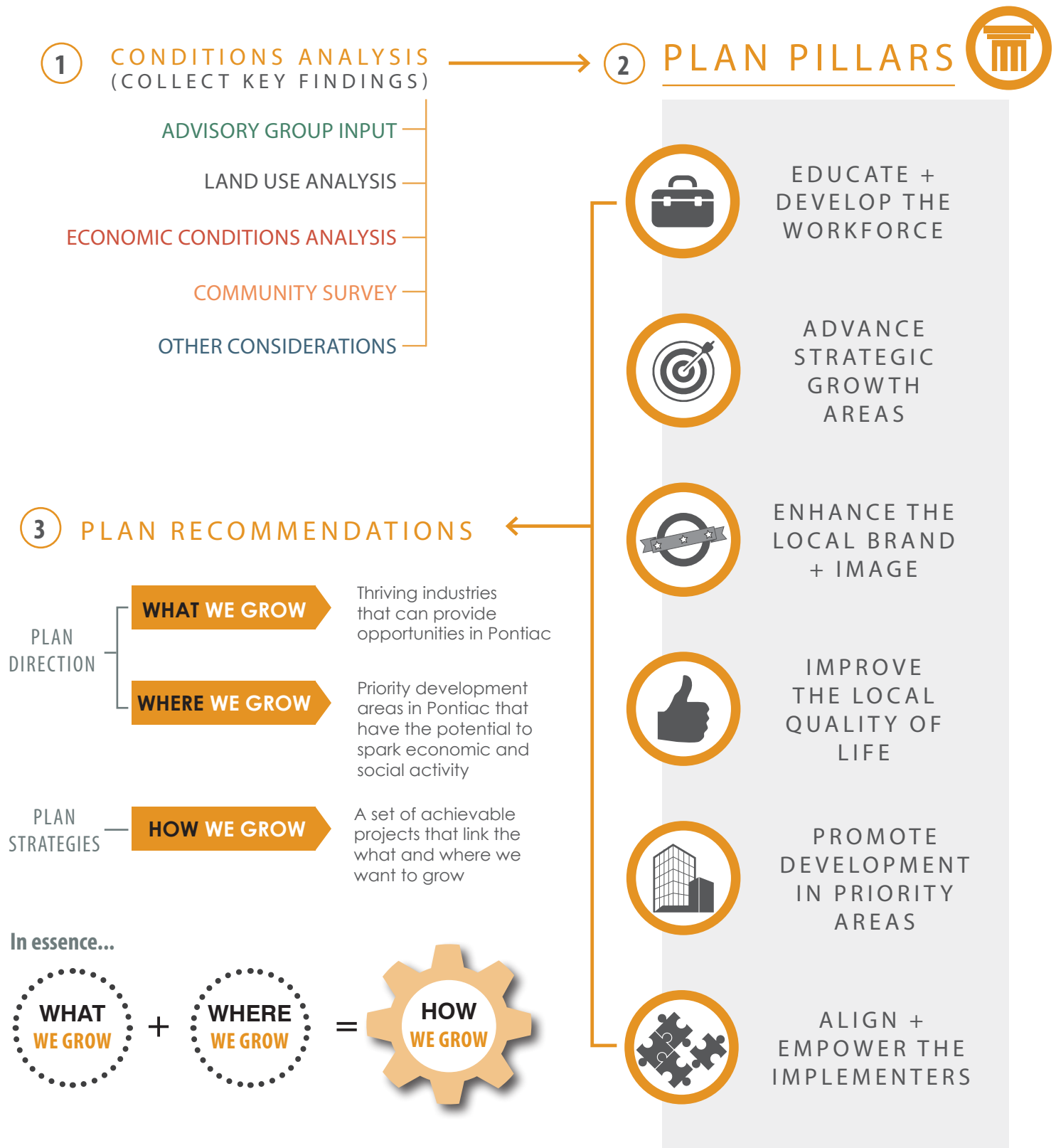
PLAN PILLARS

The six plan pillars are derived from the market analysis (factual basis) and community feedback (first-hand knowledge and intuitive basis) and serve as the foundation of the Plan. The plan pillars express what is valued and needed most by the community.

In essence, they represent the community's resolve to move Pontiac forward. The following presents each pillar, the input that formulated each pillar, and the resolution that each pillar embodies. The key findings that developed each pillar were collected through the conditions analysis and can be found in the next seven pages.



FIGURE 3.1: PLAN PROCESS



KEY FINDINGS 1. EDUCATE + DEVELOP THE WORKFORCE

ADVISORY GROUP INPUT

- Employers are having trouble finding reliable workers for entry level and advanced work.
- There is a need for “broad spectrum” education and training at all age and skill levels
- Basic adult education can focus on literacy, life skills, and job skills to help in the hiring and retention of workers
- Pontiac already has or is near major employers, including Oakland University, Oakland Community College, Oakland County and area hospitals. Coordination on job training programs could exist between these groups
- Education and training efforts could be more strongly matched to the jobs that currently exist or are in the “pipeline”
- Pontiac needs a single point of access for information about programming and training, such as a common database that links job seekers to training and employment opportunities
- There is a need to enhance the image and operation of the public schools. There is a perception that the school system is under performing and not properly educating students (e.g. that graduating seniors may not have basic skills to enter the workforce or higher education)
- There is a desire to have enhanced or additional business/workforce incubator programs.

ECONOMIC CONDITIONS ANALYSIS

- Though making progress, Pontiac’s workforce remains generally lower skilled than the US average, particularly at the Bachelor’s degree level or higher
- Local and regional employment growth projections and business patterns suggest that knowledge-based areas of the economy (e.g. education, health care, government, professional services) will require a considerable number of new workers
- Regional post-secondary institutions have a diverse range of professional, semi-professional, and skilled trades programming from which to support skill development

COMMUNITY SURVEY

- 57.8% of residents feel they do not have access to the education and training needed to be competitive in the workforce
- Public schools are considered one of the largest barriers to workforce development
- Residents feel that the negative reputation of the school system is one of the primary reasons that the City has “gotten on the wrong track”

OTHER

- Oakland County’s Workforce Development Team provides partnership opportunities with economic and community development agencies, businesses and learning institutes along with Michigan Works! Agencies in Southeast Michigan that address workforce development needs
- Oakland County provides Employer-based training programs that include on-the-job training, customized training, apprenticeships, and incumbent worker training
- The City of Pontiac’s Master Plan (2014) recommends building on existing partnerships with non-profits and community based organizations to expand the role of workforce training programs

RESOLVE: Align Pontiac’s talent with the needs of employers through education and job training.



KEY FINDINGS 2. ADVANCE STRATEGIC GROWTH AREAS

ADVISORY GROUP INPUT

- With three hospitals already in the community, although one is struggling, the medical sector is a rising industry sector (e.g. Medical Main Street) that can be cultivated and promoted
- Small business owners would like to have access to a program or advisor to enhance the ability of small businesses and entrepreneurs to grow within the community
- Local businesses would like to have access to a small business incubator that can offer support services, such as invoicing and assistance with filing taxes
- Employers need a way communicate their workforce and skill needs to the education and workforce training establishments
- Existing businesses are hiring labor outside the community due to lack of skilled workers, but would like to hire from within Pontiac
- Identify areas in Pontiac for the growing arts, culture, and entertainment sectors, a.k.a. the “creative class,” to get engaged

ECONOMIC CONDITIONS ANALYSIS

- Local and regional employment growth projections and business patterns suggest that a range of knowledge-based sectors can contribute to Pontiac’s economic recovery, particularly healthcare and education
- The strong base of small- to medium-sized manufacturers offers opportunities to support continued innovation in products and processes in these agile and resilient companies
- Structures emerging to support regional trends in business start-up and survival offer opportunities to support entrepreneurship and investment in the City
- An emphasis needs to be placed on skill development in industrial and knowledge-based areas of the economy

COMMUNITY SURVEY

- 72.5% of respondents support the selling of vacant public schools for use in future strategic initiatives

OTHER

- The City of Pontiac’s Master Plan (2014) recommends strengthening the education and support of leaders and small businesses that are owned by people of color or located in under-served neighborhoods
- The City of Pontiac’s Master Plan (2014) emphasizes the following strategic directions:
 1. Creating a world-class education system that ensures students in the City get an education that prepares them for the New Economy and that helps attract new talent to the City
 2. Connect to the New Economy by leveraging the assets of regional talent and emerging high-tech manufacturing, medical and information technology sectors
 3. Prioritizing high potential – high impact redevelopment sites as a great place to invest and utilize regional resources
 4. Continue building a “destination” downtown, by supporting a 24-hour, seven day a week business hub that appeals to a wide-variety of people
 5. Create local entrepreneurs through education, public support, business incubation and equal opportunities
 6. Improve the image of Pontiac by marketing the strengths and potential of the City and County

RESOLVE: Grow targeted industries to strengthen Pontiac’s local economy and regional competitiveness.



KEY FINDINGS 3. ENHANCE THE LOCAL BRAND + IMAGE

ADVISORY GROUP INPUT

- The current and common perception is that Pontiac lacks a strong identity and that there is a need for a distinct vision, image, and brand to attract new economic growth within the community
- People feel that Pontiac is not safe, especially in the downtown, which is deterring new business in the community
- The negative image is making it difficult for the City to attract and retain businesses and residents
- The City could create a comprehensive public relations campaign to counter negative impressions of the community and emphasizes its overall safety and potential
- The reputation of the schools are detracting from the overall reputation and character of the City.
- Existing gateways and primary corridors can be enhanced to improve the image/appearance of the City
- The downtown is the icon (most identifiable place) of the community

ECONOMIC CONDITIONS ANALYSIS

- A stronger, more positive brand and image for the community can offer the potential to strengthen skilled talent attraction and address youth retention and population decline issues
- Strong arts, culture, and entertainment sectors offer opportunities to further develop messaging and branding for the City
- The relatively youthful average of the population offers an opportunity to show that Pontiac can be exciting to young people
- Resilience of the manufacturing sector (compared to rest of Oakland County) allows City to showcase that it is a manufacturing powerhouse for the region

OTHER

- The City of Pontiac is the County Seat with a strong economic development focus that promotes diversity, is business friendly, vibrant, and an inviting place to live, work and visit.

RESOLVE: Strengthen Pontiac's image and brand within the marketplace.



KEY FINDINGS 4. IMPROVE THE LOCAL QUALITY OF LIFE

ADVISORY GROUP INPUT

- The community, especially the downtown, has an appeal for younger workers and residents
- Pontiac has some stable neighborhoods, but residents cannot easily improve and maintain their homes without access to low interest loans
- Placemaking should be a priority in the development and redevelopment of buildings and districts moving forward
- Downtown Pontiac has serious transportation limitations, which include the Loop and the one-way streets
- A greater diversity of housing is needed to serve existing and future residents
- The physical connections between neighborhoods should be improved
- Pontiac is home to a number of non-profit and philanthropic entities that have a strong desire to help shape the future of the City - these agencies need to be united, empowered, and embraced by City leaders to support the City during these limited financial times

ECONOMIC CONDITIONS ANALYSIS

- Present socioeconomic breakdown of the City suggests that existing quality of life does not appeal to a broad range of residents
- Expected growth in education and healthcare offers opportunities to enhance services available to the local population
- Household income levels remain well below those of the County, State, and nation

COMMUNITY SURVEY

- Residents ranked the need to enhance existing neighborhoods as the highest priority for redevelopment in the City
- Residents regard enhancements to public safety as the primary driver for the community heading in the right direction
- 66.1% of respondents felt safe and secure within Pontiac

RESOLVE:

Ensure residents and businesses have access to and are supported by strong community amenities and services.



KEY FINDINGS 5 .PROMOTE DEVELOPMENT IN PRIORITY AREAS

ADVISORY GROUP INPUT

- Efforts to “bring Pontiac back” need to start at the downtown since it is the cultural center of the City
- Fixing the Loop and converting downtown streets back to two-way traffic is an important strategy to enhance the economic competitiveness of the downtown
- The downtown currently has a surplus of office space, but there is a growing need for housing
- The private sector is ready to invest in the downtown
- Oakland University could open a branch campus or add student housing in the downtown to broaden their range while adding vitality to the downtown
- As the cultural capital, the City should promote galleries, the arts, theater, and numerous programming and activity options downtown

ECONOMIC CONDITIONS ANALYSIS

- Employment and business growth trends in entertainment, arts, and culture offer the potential to support the development of downtown Pontiac as a regional hub for these activities
- Trends in knowledge-based industry growth offer opportunities to attract non-residential growth to the downtown core, to balance emerging trends in urban residential redevelopment

COMMUNITY SURVEY

- Growing the Downtown was the second highest redevelopment priority for residents at 17.1%
- 55.6% of residents do not feel the Phoenix Center should be torn down
- Concerts, parking, entertainment (similar to existing or past programming) should be the future use of the Phoenix Center
- Residents are generally split on an initiative to convert Woodward Avenue into two-way traffic within the Downtown (approve: 46.2%, disapprove: 43.5%)
- 77.1% of respondents feel additional residential units downtown is a positive initiative or trend for Pontiac
- More than half of residents (57.4%) visit the downtown more than a couple of times a month (28.9% a couple of times a month, 28.5% all the time)
- Retail, entertainment, restaurants, and park and recreation were cited as the best uses to attract people downtown

OTHER

- The National Main Street Program, through Mains Street Oakland County, provides technical assistance to downtown businesses to help revitalize and preserve their traditional downtown commercial business districts, thereby attracting new residents with mixed-use housing in the downtown area. The enhanced area can further energize Pontiac and attract new businesses, promote investment, and spur economic growth in downtown and beyond.

RESOLVE:

Direct redevelopment to targeted areas in the community that have the greatest economic potential and/or ability to improve the local quality of life.



KEY FINDINGS 6. ALIGN + EMPOWER THE IMPLEMENTERS

ADVISORY GROUP INPUT

- There are several barriers to future economic growth and success, including but not limited to licensing fees, tenant fees, development approval issues, development reviews, etc.
- Local fees and development reviews are costlier than competing communities (participants indicate fees are 40% - 50% higher than competing communities)
- A 'one stop shop' program similar to Oakland County's could serve as a single source of information available for someone wanting to develop properties, but steps to opening a business are not clear
- Process of starting a business or improving a property is complex and unclear
- Leveraging the success of the surrounding county and its neighboring communities could benefit Pontiac
- Clearly defining and communicating the incentives available for businesses or development wanting to move into the City could be a benefit for future projects
- The City and County can work to empower local organizations and groups to coordinate and implement revitalization efforts throughout the City

ECONOMIC CONDITIONS ANALYSIS

- Emerging self-employed and entrepreneurial class in the City represent potential sources of employment growth and economic development prosperity
- The small business and entrepreneurial base offers the City a diverse range of potential business leaders and business ambassadors to engage with to identify potential gaps in business development structures, or to assist with community marketing

COMMUNITY SURVEY

- For residents feeling the City is on the wrong track (41.9%), schools, infrastructure, governance, and crime were seen as the primary reasons

RESOLVE:

Unite and empower local leaders and community organizations to collaboratively grow the local economy.



3.2 PLAN DIRECTION: WHAT & WHERE WE GROW

From the plan pillars the plan direction is born. The plan direction addresses specifics about what and where Pontiac is to grow during the recovery period. ***What we grow*** focuses on industries that are gaining traction and can offer opportunity in Pontiac. ***Where we grow*** focuses on geographic areas that are ripe for new investment. The attention given to both the industries and areas under the plan direction is expected to seed additional investment and serve as a catalyst for ongoing growth.

3.3 WHAT WE GROW: PRIORITY INDUSTRIES

The story of Pontiac today has many positive elements. Contrary to many projections, the population of the City does appear to be growing. The City has one of the most youthful populations in Oakland County. Within the County, data suggests that people are moving to the City, rather than from it. And on the economic development front, while the recent global recession has hit the community hard, in some ways the community has weathered this storm better than any other community in Oakland County. Between 2000 and 2013, unemployment in Pontiac grew by 80.1%. However, it grew by much higher rates in most Oakland County communities, including Novi, Southfield, Troy, Royal Oak, Farmington Hills and Oakland County as a whole. In fact, Pontiac outperformed both Michigan and the United States on this measure.

While it seems counter intuitive, the data begins to point to Pontiac's real story, and to the economic development opportunities that are emerging. The combination of restructuring in the manufacturing

sector and the global recession caused substantial and painful job losses in Pontiac like they did in many other communities. But, unlike many of those other communities, the losses in Pontiac were actually being offset by some growth in other areas of the economy.

Over the course of a little more than a decade, Pontiac lost 3,988 manufacturing jobs. However, in that same period, the City gained 252 jobs in the "Education, Health and Social services" sector. Pontiac gained another 1,229 jobs in the "Arts, Entertainment, Recreation, Accommodations and Food" sector. While the significance and impact of the job losses in manufacturing has certainly been felt, these growing sectors – and a certain degree of "hidden" job creation in the local economy – offer data that points towards genuine opportunities for renewal, growth, expansion and investment.

The cumulative results of the demographic profile, workforce profile, and business base assessment in the market analysis (see Appendix A for full report) provide a sense of the types of economic development opportunities appropriate for Pontiac. Combined with the findings of community stakeholder consultations, a set of six sectors has risen to the surface. The result is the following economic development opportunities (what we grow) prioritized for Pontiac.



1. ADVANCED MANUFACTURING

Pontiac has a total of 44 manufacturing companies, with majority in labor intensive industries (e.g. fabricated metal products) with 13 (30%) businesses in more research intensive industries (e.g. motor vehicle parts, machinery, chemical products). It has mature industry characteristics based on business growth trends and Pontiac's long history with manufacturing. Currently, the City has a strong base of small- to medium-sized manufacturers. There are also a number of local manufacturing educational and research facilities, including Oakland University, Lawrence Technological University, and Oakland Community College (see Appendix C and D for information on workforce support programs and educational opportunities related to all growth areas).



2. ARTS, CULTURE, AND ENTERTAINMENT

This sector has had strong employment growth over the last decade, paired with comparatively high concentration of employment relative to Oakland County, Michigan, and the nation. In 2013, the estimated total labor force is 3,753 people, or 17% of total labor force. There are a total of ten businesses in arts, entertainment, and recreation, with majority accommodated in independent artists, writers, and performers, as well as performing arts venues and cultural heritage institutions.

Globally, there has been a continued emphasis on the influence of arts and cultural industries on quality of place, and attractiveness of a community to new residents and increasing efforts being placed on supporting arts, cultural, and entertainment industries, which are often fractured throughout a community. The sector has comparative resiliency in terms of job growth across arts, culture, and entertainment industries over other traditional industries and there has been increasing integration of arts and design principles into other sectors of the economy, particularly in product design.



3. ENTREPRENEURS

There was growth in the number of self-employed workers in Pontiac between 2000 and 2013, with an estimated 817 self-employed workers in Pontiac in 2013, representing 4% of the total labor force. Notable portions of the self-employed labor force engaged in construction (40%), personal services (17%), education (14%), and professional services (12%) sectors, illustrating a range of skills from technical to professional. This category of workers was relatively stable in the number of small (i.e. 1 to 4 employees) businesses in the City from 2008 to 2012 and has strong regional trends in business start-up and survival to leverage.

Entrepreneurs generally maintain a positive outlook on business opportunities. There is a continued emphasis being placed on new and innovative firms as a key source of job growth, and a primary target for programs aimed at supporting business growth and sustainability.

4. EDUCATION

There are strong regional and local employment forecasts in education and healthcare industries, despite a slight loss of business establishments from 2008 to 2012, with representation remaining in business and secretarial schools, professional and management development training, fine art, sports and recreation instruction, and exam tutoring, in addition to elementary and secondary schools.

It is becoming increasingly typical for students to attain at least secondary education, with further educational attainment levels (university-level, vocational) increasing as well. Institutions, particularly those other than top institutions with strong brands, continue to experiment with new models and new ideas to generate stronger perceived value of educational programming given higher costs, including technology-enabled and online study. There are also increasing pressures to integrate technology and entrepreneurship programming into both STEM (i.e. Science, Technology, Engineering, Math) and liberal arts programs at the post-secondary level, but also at the secondary level as well.



5. HEALTHCARE

There are strong regional and local employment forecasts in education and healthcare industries, with healthcare industries slightly more positive. A total of 163 establishments were present in 2013, with the majority (65%) in the ambulatory care subsector (e.g. physicians, dentists, outpatient care), and with fewer than 10 employees. The area is also home to several large (250+) employee hospitals, all of which are considered major hospitals (i.e. with access to overnight beds).

Across the United States, demand for healthcare service delivery continues to be driven by an aging population and an increased prevalence of chronic diseases, in both developed and emerging economies. Additionally, rising costs, as a result of factors like consolidation, prolonged stays, the rise in complex biologics, and over-use of services, are expected to continue influencing care delivery and consumer spending. Access to care reforms also continue to place pressure on the industry to find more healthcare workers, and develop new facilities and structures that meet current gaps in the delivery system

In relation to technology, innovation continues to disrupt current healthcare delivery models, and offer new solutions to improve specific treatments (e.g. 3-D printing of tissue) and increase efficiency in the industry (e.g. electronic medical records). More technology-enabled care delivery structures require recruitment, retention, and development of talent that can work in these advanced systems, suggesting the need for integration of technology education in occupations like nurse practitioner and health care technicians.

6. SKILLED TRADES

Pontiac has a strong base of self-employed workers in the construction sector, the majority of which are likely skilled trades people. Pontiac also continues to have higher comparative concentrations of employment in a number of sectors that typically employ skilled tradespeople, including construction, transportation and warehousing, and utilities. Additionally, there are strong local and regional forecasts for employment

growth in natural resources, mining, and construction sectors, all of which employ skilled trades. Utilities and construction industries in particular show positive growth trends based on existing business concentration and recent growth.

Overall industry trends show that as existing trades people approach retirement age, there will be a growing demand for workers. This will continue the emphasis on youth engagement and promotion of women in trades as a means of expanding emerging supply of skilled trades workers. New product and process innovations are also changing the needs of the workforce, which increases the need for alignment between educational institutions and local employers to develop skills most relevant to the regional economy.



3.4 WHERE WE GROW: PRIORITY DEVELOPMENT AREAS

Priority Development Areas are locations in the City that offer unique opportunities to improve Pontiac's social and economic conditions. As the financial condition of the City strengthens, Priority Development Areas can provide direction to City leaders on how development incentives and capital projects are prioritized. Public and private investment in these areas will not only support the Pillar of promoting development, but will support other Plan Pillars as well.

The Steering Committee selected the Priority Development Areas based on the key findings gathered from Advisory Group input, economic conditions analysis and the community survey, along with firsthand knowledge of the City. The Committee also considered the recommendations in the City Master Plan, other recent studies and initiatives. Three themes emerged that guided the selection of locations and sites:

- **Areas that support place-based investment, or "Placemaking"**
- **Areas showing significant opportunity for job creation**
- **Areas that provide opportunities to improve Pontiac's image to the broader community, and region**

PLACEMAKING

As part of the shift from the old economy to the new economy, there is an emphasis on placemaking. While there is no single, simple strategy that will improve Pontiac's economy, placemaking attributes contribute to attracting, retaining and inspiring new economy workers, otherwise known as "creative workers". In addition, improved placemaking will increase the quality of life for Pontiac's residents. Some key placemaking attributes include increasing transit and non-motorized mobility options, access to cultural amenities and recreation, creating a wide-range of housing choices, mixed-use development, walkable streets, and actively programmed public spaces. Priority Development Areas that focus on placemaking investment opportunities will serve as a catalyst for development in surrounding areas.

JOB CREATION

Although the most stable job growth in Pontiac has been in the form of small entrepreneurial businesses, the City should not lose sight of opportunities for larger developments on larger sites. Recently the City has seen private investment that will bring significant job creation. Challenge MFG. Company is a Tier 1 auto manufacturer that has spent \$50 million to build a 450,000 square foot facility in Pontiac that will create 450 jobs. Challenge MFG. Company is located in the Center Point development in one of the City's planned entrepreneurial districts, as listed in the recently adopted Master Plan (see Appendix F for more information on the Master Plan's entrepreneurial districts). Other large investments generating employment include a waste transfer station on Baldwin Avenue, a recent \$200 million investment by GM at their Power Train facility and a \$129 million expansion of St. Joseph Hospital that created 136 new patient rooms. All of these developments involve larger sites on main road corridors. Priority Development Areas have been identified that provide opportunities for major investment. The City should work closely with the County and State economic development offices to match investors to these areas.



PLAN FRAMEWORK



IMAGE

Many participants of this planning process have made observation that the region's image of Pontiac is what people see from their car, as they enter the City and drive the City's main corridors. In cases where the physical condition of the adjacent development is bad, or the condition of the road is bad, it leaves a negative impression. This image hinders opportunities to attract new investment to the City. Frequently, reinvestment along main road corridors and City entry points, or gateways, is isolated. Or there are areas of disinvestment that detract from otherwise high quality development. Where investment is occurring, an effort should be made to expand upon these areas and link them to other areas where investment is occurring. Priority Development Areas that can have the greatest impact on image are those at key gateways to the City, along primary road corridors, and near existing employment centers.

The Priority Development Areas identified below represent locations, projects and sites where public and private investment can advance placemaking, job creation, and image. Implementing these projects presents the greatest opportunity to improve Pontiac's social and economic conditions, hastening Pontiac's economic recovery.

COMPLETE STREETS, TRANSIT AND NON-MOTORIZED TRANSPORTATION

Downtown Pontiac Transportation Assessment **A**

Woodward Avenue Bus Rapid Transit Plan **B**

Woodward Avenue Complete Streets Plan **B**

North-spur Rail Trail **C**

Michigan Lake-to-lake Trail through Downtown **D**

NEIGHBORHOODS

School Properties (active) **E**

School Properties (for sale, sold or leased) **F**

Crystal Lake Peninsula **G**

DOWNTOWN

Private Sector Catalyst Projects **A**

- 5 N. Saginaw Street
- 12 N. Saginaw Street Strand Theatre
- 28 N. Saginaw Street
- 31 N. Saginaw Street
- 33 N. Saginaw Street
- 47 N. Saginaw Street
- 31 W. Huron Street
- 50 Wayne Street
- 40 Pike Street

Public/Private Catalyst Partnerships **A**

- Phoenix Center/southern downtown
- City Hall Site Redevelopment
- Pontiac Library/Community Center
- Public space/Interpretive Clinton River Daylighting

GATEWAYS AND CORRIDORS

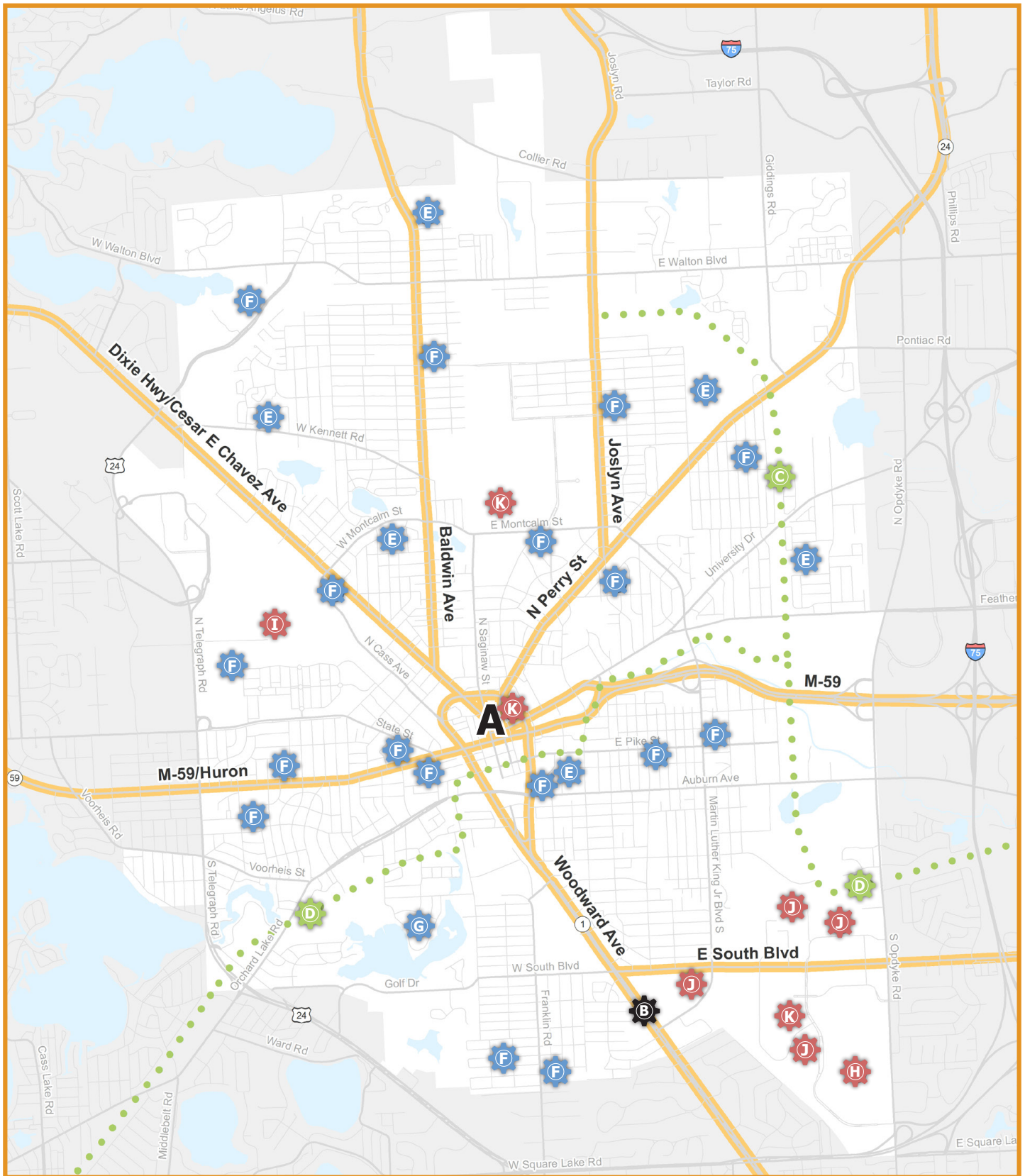
- Baldwin Avenue
- Dixie Highway/Cesar Chavez
- Joslyn Avenue
- M 59/Huron
- Perry Street
- Woodward Avenue
- South Boulevard

MANUFACTURING, R&D SITES AND CAMPUSES

- Center Point Campus **H**
- Vanguard **I**
- Undeveloped Manufacturing / R&D (over 5 acres) **J**
- RACER/Former RACER Trust Sites **K**

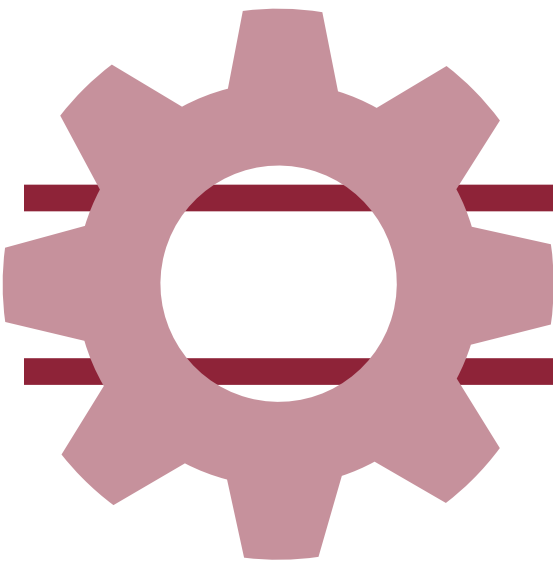


MAP 3.1: PRIORITY DEVELOPMENT AREAS



PLAN STRATEGIES





PLAN STRATEGIES

THIS CHAPTER...

- Describes projects that can serve as catalysts for economic achievement
- Each strategy includes the following:
 - » *What Is It?*
 - » *Why Is It Important?*
 - » *Existing Assets & Momentum*
 - » *Potential Partners*

4.1 PLAN STRATEGIES: HOW WE GROW

The plan's strategies link the where and what we want to grow through a set of achievable projects that can make a significant impact and build tremendous momentum towards the overall economic recovery effort of Pontiac. Based on research and input from the Plan's Advisors and Steering Committee, the following set of six strategies rose to the surface as the most tactical starting point for Pontiac's economic recovery effort. It is expected that these projects will stimulate other projects.

The Plan Strategies are listed below:

- 1. Strengthen Neighborhood and Advocacy Groups**
- 2. Develop a Marketing Plan**
- 3. Grow Business Support Services**
- 4. Expand Business Entrepreneurial + Incubator Services**
- 5. Establish an Arts Collaborative**
- 6. Increase Access to Job Skills Training Programs**





1. STRENGTHEN NEIGHBORHOOD AND ADVOCACY GROUPS

WHAT IS IT?

Neighborhood and advocacy groups are a collection of people working on behalf of a neighborhood. Each group works to ensure that their neighborhood perspective is included in the City's decision-making processes, policies, and programs and works to improve neighborhood quality of life. Neighborhood and advocacy groups are active in addressing local issues and execute on projects that help improve local conditions.

WHY IS IT IMPORTANT?

Through the community survey, residents identified existing neighborhoods as the highest priority for new development totaling approximately 40% of the vote, to be followed by the Downtown at 17%. This priority was reflected across age groups, ethnic groups, as well as how long residents have lived in the community. This is also an important project as it creates a foundation for grassroots change. This is increasingly important in Pontiac where there is limited capacity for the City (staff and funding) to promote new economic growth. Additionally, in looking at case studies and best practices, grassroots neighborhood planning has been instrumental to reversing the trends of cities facing disinvestment.

EXISTING ASSETS & MOMENTUM

Pontiac has neighborhood groups that are associated with each Council district. Currently, the activity and organizational structure differs among these groups, which has led to varying levels of effectiveness and influence. However, the establishment of these groups represents a commitment to community and, if cultivated, offers a strong mechanism for citizen engagement in City planning and decision-making processes, which is at the heart of any recovery effort.

Currently, the Master Plan Implementation Taskforce is working to strengthen neighborhoods and has performed outreach efforts in addition to engaging with a Vacant Property Campaign, which assesses the vacant land potential. The Campaign is comprised of representatives from Center for Community Progress, Community Economic Development Association of Michigan (CEDAM), Michigan Municipal League (MML), and Michigan Community Resources (MCR). The group recently completed a community tour and series of District stakeholder meetings to discuss the needs and future of each neighborhood. A vacant property toolbox summary was developed several years ago by MSHDA, Community Legal Resources and Lighthouse of Oakland County.

Both neighborhood and advocacy groups are also well connected with local businesses, places of worship, and schools. These partnerships are beneficial to neighborhood groups because of their regular interface and service to residents. Neighborhood group partners can be very effective at helping to get the word out, hosting meetings, and addressing local needs.

POTENTIAL PARTNERS

- Pontiac Planning Commission
- Michigan State Housing Development Authority (MSHDA)
- Michigan Land Bank
- County Treasurer
- MSU Extension
- Oakland County Community & Home Improvement
- Habitat for Humanity
- Hope Hospitality & Warming Center
- Grace Centers of Hope
- Lighthouse
- Oakland Livingston Human Service Agency (OLHSA)
- Baldwin Center
- Pontiac Housing Commission
- Local Places of Worship
- Blight Authority
- Community Economic Development Association of Michigan (CEDAM)
- Michigan Municipal League (MML)
- Michigan Community Resources (MCR)
- Friends of Pontiac Parks
- Center for Community Progress

PILLARS:





2. DEVELOP A MARKETING PLAN

WHAT IS IT?

A marketing plan is a strategy document that outlines specific actions to reach people with a desired set of messages about the community. It is a roadmap for communicating the value of the City of Pontiac to potential visitors, residents, and business investors.

WHY IS IT IMPORTANT?

Input from advisors, residents, and neighboring communities suggest that Pontiac currently lacks a strong identity and suffers from a negative image, especially in relation to high crime and low quality schools. However, Pontiac has a rich history, a strong art, culture, and entertainment sector, and many other assets that are not yet widely-known. A defined marketing plan will help diminish negative impressions of Pontiac and bring the positive aspects of the community forward. The Plan can help improve both internal and external public perceptions and better connect existing residents to current events and opportunities in the community.

EXISTING ASSETS & MOMENTUM

The City of Pontiac has a story of resiliency and innovation to tell. Pontiac's culture of resiliency and innovation has led to rise of leaders and citizens that are dedicated to the advancement of the City and it is the actions and results of these leaders and citizens can serve as the foundation for Pontiac's marketing plan. Many of these stories are already starting to move forward through local promotion efforts and now is the time to organize and increase these efforts through a structured marketing plan

POTENTIAL PARTNERS

- **Pontiac Chamber of Commerce**
- **Pontiac Downtown Business Association**
- **Oakland County EDCA Marketing**
- **Pontiac Planning Commission**
- **CORE Partners**
- **West Construction**
- **Oakland University**
- **Michigan Economic Development Corporation (MEDC)**
- **McLaren Hospital**
- **St. Joseph Mercy Hospital**
- **Media**

PILLARS:





3. GROW BUSINESS SUPPORT SERVICES

WHAT IS IT?

Business support services offer guidance and information to help businesses start and sustain in the City. A Business Ambassador, for example, tries to match local needs to available services by connecting businesses with relevant assistance programs. Business support services provide the conditions necessary for a company to stay or expand within Pontiac.

WHY IS IT IMPORTANT?

The role and importance of growing Business support services was a strong need expressed during interviews with City staff, and with the more than 75 local stakeholders and advisors who contributed to this process. The City is currently operating without a development department and with contracted planning and building services. This has left a large gap in a department or staff member who can serve as a steward to work with business. The department or staff role could be to ensure new businesses are effectively and efficiently shepherded through the process to start up and/or grow an existing business. This includes the permitting process, connecting business to professional resources and grants, and serving as a conduit to local leaders and officials. This type of program helps stabilize the economic base of the community by developing a stronger relationship between the City and businesses. The Development Department or staff could also advance a Business Retention Program, which would demonstrate community support for local businesses while fostering business commitment to the community.

EXISTING ASSETS & MOMENTUM

Advantage Oakland (www.advantageoakland.com) provides an introduction to doing business in the county. This website provides information on starting a business, expanding/relocating, workforce talent, and finance and incentives to potential businesses considering establishing themselves in the county. In addition, the City of Pontiac has a Business and Development page on the City's website that offers to meet with developers without charge prior to plan submittal and provides an introductory video about doing business in Pontiac.

The City is also working on creating an economic development department or position. This will help ensure a focus on creating an environment that is welcoming and supportive of businesses.

POTENTIAL PARTNERS

- **Pontiac Executive Office**
- **Pontiac Chamber of Commerce**
- **Pontiac Downtown Business Association**
- **Oakland County One Stop Shop**
- **Michigan Economic Development Corporation (MEDC)**
- **Etkin**
- **Lee Industries**
- **General Motors**
- **McLaren Hospital**
- **St. Joseph Mercy Hospital**
- **Ultimate Soccer**
- **Banking Community**
- **Genisys**
- **Neighboring jurisdictions**

PILLARS:





4. EXPAND BUSINESS ENTREPRENEURIAL + INCUBATOR SERVICES

WHAT IS IT?

Business Incubators assist with the start and success of new businesses, often helping to accelerate their growth. Incubators typically provide the physical space necessary to begin an operation, mentoring assistance, along with shared legal and accounting technical assistance. Depending on the type of incubator, shared hardware such as printers, copiers and manufacturing equipment may also be provided.

WHY IS IT IMPORTANT?

The City of Pontiac is interested in attracting entrepreneurs and helping them establish a business in the City. A Business Incubator is a key way to accomplish this goal by providing the necessary resources to local entrepreneurs to grow their business idea/vision. This is especially true in Pontiac where there are a large number of small start-up businesses being formed by local entrepreneurs. Specifically, there is a strong base of small to medium sized businesses in the community. Approximately 50% of the businesses in Pontiac employ between one to four employees, and 94% employ less than fifty. Current and future Business Incubator programs are a critical component to helping drive these small to medium sized businesses.

EXISTING ASSETS & MOMENTUM

In addition to the business start-up resources that Oakland County provides, nearby Oakland University has a business incubator call OU INC., which operates in partnership with the City of Rochester Hills, Michigan Economic Development Corporation and

various industry partners. OU INC focuses on Energy, Medical Device and Information Technology.

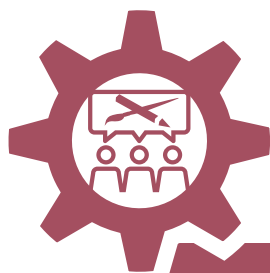
At the end of May, 2015, the Center for Empowerment and Economic Development-CEED also announced that they are providing loans to small businesses located in Pontiac. CEED has made a commitment to provide \$500,000 in loans available for the next 5 years at a fixed interest rate of 5%. Loans up to \$50,000 can be used for machinery, equipment, inventory and some working capital.

POTENTIAL PARTNERS

- **Pontiac Chamber of Commerce**
- **Pontiac City Council**
- **Pontiac Executive Office**
- **Pontiac Downtown Business Association**
- **Oakland County Business Development**
- **Michigan Economic Development Corporation**
- **OCC Economic Development and Workforce**
- **Area Foundations**

PILLARS:





5. ESTABLISH AN ARTS COLLABORATIVE

WHAT IS IT?

An Arts Collaborative is a collection of artists working together to increase the presence of arts in the City as both a social and economic asset. In many instances, an art collaborative shares a space and resources, much like a business incubator, to complete projects, sell products, and plan shared events.

Other places that have embraced arts as part of their identity, such as the City of Grand Rapids, have experienced great economic success in connection with art-related events. Additionally there is a growing trend, and proven success, in integrating placemaking and the creative class into a comprehensive economic plan for a place or district. This is most evident in Michigan by the work the Michigan Municipal League is doing in concert with the Governor's office to advance placemaking and economic revitalization.

WHY IS IT IMPORTANT?

Residents recognize a growing arts community in Pontiac and see the potential for a program like this to bring recognition to the community. The Arts, Entertainment, Recreation, Accommodation and Food sector are also growing industries in Pontiac and should be supported to ensure future success. From 2000 - 2013 this industry sector increased by 48.7%, adding 1,229 jobs.

EXISTING ASSETS & MOMENTUM

In addition to the growing arts community, which has been very active with recent initiatives such as Canvas Pontiac, the City of Pontiac has a recently established Arts Commission. The Commission acts as an advisory body to the Mayor and Council and as an advocate

for the arts and aesthetics in all aspects of city life. It advises and supports cultural institutions and groups interested in cultural activities along with encouraging, developing and supporting a wide variety of programs that reflect the cultural needs and experiences of all citizens. It also encourages participation by all citizens in cultural activities carried on in the City.

The City also has a well-established Creative Arts Center that has been in operation for fifty years. Since 1965, the Arts Center has provided exhibits, classes, and various community events are held during the year. In addition, the Arts Center supports local schools by presenting workshops and performances and by sending artists in to the school to hold art classes. Funding for the Pontiac Creative Arts Center comes from several sources including the Furlong Trust and the National Endowment for the Arts.

Pontiac is also home to a premier film studio where several recent major motion pictures have been filmed. This is a state-of-the-art facility that can be tailored to meet the specific needs of professional TV and Film-making with stages that range from 12,000 to 90,000 square feet.

POTENTIAL PARTNERS

- **City of Pontiac Arts Commission**
- **Oakland County Arts**
- **Gallery on the Boulevard**
- **Epiphany Glass Studios**
- **Pontiac Theatre IV**
- **Strand Theatre for the Performing Arts**
- **Symphony of the Lakes**
- **ARCADE Pontiac**
- **Menagerie (culinary arts)**
- **Creative Arts Center**
- **City Wide Choir Union**
- **Art Experience**
- **Pontiac Public Library**
- **Michigan School of the Arts**
- **Canvas Pontiac**
- **Men of Grace**
- **The Michigan Motion Picture Studios of Pontiac**
- **Michigan School for the Arts**

PILLARS:





6. INCREASE ACCESS TO JOB SKILLS TRAINING PROGRAMS

WHAT IS IT?

A number of quality job skills training programs exist in the region. Increasing access to these programs would involve raising awareness about the programs and increasing the transportation options available to get to the programs, as well as to work.

WHY IS IT IMPORTANT?

Research findings and community feedback indicate that Pontiac's workforce remains generally lower skilled than the US average and that local employers are having trouble finding reliable workers for both entry level and advanced work. Through the community survey, residents also voiced a strong opinion (approximately 60%) that they did not have adequate access to educational and job skill training to be competitive in the marketplace. This is especially true for the 35-44 age cohort in which 78% of residents indicated they did not have access to these services. Technology, technical skills, and medical related industries were noted as training opportunities to which residents would like to have better access.

EXISTING ASSETS & MOMENTUM

Oakland County Workforce Development offers workforce development by administering the Workforce Investment Act (WIA) and other employment and training programs for the Oakland County Michigan Works! Agency (MWA). These programs help prepare adults, youth, dislocated workers, displaced homemakers and the economically

disadvantaged for participation in the labor force. Specific training activities includes basic skills, work experience and job search assistance. Additionally, Community Ventures is a program that helps employ structurally unemployed residents from distressed neighborhoods.

POTENTIAL PARTNERS

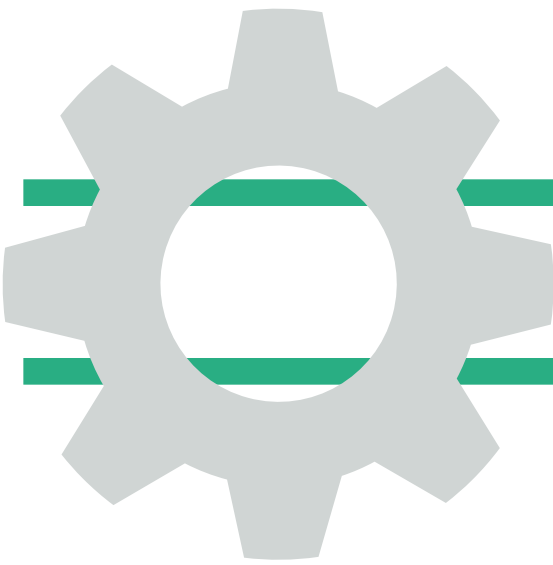
- **Oakland County Workforce Development**
- **OCC Economic Development and Workforce**
- **Oakland University**
- **OU Inc.**
- **Baker College**
- **OAK Tech**
- **Oakland County Michigan Works!**
- **Pontiac Schools**
- **Oakland Schools**
- **Dasi Solutions**
- **Pontiac JobLink Michigan Works! Service Center**
- **Goodwill Industries**
- **Community Ventures**

PILLARS:



IMPLEMENTATION





IMPLEMENTATION

THIS CHAPTER...

- Describes how the Plan is to be implemented
- Lists the strategies and actions that will best carry out the Plan

5.1 IMPLEMENTATION STRUCTURE

The proposed Pontiac Moving Forward Partnership is the collective efforts of government, resident, business and non-profit organizations. Due to the current limitations of City staff resources and funding, the recommended implementation structure requires a collaboration comprised of organizations dedicated to moving Pontiac forward. As the City is able to fill the Deputy Mayor and a “Community Liaison” position, the Pontiac Moving Forward Partnership will gain strength and greatly improve the City’s capacity to implement the strategies in this report.

The diagram on page 58 illustrates the recommended Partnership implementation structure. The implementation structure is intended for use by City leaders and partners to stay focused on the shared vision, ultimately resulting in the “institutionalization” of the Plan’s strategies into City operations and policies.

IMPLEMENTATION TABLES

The implementation tables contained in this chapter include the related Plan Pillars, potential partners, tools & resources and proposed actions to move the projects and strategies forward. The Partnership should use this information as a guide when working toward accomplishing a strategy or project recommended in this Plan. Some actions are more general in nature, others specific and others are drawn from activities already underway in Pontiac. The actions serve as a starting point and idea generator, and the Partnership should remain flexible and open to opportunities that may arise.



IMPLEMENTATION



PONTIAC MOVING FORWARD PARTNERSHIP

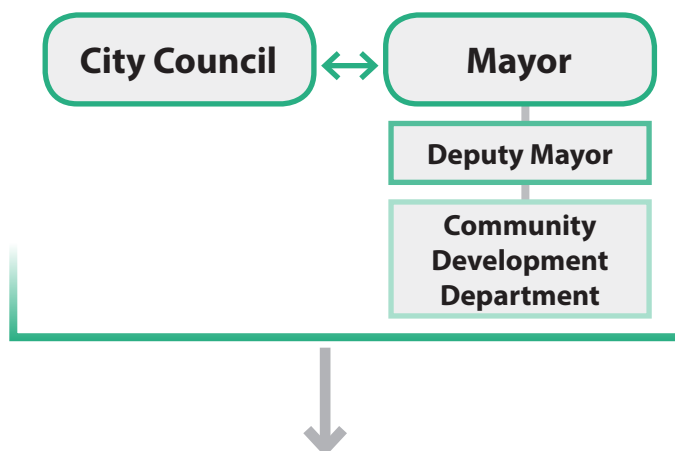
VISION

The Pontiac Moving Forward Partnership's vision for Pontiac is a prosperous community where the City government is fiscally strong, residents have training and employment opportunities, and businesses thrive.

PROPOSED KEY STEPS FOR PARTNERSHIP FORMATION AND PLAN IMPLEMENTATION

1. The current Steering Committee of this Plan will serve as an interim Coordinating Committee to help develop the Partnership and begin implementing the strategies.
2. Following Oakland County and the City's submission of the Plan to the United States Economic Development Administration, the current Steering Committee will present the Plan to City Council asking they receive the document through formal resolution.
3. Members of the current Steering Committee and key community leaders will hold a press conference highlighting the completion of the Plan and "short-term wins."
4. Members of the current Steering Committee will hold a town hall meeting to explain the purpose of the Plan and ask for participation in moving it forward.
5. Members of the current Steering Committee will determine the full composition of the Partnership, present the Plan to perspective Partnership members and solicit their participation.
6. Members of the current Steering Committee will seek near-term, and long-term, Strategy Leaders and solicit their participation.
7. Pending Partnership members, including Strategy Leaders, will formalize their participation in the Pontiac Moving Forward Partnership with a letter or resolution of commitment.
8. Partnership Strategy Leaders will evaluate and implement strategy actions utilizing their resources and those of other committed partners.

City Leaders



Partnership Leaders



APPENDIX G CONTAINS:

- Sample council resolution to be used by City Council to recognize and empower partners contributing resources to the Partnership.
- Sample letter and resolution of commitment that can be used by partners to formalize their support to the City.

Key

NT =

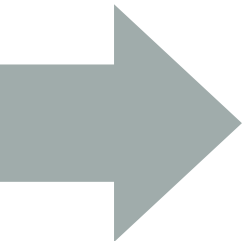
Near Term

(9 mo.)

LT =

Long Term

(+9 mo.)



Strategies + Leaders	Potential Partners and Resources	
<div>NT</div> <div>OC + City of Pontiac</div> <div>LT</div> <div>OC + City of Pontiac</div> <div>ADVANCE PRIORITY DEVELOPMENT AREAS</div>	<div> <ul style="list-style-type: none"> Oakland County EDCA City Of Pontiac Pontiac Planning Commission Oakland County Treasurer's Office Oakland County Health Downtown Pontiac Business Association Pontiac Chamber of Commerce Michigan Economic Development Corporation (MEDC) Michigan State Housing Development Authority (MSHDA) Michigan Department of Transportation (MDOT) Pontiac DPW Michigan Land Bank Oakland University Pontiac Schools </div> <div> <ul style="list-style-type: none"> Lighthouse of Oakland County Habitat for Humanity Grace Centers of Hope HRS Communities West Construction George W. Auch Construction CORE Partners RACER Trust Cunningham Limp Farbman Group Kirco Development Etkin Real Estate / Solutions Lee Industries </div>	
<div>NT</div> <div>M.P. Implementation</div> <div>LT</div> <div>Community Liaison (new)</div> <div>1. STRENGTHEN NEIGHBORHOOD ADVOCACY GROUPS</div>	<div> <ul style="list-style-type: none"> Pontiac Planning Commission Michigan State Housing Development Authority (MSHDA) Michigan Land Bank County Treasurer MSU Extension Oakland County Community & Home Improvement Habitat for Humanity Hope Hospitality & Warming Center Grace Centers of Hope Lighthouse </div> <div> <ul style="list-style-type: none"> Oakland Livingston Human Service Agency (OLHSA) Baldwin Center Pontiac Housing Commission Local Places of Worship Blight Authority Community Economic Development Association of Michigan (CEDAM) Michigan Municipal League (MML) Michigan Community Resources (MCR) Friends of Pontiac Parks Center for Community Progress </div>	
<div>NT</div> <div>TBD</div> <div>LT</div> <div>TBD</div> <div>2. DEVELOP A MARKETING PLAN</div>	<div> <ul style="list-style-type: none"> Pontiac Chamber of Commerce Pontiac Downtown Business Association Oakland County EDCA Marketing Pontiac Planning Commission CORE Partners West Construction </div> <div> <ul style="list-style-type: none"> Oakland University Michigan Economic Development Corporation (MEDC) McLaren Hospital St. Joseph Mercy Hospital Media </div>	
<div>NT</div> <div>TBD</div> <div>LT</div> <div>Deputy Mayor (new)</div> <div>3. GROW BUSINESS SUPPORT SERVICES</div>	<div> <ul style="list-style-type: none"> Pontiac Executive Office Pontiac Chamber of Commerce Pontiac Downtown Business Association Oakland County One Stop Shop Core Partners Michigan Economic Development Corporation (MEDC) Etkin </div> <div> <ul style="list-style-type: none"> Lee Industries General Motors McLaren St. Joseph Mercy Ultimate Soccer PNC Bank Genisys Neighboring jurisdictions </div>	
<div>NT</div> <div>TBD</div> <div>LT</div> <div>TBD</div> <div>4. EXPAND BUSINESS ENTREPRENEURIAL + INCUBATOR SERVICES</div>	<div> <ul style="list-style-type: none"> Pontiac Chamber of Commerce Pontiac City Council Pontiac Executive Office Pontiac Downtown Business Association Oakland County Business Development </div> <div> <ul style="list-style-type: none"> Michigan Economic Development Corporation (MEDC) OCC Economic Development and Workforce Area Foundations </div>	
<div>NT</div> <div>TBD</div> <div>LT</div> <div>City Arts Commission</div> <div>5. ESTABLISH AN ARTS COLLABORATIVE</div>	<div> <ul style="list-style-type: none"> City of Pontiac Arts Commission Oakland County Arts Gallery on the Boulevard Epiphany Glass Studios Pontiac Theatre IV Strand Theatre for the Performing Arts Symphony of the Lakes ARCADE Pontiac Menagerie (culinary arts) </div> <div> <ul style="list-style-type: none"> Creative Arts Center City Wide Choir Union Art Experience Pontiac Public Library Michigan School of the Arts Canvas Pontiac Men of Grace The Michigan Motion Picture Studios of Pontiac Michigan School for the Arts </div>	
<div>NT</div> <div>TBD</div> <div>LT</div> <div>TBD</div> <div>6. INCREASE ACCESS TO JOB SKILLS TRAINING</div>	<div> <ul style="list-style-type: none"> Oakland County Workforce Development OCC Economic Development and Workforce Oakland University OU Inc. Baker College OAK Tech Oakland County Michigan Works! </div> <div> <ul style="list-style-type: none"> Pontiac Schools Oakland Schools Dasi Solutions Pontiac JobLink Michigan Works! Service Center Goodwill Industries Community Ventures </div>	

SUMMARY OF PLAN GOALS AND RECOMMENDATIONS



PLAN PILLARS

The six plan pillars are derived from the market analysis (factual basis) and community feedback (first-hand knowledge and intuitive basis) and serve as the foundation of the Plan.



IMPROVE THE LOCAL QUALITY OF LIFE



PROMOTE DEVELOPMENT IN PRIORITY AREAS



ALIGN + EMPOWER THE IMPLEMENTERS



EDUCATE + DEVELOP THE WORKFORCE



ADVANCE STRATEGIC GROWTH AREAS



ENHANCE THE LOCAL BRAND + IMAGE

WHAT WE GROW

Thriving industries that can provide opportunities in Pontiac.

SKILLED TRADES



HEALTHCARE



ENTREPRENEURS



EDUCATION



ADVANCED MANUFACTURING



ARTS, CULTURE, + ENTERTAINMENT



DOWNTOWN

PRIVATE SECTOR CATALYST PROJECTS

- 5 N. Saginaw Street
- 12 N. Saginaw Street Strand Theatre
- 28 N. Saginaw Street
- 31 N. Saginaw Street
- 33 N. Saginaw Street
- 47 N. Saginaw Street
- 31 W. Huron Street
- 50 Wayne Street
- 40 Pike Street

MANUFACTURING, R&D SITES + CAMPUSES

- Center Point Campus Vanguard
- Undeveloped Manufacturing/R&D Sites
- RACER/Former RACER Trust Sites

GATEWAYS + CORRIDORS

- Baldwin Avenue
- Dixie Highway/Cesar Chavez
- Joslyn Avenue
- M 59/Huron
- Perry Street
- Woodward Avenue
- South Boulevard

PUBLIC/PRIVATE CATALYST PARTNERSHIPS

- Phoenix Center/southern downtown
- City Hall Site Redevelopment
- Pontiac Library/Community Center
- Public space/Interpretive Clinton River Daylighting

NEIGHBORHOODS

- School Properties
- Crystal Lake Peninsula

WHERE WE GROW

Priority development areas in Pontiac that have the potential to spark economic and social activity

HOW WE GROW STRATEGIES

A set of achievable projects that link the what and where we want to grow

- 1 STRENGTHEN NEIGHBORHOOD & ADVOCACY GROUPS
- 2 DEVELOP A MARKETING PLAN
- 3 GROW BUSINESS SUPPORT SERVICES
- 4 EXPAND BUSINESS ENTREPRENEURIAL + INCUBATOR SERVICES
- 5 ESTABLISH AN ARTS COLLABORATIVE
- 6 INCREASE ACCESS TO JOB SKILLS TRAINING



PRIORITY DEVELOPMENT AREA STRATEGIES

Potential Partners	Tools & Resources
<ul style="list-style-type: none"> • Oakland County EDCA • City Of Pontiac • Pontiac Planning Commission • Oakland County Treasurer's Office • Oakland County Health • Downtown Pontiac Business Association • Pontiac Chamber of Commerce • Michigan Economic Development Corporation (MEDC) • Michigan State Housing Development Authority (MSHDA) • Michigan Department of Transportation (MDOT) • Pontiac DPW • Michigan Land Bank • Oakland University • Pontiac Schools • Lighthouse of Oakland County • Habitat for Humanity • Grace Centers of Hope • HRS Communities • West Construction • George W. Auch Construction • CORE Partners • RACER Trust • Cunningham Limp • Farbman Group • Kirco Development • Etkin Real Estate / Solutions • Lee Industries 	<p>Appendix E - Vacant Property Toolbox</p> <p>Appendix F - Master Plan Entrepreneurial District</p> <p>Appendix H - Incentives and Financing Tools</p> <p>Appendix I - Redevelopment Ready Communities Best Practices</p> <p>Regional Transit Authority of Southeast Michigan: http://www.rtamichigan.org/</p> <p>Michigan Complete Streets Coalition: https://michigancompletestreets.wordpress.com/policy-center/</p> <p>Transportation for Michigan: http://trans4m.org/</p> <p>Downtown Pontiac Transportation Assessment: http://pontiaclivability.org/</p> <p>Healthy Pontiac, We Can!: http://www.healthypontiac.org/</p> <p>PASER overview: http://www.micountyroads.org/paser/What_is_PASER.pdf</p> <p>8 Mile Corridor Keeper Program: http://eightmile.org/corridor_keeper</p> <p>Transform Woodward: http://transformwoodward.com/</p> <p>Transform Woodward Complete Streets: http://transformwoodward.com/complete_streets/</p> <p>Woodward Avenue Rapid Transit Analysis: http://www.woodwardanalysis.com/</p> <p>Michigan Trails and Greenways Alliance: http://www.michigantrails.org/trails/great-lake-lake-trail</p> <p>Strand Theatre: http://www.strandtheatrepontiac.com/</p> <p>Daylighting Potential of the Clinton River Feasibility Study: http://michigan.uli.org/wp-content/uploads/sites/30/2012/10/Larson-Center-for-Leadership-Daylighting-Potential-of-the-Clinton-River.pdf</p> <p>Downtown Pontiac Business Association: http://www.pontiacdba.com/</p> <p>The Road Commission for Oakland County: http://www.rcocweb.org</p> <p>Michigan Department of Transportation: http://michigan.gov/mdot/</p> <p>RACER Trust: http://www.racertrust.org/</p>

Proposed Actions	
PDA #1	COMPLETE STREETS, TRANSIT AND NON-MOTORIZED TRANSPORTATION
1.1	Actively engage City elected and appointed officials with these initiatives and become familiar with the leading and participating organizations.
1.2	Raise awareness of these initiatives with residents and businesses throughout the City.
1.3	Communicate the importance of implementing these plans to state and federal elected officials.
1.4	Implement phase one of the Downtown Pontiac Transportation Assessment – conversion of one-way City streets to two-way.
1.5	Participate in the “Healthy Pontiac – We Can” complete streets study and adopt a complete streets ordinance.
PDA #2	NEIGHBORHOODS
2.1	Work with Strategy 1 partners to identify neighborhood needs and priorities.
2.2	Develop criteria (i.e. number of school aged children, owner occupancy, percent vacant lots) to target neighborhoods for housing non-profit and private developer investment.
2.3	Utilize City PASER neighborhood street condition assessment to guide public street improvements.
2.4	Work with owners of former school property to develop plans that support reinvestment and the goals of the surrounding neighborhoods.
PDA #3	DOWNTOWN
<i>Private Sector Catalyst Projects</i>	
3.1	Evaluate the benefits of establishing a DDA, PSD, or BID to support downtown management, infrastructure funding and business grant and loan programs.
3.2	Work with property owners to document their efforts to obtain project funding and quantify their funding and credit needs.
3.3	Seek grant support for projects where private investment has partnered with non-profit organizations.
3.4	Evaluate the feasibility of financial packages that combine traditional financing and tax credits, with MEDC, MSHDA, CEED, SBA 504 and foundation grant support.
3.5	Apply for a Revolving Loan Fund grant with foundation match support.
3.6	Develop and adopt a three-tiered incentive package that incorporates: Time (expedited reviews and approvals), Financial (reduced or waived fees and dues) and Service (building and site design assistance, tax credit application support).
3.7	Work with the Downtown Pontiac Business Association to establish a pop-up retail program to showcase available retail space, recruit new downtown businesses and attract foot traffic to the downtown.
<i>Public/Private Catalyst Partnerships</i>	
3.8	Identify stakeholders with interests in advancing these partnerships.
3.9	Work with City leaders, property owners and residents to determine project priority.
3.10	Seek consensus on the general course of action how to best proceed with evaluating project feasibility.
3.11	Where appropriate conduct feasibility studies that explore development options that consider public and private funding, return on investment, ownership, job creation, tax revenue generation, community benefits and placemaking.

Proposed Actions	
PDA #4 GATEWAYS AND CORRIDORS	
4.1	Evaluate the benefits of establishing a CIA to support corridor and gateway reinvestment.
4.2	Consider a “Corridor Keeper” program or other mechanism to communicate with property and business owners.
4.3	Work with the City, county and state road agencies to evaluate road condition, safety and capacity needs.
4.4	Evaluate private investment potential including job creation and tax revenue generation.
4.5	Determine infrastructure improvement needs and evaluate potential for economic development grant support.
4.6	Consider developing and adopting sub area corridor plans that address land use, landscaping, building facades, and needed regulatory changes.
PDA #5 MANUFACTURING, R&D SITES AND CAMPUSES	
5.1	Develop a mechanism to communicate with property and business owners.
5.2	Connect property and business owners with MEDC and Oakland County EDCA resources.
5.3	Meet with property and business owners to understand their needs and interest in growing their businesses and/or developing their property.
5.4	Work with owners or listing brokers to develop property profiles for distribution to potential investors.
5.5	Evaluate the potential of developing a shared marketing strategy for the sites and properties.
5.6	Update the City zoning ordinance to make it more flexible and reflect the intent of the City master plan’s entrepreneurial districts.



STRATEGY 1. STRENGTHEN NEIGHBORHOOD AND ADVOCACY GROUPS

Potential Partners	Tools & Resources
<ul style="list-style-type: none"> • Pontiac Planning Commission • Michigan State Housing Development Authority (MSHDA) • Michigan Land Bank • County Treasurer • MSU Extension • Oakland County Community & Home Improvement • Habitat for Humanity • Hope Hospitality & Warming Center • Grace Centers of Hope • Lighthouse • Oakland Livingston Human Service Agency (OLHSA) • Baldwin Center • Pontiac Housing Commission • Local Places of Worship • Blight Authority • Community Economic Development Association of Michigan (CEDAM) • Michigan Municipal League (MML) • Michigan Community Resources (MCR) • Friends of Pontiac Parks • Center for Community Progress 	Appendix H - Incentives & Financing Tools
Proposed Actions	
1.1	Update the contact list of existing leaders of neighborhood groups, as necessary
1.2	Coordinate and build from the work of the Master Plan Implementation Taskforce and Michigan Vacant Property Campaign.
1.3	Interview existing leaders to catalogue the current activities of neighborhood groups including when they meet, where they meet, and how they communicate with members. In addition, interview the existing leaders to gain an understanding of what is working well and what could help strengthen their efforts.
1.4	Based on the interviews with existing leaders, determine local best practices and areas of need.
1.5	Share best practices to help establish the organizational structure for the neighborhood groups, including the structure of the leadership team and rules for operation.
1.6	Clarify and communicate how neighborhood groups can interface with City Leadership to discuss concerns and report on activities.
1.7	Engage in a media campaign to raise awareness about neighborhood groups and the initiative to reinvigorate them as part of <i>Pontiac Moving Forward</i> .
1.8	Develop neighborhood group purpose statements to help clarify what the members of the neighborhood hope and expect to achieve through the group.
1.9	Set a regular meeting time and place and communicate these with neighbors through the partnership network, local media, and door-to-door efforts.
1.10	Define a list of small projects that can be relatively quickly achieved, such as trash clean-up and plantings
1.11	Define a list of larger projects that connect with the Master Plan and <i>Pontiac Moving Forward</i> that neighborhood groups can become involved with.
1.12	Set priorities based on the project lists developed.
1.13	Create neighborhood group project plans by breaking ideas down into a series of tasks. Assign volunteers.
1.14	Establish a mechanism for neighborhood groups to annually develop projects lists based on the Master Plan, <i>Pontiac Moving Forward</i> , and other local plans
1.15	Develop a meeting schedule so all neighborhood leadership meet semi-annually or annually to share information.

Action Key	Pillars			
GATHER INFORMATION				
DEVELOP + CHOOSE OPTIONS		ADVANCE STRATEGIC GROWTH AREAS	PROMOTE DEVELOPMENT IN PRIORITY AREAS	ALIGN + EMPOWER THE IMPLEMENTERS
TAKE ACTION				 IMPROVE THE LOCAL QUALITY OF LIFE

STRATEGY 2. DEVELOP A MARKETING PLAN

Potential Partners		Tools & Resources	
<ul style="list-style-type: none">• Pontiac Chamber of Commerce• Pontiac Downtown Business Association• Oakland County EDCA Marketing• Pontiac Planning Commission• CORE Partners• West Construction• Oakland University• Michigan Economic Development Corporation (MEDC)• McLaren Hospital• St. Joseph Mercy Hospital• Media		<p>Pure Michigan example of successful marketing campaign: website: http://www.michigan.org/, facebook: https://www.facebook.com/puremichigan, twitter: https://twitter.com/PureMichigan</p> <p>Entrepreneur guide on developing a marketing plan: http://www.entrepreneur.com/article/220148</p> <p>Forbes Creating a Successful Marketing Strategy article and white paper: http://www.forbes.com/sites/advisor/2013/04/17/creating-a-successful-marketing-strategy/, http://www.akadvisorypartners.com/files/Creating-a-Successful-Marketing-Strategy.pdf</p>	
Proposed Actions			
2.1	Utilize existing feedback from recent planning efforts to list the many assets of the City. Begin to characterize the positive attributes of the City in brief statements. Define key messages.		
2.2	Determine audience for various messages, i.e. Pontiac Schools, Chamber of Commerce, Residents, external audiences; determine best methods to reach that particular audience.		
2.3	Create an inventory of existing traditional and social media outlets that share stories about Pontiac to supply or populate these outlets with positive stories. Revive dormant media outlets such as @PositivePontiac on Twitter.		
2.4	Use listed assets as the foundation for a brand that highlights Pontiac's assets.		
2.5	Use listed assets and brand concept to work with the OU-Marketing & Communications and OU-Journalism Departments to establish a communication plan framework for the OU-Pontiac Partnership.		
2.6	Work with OU-Journalism to explore the possibility of hiring students through paid internships to work on developing stories/content and to assist with implementing the communication plan.		
2.7	Partner with anchor companies to spread information about the City to employees along with sharing success stories about these companies to the broader Pontiac community and beyond.		
2.8	Make strong utilization of newer media outlets, such as blogging and YouTube in addition to the City's website		

Action Key	Pillars			
GATHER INFORMATION				
DEVELOP + CHOOSE OPTIONS				
TAKE ACTION				
		ALIGN + EMPOWER THE IMPLEMENTERS	ENHANCE THE LOCAL BRAND + IMAGE	IMPROVE THE LOCAL QUALITY OF LIFE

STRATEGY 3. GROW BUSINESS SUPPORT SERVICES

Potential Partners	Tools & Resources
<ul style="list-style-type: none"> Pontiac Executive Office Pontiac Chamber of Commerce Pontiac Downtown Business Association Oakland County One Stop Shop Core Partners Michigan Economic Development Corporation (MEDC) Etkin Lee Industries General Motors McLaren St. Joseph Mercy Ultimate Soccer PNC Bank Genisys Neighboring jurisdictions 	<p>Appendix I: Redevelopment Ready Communities Report</p> <p>Advantage Oakland: http://www.advantageoakland.com/Pages/default.aspx</p> <p>Smallbizdaily Brand Ambassador article: http://www.smallbizdaily.com/14983/small-business-can-steal-market-share-brand-ambassador-program/</p> <p>Entergy's Office of Economic Development Business Retention and Expansion Guide: http://www.entergy-arkansas.com/content/economic_development/docs/Business_Retention_Expansion_Guidebook.pdf</p>
Proposed Actions	
3.1	Explore the resources and information that Advantage Oakland website provides.
3.2	Meet with representatives from Oakland County Economic Development and Community Affairs to discuss ways that the City of Pontiac can best utilize and connect with their business assistance programs.
3.3	Explore the services of the Michigan Economic Development Corporation and determine the best ways to connect with their programs.
3.4	Research studies and best practices of business ambassador, retention and expansion programs
3.5	Reexamine the fees, taxes, and simplicity of business development processes to help streamline this procedure. Explore the feasibility of a One-Stop-Shop model.
3.6	Identify second stage businesses in Pontiac that have potential for growth and employment generation.
3.7	Develop a plan for creating a City Community Economic Development Department. Include how this department connects with Oakland County and MEDC. Also address how the department serves as a business ambassador and administers business retention and expansion services.
3.8	Establish the City Community Economic Development Department.
3.9	Revise the fees, taxes, and procedures of business development processes.
3.10	Provide an orientation workshop to targeted second stage business explaining services of OSSBC (use a Pontiac venue for the workshop).
3.11	Work with Oakland County One Stop Shop Business Center to offer support to second stage businesses.
3.12	Longer term, explore options for different taxing authorities (DDA, PDS, BID) or other mechanisms to fund improvements in specific locations

Action Key	Pillars			
GATHER INFORMATION				
DEVELOP + CHOOSE OPTIONS		ADVANCE STRATEGIC GROWTH AREAS	PROMOTE DEVELOPMENT IN PRIORITY AREAS	ALIGN + EMPOWER THE IMPLEMENTERS
TAKE ACTION				 ENHANCE THE LOCAL BRAND + IMAGE

STRATEGY 4. EXPAND BUSINESS ENTREPRENEURIAL + INCUBATOR SERVICES

Potential Partners	Tools & Resources
<ul style="list-style-type: none"> Pontiac Chamber of Commerce Pontiac City Council Pontiac Executive Office Pontiac Downtown Business Association Oakland County Business Development Michigan Economic Development Corporation (MEDC) OCC Economic Development and Workforce Area Foundations 	<p>OUINC: http://wwwp.oakland.edu/ouinc/</p> <p>Michigan Business Incubator Association: http://www.michiganincubation.org/</p> <p>Entrepreneur article on Business Incubators: http://www.entrepreneur.com/article/52802</p> <p>MI CEED Small Business Loans: http://www.miceed.org</p> <p>Crowdfunding: http://www.crowdfundingmi.com</p>
Proposed Actions	
4.1	Meet with Oakland University and determine opportunities to connect with their business incubator/services.
4.2	Explore opportunities for a public/private partnership in developing an incubator.
4.3	Explore the potential to connect with the Goldman Sachs 10,000 Small Business Initiative.
4.4	Explore possible sites in Pontiac, such as the OCC building, to deliver incubator services.
4.5	Explore relationships with investors and financial institutions to offer favorable terms to business owners who participate in i2B.
4.6	Determine the best option for delivering incubator services to Pontiac.
4.7	Secure space, if necessary, and establish incubator program.
4.8	Market local incubator services.
4.9	Expand existing OU Ideas 2 Business (i2B) program to include 5-7 early stage Pontiac entrepreneurs. The i2B program is a student-centered, multidiscipline business program run by Oakland University School of Business Administration.
4.10	OU and Oakland County EDCA work cooperatively to advance the i2B program.
4.11	Offer business coaching and other similar programs in a Pontiac location.

Action Key	Pillars			
GATHER INFORMATION				
DEVELOP + CHOOSE OPTIONS		ADVANCE STRATEGIC GROWTH AREAS	PROMOTE DEVELOPMENT IN PRIORITY AREAS	ALIGN + EMPOWER THE IMPLEMENTERS
TAKE ACTION				
				ENHANCE THE LOCAL BRAND + IMAGE

STRATEGY 5. ESTABLISH AN ARTS COLLABORATIVE

Potential Partners	Tools & Resources
<ul style="list-style-type: none"> • City of Pontiac Arts Commission • Oakland County Arts • Gallery on the Boulevard • Epiphany Glass Studios • Pontiac Theatre IV • Strand Theatre for the Performing Arts • Symphony of the Lakes • ARCADE Pontiac • Menagerie (culinary arts) • Creative Arts Center • City Wide Choir Union • Art Experience • Pontiac Public Library • Michigan School of the Arts • Canvas Pontiac • Men of Grace • The Michigan Motion Picture Studios of Pontiac • Michigan School for the Arts 	<p>Appendix D - Incentives & Financing Tools: 15,16,17,18,19</p> <p>Artprize: http://www.artprize.org/</p> <p>Transcendental Arts Council Arts Collaborative: http://www.artscollaborative.com/</p>
Proposed Actions	
5.1	Explore the various models and determine what will work best locally as an organizational structure.
5.2	Identify and interview leaders in the local arts movement to gather their perspective on how an Arts Collaborative would best work in Pontiac.
5.3	Meet with representatives of the Creative Art Center to discuss ways to connect the Arts Center with a collaborative.
5.4	Reach out to Artprize in Grand Rapids to explore the possibility of a connection and to learn best practices.
5.5	Explore options for an Arts Collaborative location.
5.6	Explore funding options to establish an Arts Collaborative. The collaborative organizational structure and areas of focus may determine funding.
5.7	Develop a plan for establishing the Arts Collaborative.
5.8	Execute on the Arts Collaborative plan.

Action Key	Pillars		
GATHER INFORMATION			
DEVELOP + CHOOSE OPTIONS		ADVANCE STRATEGIC GROWTH AREAS	PROMOTE DEVELOPMENT IN PRIORITY AREAS
TAKE ACTION			 ALIGN + EMPOWER THE IMPLEMENTERS

STRATEGY 6. INCREASE ACCESS TO JOB SKILLS TRAINING PROGRAMS

Potential Partners		Tools & Resources
<ul style="list-style-type: none"> • Oakland County Workforce Development • OCC Economic Development and Workforce • Oakland University • OU Inc. • Baker College • OAK Tech • Oakland County Michigan Works! • Pontiac Schools • Oakland Schools • Dasi Solutions • Pontiac JobLink Michigan Works! Service Center • Goodwill Industries • Community Ventures 		<p>Appendix C: Workforce Support Programs</p> <p>Advantage Oakland: http://www.advantageoakland.com/Pages/default.aspx</p> <p>MichiganWorks!: http://michiganworks.org/</p> <p>Appendix D: Educational Opportunities Related to Target Industries</p>
Proposed Actions		
6.1	Explore the resources and information that Oakland County and other area workforce support programs provide.	
6.2	Connect with programs that provide assistance to structurally unemployed residents, such as those that have been previously incarcerated.	
6.3	Explore OU students serving as tutors for remedial courses.	
6.4	Explore OU professional and continuing education certification programs.	
6.5	Explore other models throughout the State (Grand Rapids Public School Parent University).	
6.6	Determine which programs are especially useful to Pontiac residents and employers and the various ways to share information about these programs.	
6.7	Share information about job skills training programs with Pontiac residents and employers.	
6.8	Engage with the Regional Transportation Authority, SMART, and other transit efforts to help increase transportation options for Pontiac residents to get to work.	
6.9	Build on program between Oakland University and Pontiac High School to offer pre-algebra to 7th and 8th grade students.	
6.10	Identify resources and support to reinstate transition consultants for middle school students.	
6.11	Encourage Pontiac school district to participate in a college readiness and success program.	
6.12	Sustain and advance the Advancement Via Individual Determination (AVID) program.	
6.13	Continue to train school district staff in AVID Data Evidenced Best Practices Strategies.	
6.14	Increase community service partnerships.	
6.15	Increase parental involvement.	
6.16	Create Saturday academies; provide academic enrichment programs for student participants throughout the school year. These take place on the campus of Oakland University for five consecutive weeks.	

Action Key	Pillar Key			
GATHER INFORMATION				
DEVELOP + CHOOSE OPTIONS		EDUCATE + DEVELOP THE WORKFORCE	ADVANCE STRATEGIC GROWTH AREAS	PROMOTE DEVELOPMENT IN PRIORITY AREAS
TAKE ACTION				 ALIGN + EMPOWER THE IMPLEMENTERS

APPENDIX

(In separate document)

