

**2001
Updated
Downtown
Development Plan
Pontiac, Michigan**

**Submitted to:
The City of Pontiac
June 2001**

Smith Group and THE CORRADINO GROUP



CITY OF PONTIAC MICHIGAN

MAYOR WALTER MOORE

June 2001

I am very pleased to be a part of a community that has always valued its downtown. The City of Pontiac and its Downtown Development Authority have refined the vision for the development and on-going revitalization of Downtown Pontiac. This vision is captured in the seven volumes of the 2001 Updated Downtown Development Plan that addresses all facets of creating a livable focal point for our community while establishing a comprehensive approach to generating new investment and the development of new businesses in our downtown.

Fundamental to this initiative has been a focus on the creation of realistic and financially viable development scenarios that are consistent with market conditions and forecasts. This plan also creates a compelling description of the promise our downtown holds: to become the true heart of our community. To assist us in defining these opportunities we called upon the SmithGroup as our advisors and drew together Stakeholder Committee that embodied the diversity and breadth of the entire City of Pontiac. The members of this committee interacted with our staff and consultants throughout the process of the plan's creation. During the course of this effort we have facilitated a number of public meetings and city council briefing in our ongoing effort to engage our whole community in this dialogue.

I am proud that our community continues to reach new heights in terms of the reputation Pontiac has earned as Oakland County's most unique downtown. Many of the recommendations embodied in these seven volumes are already being implemented and the targeted development opportunities are being pursued even as we release the plan document. The city, through its respective agencies and departments, has reviewed and is supportive of the recommendations contained within this plan.

Specific recommendations for design guidelines, land use, and property maintenance will be incorporated as part of future development agreements and reviewed for implementation by the appropriate commissions and agencies. The market and financial analysis and the corresponding targeted real estate development opportunities will be pursued by the Downtown and Development Authority and will include the participation of numerous other community development organizations and public agencies. Through these specific steps new real estate investment opportunities in the downtown will be brought to market over the next five years and into the future.

Together we have charted the course for an even more vibrant and exciting downtown in Pontiac and we are now moving forward to achieve the dream we share for our community!

Sincerely,

A handwritten signature in cursive script that reads "Walter Moore".

Walter Moore
Mayor



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1: Development Action Plan

The guiding principal in the creation of strategy for the ongoing redevelopment of Pontiac's downtown is creating an active and vital district that embodies a growing base of business enterprises and residential development. This downtown should have an active 24-hour a-day population and new development should leverage the existing assets present in the downtown which include:

- Prominent historic buildings and architecture
- Established institutional presence that brings economic and daytime population stability
- Telecommunications/information technology infrastructure
- Thriving entertainment venues
- Base of galleries and restaurants that draw patrons from throughout a broad trade area

While focusing on the many assets of the downtown area focused attention also needs to be directed at the relocation of incompatible uses from the downtown area and the targeted redevelopment of blighted properties, vacant buildings and significant properties that are currently idle or underutilized. Through the course of the redevelopment efforts in the downtown emphasis must be given to ensuring that the downtown area becomes more relevant to the citizens of Pontiac as a place to shop, live, and enjoy public events and open spaces. To this end a proactive effort to attract capable minority entrepreneurs to make investments in businesses located in the downtown will be an important element of the redevelopment initiative.

Downtowns along greater Detroit's Woodward corridor have been experiencing a resurgence unparalleled in fifty years. Sustained economic growth and Pontiac's location in the heart of Oakland County's affluence suggest that this may be a shining opportunity for Pontiac to be next in line for great things to happen downtown. A very important step that has been the precursor of success in other communities is the presence of youth, arts and culture. Pontiac has begun to attract these segments. Pontiac has to "arrive" as a place people want to be! Currently, it lies at a crossroads between having some attraction for the rest of the region, and little attraction for the local community. It must move from this position to become a successful downtown. It is up to the community leadership to take downtown Pontiac to the next level. Exciting downtowns don't "just happen," they are the result of many people pouring their lives into their businesses, homes and community where they believe there is a future.

Volume 2: Strategic Market Analysis

A comprehensive evaluation was undertaken of both the supply and demand characteristics of the market place that will define the potential for new development in downtown Pontiac. Significant resources were dedicated to the analysis of the retail market including analyses of traditional demographic data and the application of a market segmentation model to refine our understanding of the market and the potential for demand to support new retail development in downtown Pontiac. Essential to a complete understanding of the development potential is an understanding of the performance of the local real estate market and real estate price points associated with the commercial office, retail and housing sectors. Through the utilization of multiple analytic tools realistic predictions for market development opportunities have been developed and identified potential development targets for downtown Pontiac. There is strong evidence that Pontiac is at an important juncture with respect to the opportunities and catalysts in place to support significant new development in the downtown area. It is in fact the community's intuitive recognition of this fact that drove the decision to engage a consultant to update the downtown development plan.

This report can be utilized to provide very detailed and specific information to potential retailers proving the success of the downtown as a viable location from which to access segments of the surrounding trade area that bring significant disposable income. Further, this analysis can be used to target potential retailers and build an image for downtown Pontiac as a viable retail and technology related business location. Traditional wisdom suggests that communities cannot effectively recruit retailers, especially national retailers, because they conduct their own strategic site selection decision based on their analysis of the market. However, most communities have not utilized detailed market segmentation analysis to prove the success of an existing district in attracting customers. Pontiac faces a challenge to overcome a lack of image and presence on the list of potential sites that get considered when retailers start looking for sites. The information in this report can be used to support a campaign to improve the image of downtown Pontiac based on empirical analysis of customer transaction with existing businesses.

Volume 3: Land Use and Urban Design

This volume provides an update to the 1989 (adopted 1991) Downtown chapter of the Pontiac Comprehensive Plan prepared for the period extending to the year 2010 regarding land use and urban design characteristics and recommendations. As an update prepared in 2001, it recognizes valid concepts and ideas that were adopted in the earlier plan, and builds upon the earlier foundation to extend the downtown vision to 2020. This plan contains recommendations responding to market opportunities and urban design ideas that will help define and characterize a revitalized Pontiac core with all the excitement and vitality a community of its size, location and composition should enjoy.

Applying what has been learned through the interaction with the stakeholder committee, the inventory and analysis of various conditions and opportunities, and the application of guiding framework concepts yields a long term plan. Together, these key factors:

1. Framework Concepts
2. Architecture and Urban Design Guidelines
3. Market Realities
4. Political will and governance combine to have the greatest influence on the translation of the vision articulated in this plan into the future downtown Pontiac.

The land use plan is a tool to help outline the vision, and serves an important reference for both city officials and prospective developers interested in participating in downtown redevelopment. It articulates the assembled vision of:

1. An active, vital and walkable, condensed mixed use core of retail, restaurant, entertainment, office, technology, service and loft residential uses.
2. A reinforced grid block pattern of human scale that is easily understood and navigated by pedestrians.
3. The combination of historic structure reuse and new construction infill that reflects a unique character established over decades of growth and change.
4. Beautiful streetscapes, civic spaces, open and green places that contribute to and complement an attractive downtown district.
5. Exposing and restoring the Clinton River through the downtown as an important natural feature of the community and a contributing element to civic pride.
6. A traffic circulation system that serves regional commuters on Woodward Boulevard (and M-59) rather than a loop that isolates the downtown.
7. Reclaiming a large section of the Woodward Loop for a Clinton River Parkway that connects the civic complex and community to the downtown.
8. A district parking system that combines several parking structures with on-street parking into a shared resource to serve areas rather than individual buildings.
9. Complementary land uses around the core that support a sustainable downtown future including housing, commercial, office and institutions.
10. Attractive gateway entrances to the downtown that calm traffic and announce welcome to both visitors and residents.

The urban design section of the report translates the planning concepts and recommendations into a series of character zones and associated guidelines. This approach provides a concise reference that will help both the City and interested developers to work together with a common understanding of critical design aspects that can shape the future appearance and function of the downtown district. This section is designed for use by the

Mayor and Council members, Planning Commissioners and staff, and Building Department officials, as well as widespread distribution to prospective developers to convey the desires of the City. One of the goals of this document is reducing many wasted hours by developers and unnecessary arguments between the community and interested investors. It will increase developer confidence about the protection of their investment, once implemented, and its relationship to the rest of the downtown district.

Highlights of the Urban Design Section recommendations:

- Downtown Pontiac should be organized into five “character zones”; Downtown Core, Regional Gateway, Clinton River Parkway, Lafayette and Neighborhood.
- The Downtown Core Zone builds from existing Saginaw Street character; three to four story infill with retail/restaurant/entertainment ground floor uses, office and loft residential above, and the highest level of pedestrian streetscape amenities.
- The Regional Gateway Zone is focused on regional needs and scale; development is generally taller than in the Downtown Core and uses are oriented to the needs of commuters. Architectural elements are used to emphasize Woodward entries into downtown.
- The Clinton River Parkway Zone showcases an exposed and restored Clinton River and newly created civic space. This civic space should be flanked by Live-Work units and offices with an historic urban industrial loft character.
- The Neighborhood Zone preserves and strengthens existing residential, stabilizes existing neighborhoods with strategic infill, and introduces a series of new neighborhood scaled parks.
- All downtown uses, massing, streetscape, architectural detailing, etc. should be regulated by “character zone” specific guidelines.

Volume 4: Blight and Nuisance Abatement

This volume examines the ongoing problem of blight and nuisance abatement in Pontiac’s downtown and commercial corridors. It is an important issue because the general appearance of districts forms first and lasting impressions about a community. While many positive improvements are occurring, persistent and latent blighted elements negatively impact investment, financing and property value decisions. Conversely, a vibrant downtown district and well-kept neighborhoods are contagious. Everyone wants to be part of their success and share in their excitement. Crafting the right mix of laws, incentives, encouragement and enforcement is a balancing act that community leaders must use to formulate the right approach to addressing this complicated problem.

This volume of the downtown plan contains five parts:

- a. Necessary Structural Changes
- b. Blight and Nuisance Ordinance Recommendations
- c. Guidelines, Design Assistance and Commercial Rehabilitation
- d. Land Use Organization and Relationships
- e. Aggressive Community Policing and Community Involvement

When combined, these parts provide a strategy driven by enforcement, design, planning and community cooperation. Taken together, these parts provide a framework that distributes the burden of blight and nuisance abatement between appropriate city departments and business and community organizations. This creates a much broader accountability structure, making an otherwise daunting task (left to local building and law enforcement officials), a more manageable community involvement process.

Volume 5: Parking Analysis

The parking plan has as its objective to ensure that adequate parking would be available to support the land uses identified in this downtown redevelopment plan. There are over 2,000 public parking spaces in surface lots available in downtown Pontiac. In a recent survey there were fewer than 600 vehicles using these spaces in early afternoon. Overall only 29 percent of the public surface lot spaces were occupied. None of the surface lots observed during the survey had capacity problems. Only one of the public lots was over 57 percent full. The primary recommendation of this study is that parking structures be built to provide for parking needs and that surface parking be discouraged. Developable land in downtown Pontiac will be at a premium as this plan begins to take effect. The parking needs should be provided within easy walking distance (600') of downtown attractions and each of the "districts" identified in this plan should have adequate parking within its district boundaries.

Volume 6: Traffic Circulations

The traffic plan has as its objectives to:

1. Reduce the speed of traffic on Woodward and permit better visibility of downtown and easier entrance into downtown.
2. Reduce the speed of traffic on Huron between East Woodward and West Woodward to permit better pedestrian crossings and to permit better visibility of the downtown area.
3. To provide the best possible traffic circulation within the downtown area as recommended changes are implemented.

4. To improve the westbound movement of M-59 from East Woodward to Saginaw which currently requires two 90° turns.

The single most important traffic change that could be made is to convert Woodward from one-way to two-way throughout the entire loop. This change can be expected to cost more than \$4 million. The addition of 100' right turn lanes to northbound West Woodward at Pike and Huron will also impact the development of adjacent parcels but will be necessary to permit entry into the core downtown area without creating even more delay on Woodward.

Volume 7: Implementation Plan

The purpose of the implementation plan is to provide a detailed description of the specific steps that need to be taken to transform the concepts and ideas articulated in this plan into actual developments. This section is divided into six parts:

1. **Development Strategies** – Provides an overview of the approach to promoting new business investments in the downtown and the criteria for directing future public investment.
2. **Short-Term Development Opportunities** – Identifies key development opportunities within the next five years that are supported by existing market conditions. This section describes in depth a development vision for specific sites and a pro forma financial analysis of a market based approach to defining the near development potential for each site.
3. **Mid-Term Development Opportunities** – Focuses on a five to ten year time frame and makes projections about development sites and uses for which planning and investment should begin now with the anticipation of future development in the next ten years.
4. **Long-Term Development Opportunities** – Describes future development opportunities beyond the ten-year horizon that are driven by longer-term community goals and objectives. These developments will build on the base of investment projected in the short and mid-term development phases that will result in improved property values and market opportunities. These projected investments over the next ten years set the stage for the achievement of the long-term vision articulated in this section of the implementation plan.
5. **Program Recommendations and Organizational Roles** – Reviews current organizational capacity to implement the program of work required to implement the development strategies identified in the plan. This section takes a broad view of the program initiatives needed in addition to fundamental, sound real estate development practices, for a comprehensive approach to business promotion and economic revitalization.

6. In Depth Review of Proposed Streetscape Improvements in the Downtown Core – This section reviews the proposed streetscape improvements for which funding has currently been identified, and makes implementation recommendations for these physical improvements to ensure continuity between the final form of these improvements and the objectives identified in the Downtown Development Plan.

2: Strategic Market Analysis

Our analysis made a comprehensive evaluation of both the supply and demand characteristics of the market place that will define the potential for new development in downtown Pontiac. Significant resources were dedicated to the analysis the retail market including analyses of traditional demographic data and the application of a market segmentation model to refine our understanding of the market and the potential for demand to support new retail development in downtown Pontiac. Essential to a complete understanding of the development potential is an understanding of the performance of the local real estate market and real estate price points associated with the commercial office, retail and housing sectors. Through the utilization of multiple analytic tools we have prepared realistic predictions for market development opportunities and identified potential development targets for downtown Pontiac. The following analysis has been organized into three major sections:

- Market Demographics and Retail Market Development Potential
- Real Estate Market Characteristics
- Target Market Niches and Business Development Targets

Market Demographics and Retail Market Development Potential

- Methodology
- Demographic Analysis
- Market Segmentation Analysis
- Characteristics of the Daytime Population
- Comparison to Surrounding Markets

Methodology

The analytic approach to understanding the characteristics of the retail market focused on four key elements, each of which is described in detail below:

- Socioeconomic and Demographic Statistics
- Market Segmentation Data
- Trade Area Definition
- Competitive Environment

1. Socioeconomic and Demographic Statistics

The analysis provided in this plan includes a comprehensive array of variables which have been collected for Pontiac, nearby communities and the Detroit MSA as a whole. Our analysis also included retail

shopping hubs and downtown districts in nearby communities. These data provides a common metric for evaluating these markets and defining both supply and demand within the downtown Pontiac trade area, as compared to other markets. This approach was driven by the goal of defining the type and quantity of new development that can be reasonably supported within Pontiac's downtown over time.

2. Market Segmentation Data

Businesses from downtown Pontiac supplied transaction information from which we were able to identify and geographically coded the home addresses of households that conducted a sales transaction in downtown Pontiac in the past year. Participating businesses included Gallery XVIII, The Henk Studio, Inc., Pike Street Restaurant, and Uzelac Gallery. As described above the customer information provided by these businesses was utilized to identify specific households, these households were then in turn geo-coded at the "zip code +4" level, any address that could not be coded at this geographic level, which is representative of 4 to 12 households, were excluded.

Businesses that participated by providing customer data were thought to represent target customer niches that would have the greatest potential to support new retail and hospitality developments in the downtown area. The goal of the analysis was not to broadly describe the customer base of each and every business or commercial enterprise currently located in the downtown area, but rather to collect data that would help potential developers and investors to objective discern the viability of the downtown as a potential site location. In particular the analysis is intended to evaluate the extent to which the downtown affords good access to those market segments on which future business developments will be dependent. The businesses providing data for the analysis are well established and have proven viability in the downtown area, and represent a range of customers within those segments where there are higher levels of disposable income. Access to these market segments is characteristic of the type of future development the community hopes to attract to revitalize its downtown.

This resulted in a list of 2,450 households within which 262 households were duplicates, for a net base of 2,188 customer transactions that were tracked for the purpose of this analysis.

For each of the 2,188 households we obtained cross-referenced detailed demographic profiles that included what are commonly referred to as "psychographic" data. The correlation of this data creates a profile of retail shopping behavior across all retail sectors for these households and adds significant predictive reliability and validity to the process of targeting potential retail uses within downtown Pontiac's market trade area (see trade area definition below). The characteristics of these cross-referenced demographic and psychographic profiles create clusters of households, or "market segments" that share common characteristics and, based on a national tracking of buying behavior, have demonstrated different propensities with respect to their retail purchases.

The market segmentation model organizes every household in the US into one of fifty unique categories. This segmentation system was developed by Microvision. The system integrates behavioral, demographic and buying behaviors into clusters of households that are consistent with respect to these variables. These clusters or market segments are consistent across the country and as such cut across regional variations to describe retail buying behavior in a manner that robust across all segments of the retail industry. The market segmentation model is predictive of the general buying behavior of households within a segment and not necessarily descriptive of the behavior of specific households. With a sample size of 2,000 transactions drawn from multiple businesses within the downtown the sampling error estimate should be relatively small and the segmentation model will produce reliable descriptions of market demand within the trade area. If the frequency with which a particular segment is represented in a given geographic area is higher than the national average distribution within this segment, then that location becomes more attractive to those retailers targeting that market segment.

3. Trade Area Definition

We defined the geographic boundaries of both the immediately adjacent trade area and the trade area within which 75% of the sampled customer transactions (described above) are comprised. This allowed us to focus our analysis on the collection and analysis of that information which is the most meaningful for determining the future retail development potential within the downtown. The shape of the trade was determined based on actual traffic data, travel times, speed limits, geographic barriers and road configurations. As such, the trade area as reflected is a complex polygon that extends first along major transportation corridors where higher volumes of traffic move at faster speeds than on adjacent secondary streets. Figure 2-1 provides a map of the major transportation corridors for Pontiac and the surrounding area, along with recent average daily traffic volumes. These traffic counts along with the physical configuration of the roadways helped define the trade area.

Downtown Pontiac's trade area is the area within an 18 minute travel time. This area is larger than would have been predicted for comparable downtown shopping districts, which would typically be 10 to 12 minutes to capture a comparable share of the market. The trade area analysis also considers the characteristics of the market within the immediately adjacent area surrounding the downtown for which downtown businesses provide the highest level of convenience. This area is defined as being within a 5 minute travel time from downtown. As described above, drive time information was utilized in defining the geographic shape of this area. The table on the following page depicts the Woodward Loop defining the Pontiac Central Business District, the five minute trade area, and the eighteen-minute trade area.

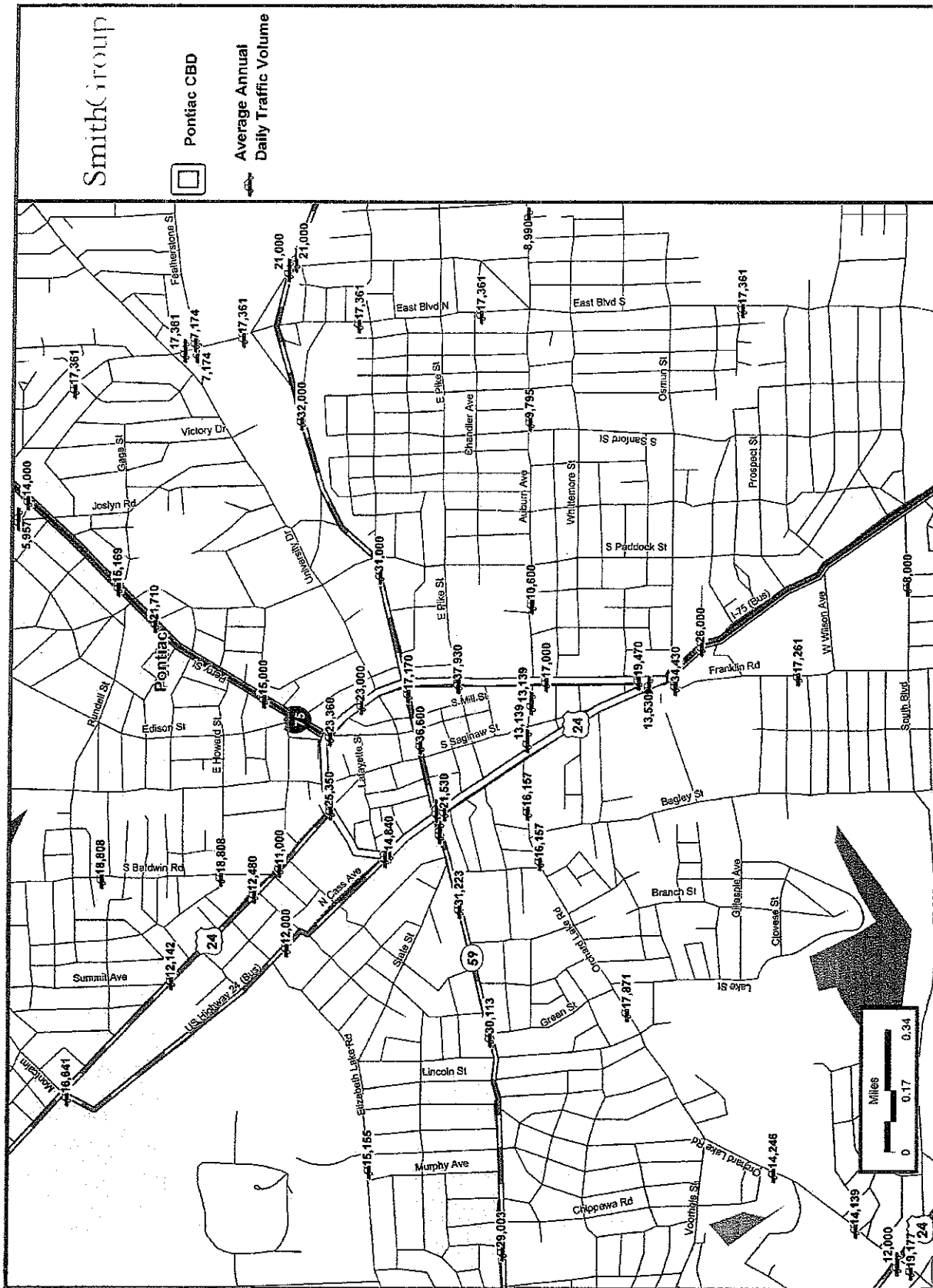


Figure 2-1: Major Transportation Corridors for Pontiac and Surrounding Area and Recent Average Daily Traffic Volumes

The demographic information compiled for the five-minute trade area also supports the market analysis being conducted by the consultant as part of the engagement to prepare a development framework plan for the Auburn/Orchard Lake Corridor. The 5 minute trade area is a commonly used heuristic to define opportunities for convenience related retail development potential for a given location and as a method for defining an area within which to compare difference in daytime and evening population differences.

Trade Area Analysis

The size of the area is defined actual customer transactions and because the area is larger than would typically be expected there are several inferences that can be made. First, the base of existing businesses in downtown Pontiac have demonstrated, via this analysis, their success in drawing customers from significant distance to patronize these enterprises. The market as a whole is known to be very mobile and this fact is further demonstrated by this analysis. The success of these businesses in drawing this base of patrons has, however, gone substantially unrecognized. The configuration of the trade area shows penetration into locations with significant competing retail. Taken together, the demonstrated ability of these businesses to draw patrons from a larger than expected trade area bodes well for the opportunity to attract new businesses into the downtown. Proximity to successful businesses that are a proven draw should enhance the attractiveness of downtown Pontiac as a retail location. Figure 2-2 provides a color coded map depicting the configuration of the five and 18 minute trade areas, overlaid on a street base map.

4. Competitive Environment

A comparison of competing retail establishments within the market trade area was also completed as part of the analysis and included both regional shopping malls, shopping centers and smaller retail development clusters located in close proximity to downtown Pontiac. In particular shopping developments along Telegraph Road on Pontiac's western border and various developments in Auburn Hills, Rochester and Rochester Hills were catalogued by SmithGroup. Other centers were identified based on research data available through the National Research Bureau Shopping Center Database. These centers were categorized by size and their location was plotted in conjunction with the description of the market trade area for downtown. In total these developments are tapping an array of market targets some of which are clearly drawing patronage from the same market segments that represent the best targets for new development in downtown Pontiac. Specific development targets will be discussed as part of the conclusion.

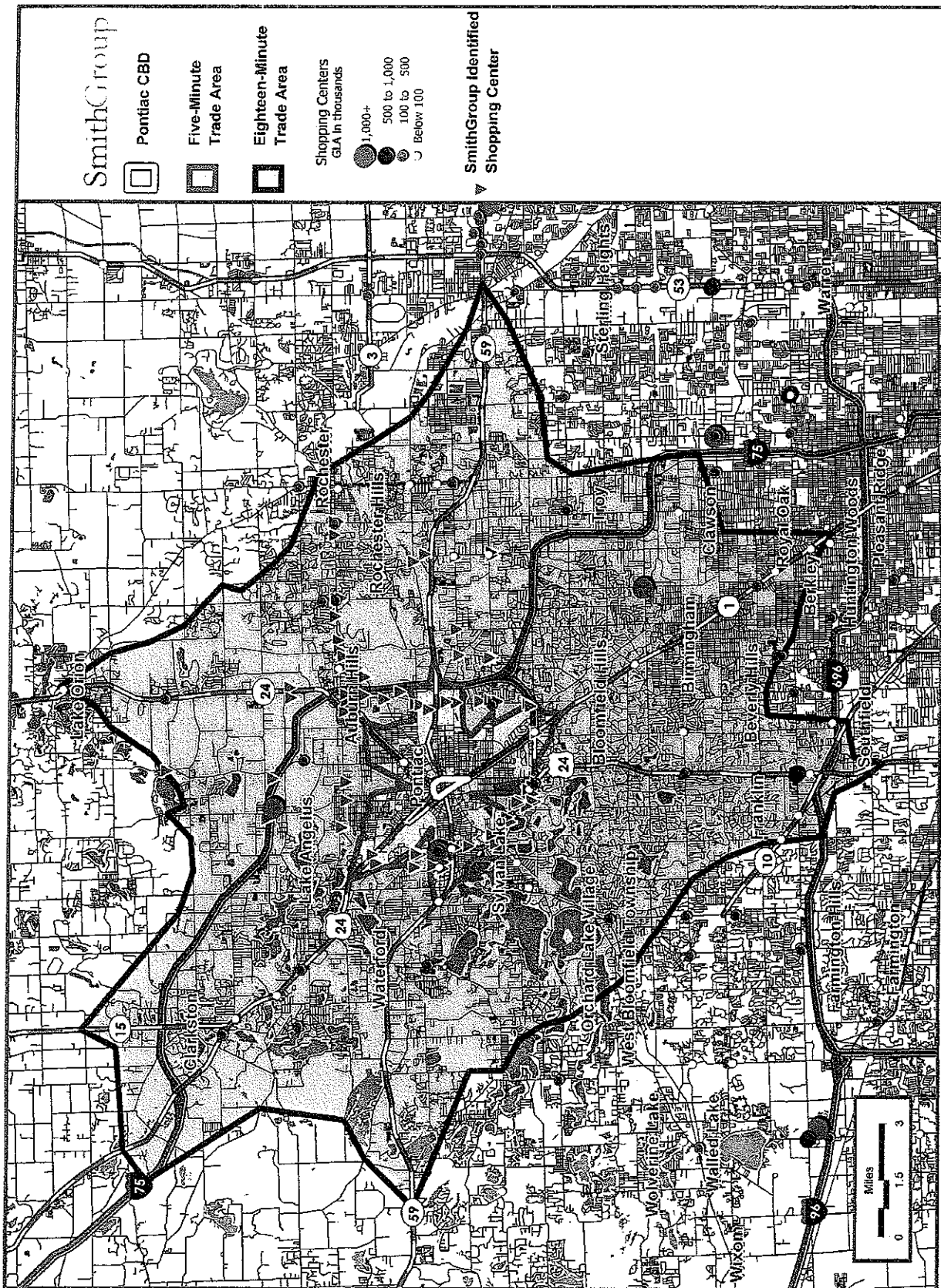


Figure 2-2: 5- and 18-minute Trade Areas

Demographic Analysis

Our analysis considered a comprehensive array of demographic variables to understand the characteristics of the local market. These demographic statistics were sampled based on the complex, irregularly shaped geographic boundary defining the 5-minute and 18-minute trade area. The methodology for determining these trade areas is based on travel times and is described in greater detail above. Trade area demographics were also compiled for the trade areas surrounding Birmingham Rochester and Royal Oak additional demographic sampling methodologies that are defined by political subdivision boundaries have also been included for comparison purposes relative to the defined trade area. Specifically, comparison data was compiled for the 5 and 18-minute trade area in relation to the same data for the City of Detroit and the Detroit MSA as a whole. In addition, comparison data was also included for the cities of Pontiac, Birmingham, Royal Oak and Rochester.

Our analysis includes a comparison of historical and projected changes in the base of population, age, income and education levels. Households were categorized by type and individual marital and family status, occupation and housing type.

Population

The population of the 18-minute trade area has shown significant growth over the past two decades and is currently (Year 2000) estimated to be at 529,685, with additional growth projected by 2005 that bring the population to approximately 539,046. Growth from 1980 to the current estimated level of population in 2000 was approximately 64,459 people, an annualized growth rate of about 0.7%. The five-minute trade immediately surrounding the downtown area has shown some population decline from 1980 to 1990. Figure 2-3 on the following page depicts current population by Census Block Group along with the perimeter of the five and eighteen minute trade areas. Figure 2-4 depicts the projected population change over the next five years by Census Block Group. Current community development efforts throughout the core neighborhoods surrounding the downtown along with several planned in-fill housing projects will stabilize and increase the population, and are anticipated to raise the average income characteristics of these areas as well. Over this same time period the Detroit MSA as a whole grew only 0.001% per year on average, or about 98,548 people since 1980. In addition to the trade area surrounding Pontiac, and the Rochester trade area also demonstrated growth from 1980 to 1990 and from 1990 to 2000. The growth in the Rochester trade area is projected be approximately 9,700 people or about 4% over the next five years.

Trade Area Population	5-Minute	18-Minute	Detroit City	Detroit MSA
2005 Projection	60,012	539,046	905,660	4,517,587
2000 Estimate	61,534	529,685	950,017	4,486,331
1990 Census	64,580	492,388	1,027,381	4,266,654
1980 Census	70,022	465,266	1,197,258	4,387,783
Growth 1980 - 1990	-7.77%	5.83%	-14.19%	-2.76%

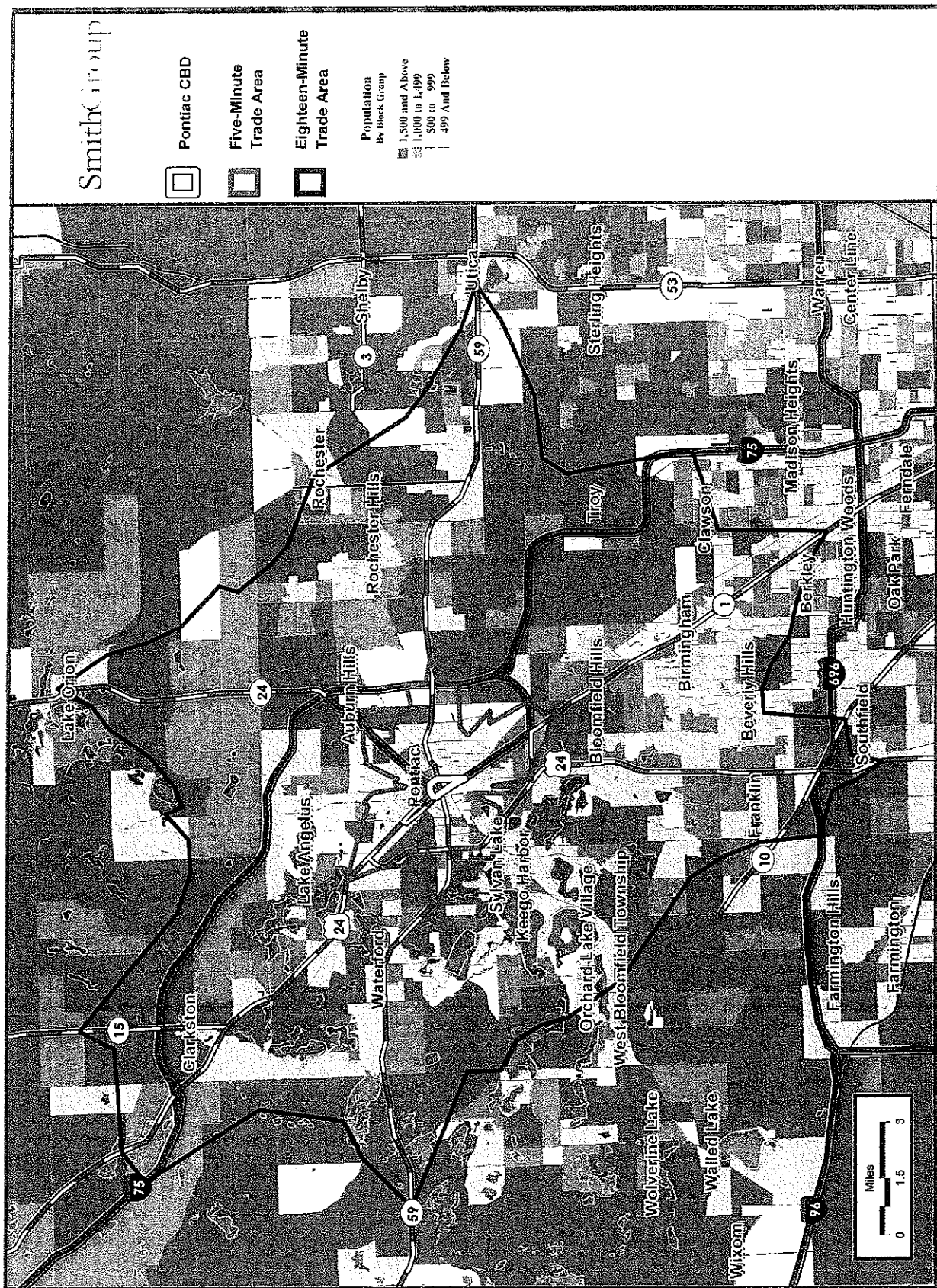


Figure 2-3: Current Population by Census Block Group and 5- and 18-minute Trade Areas

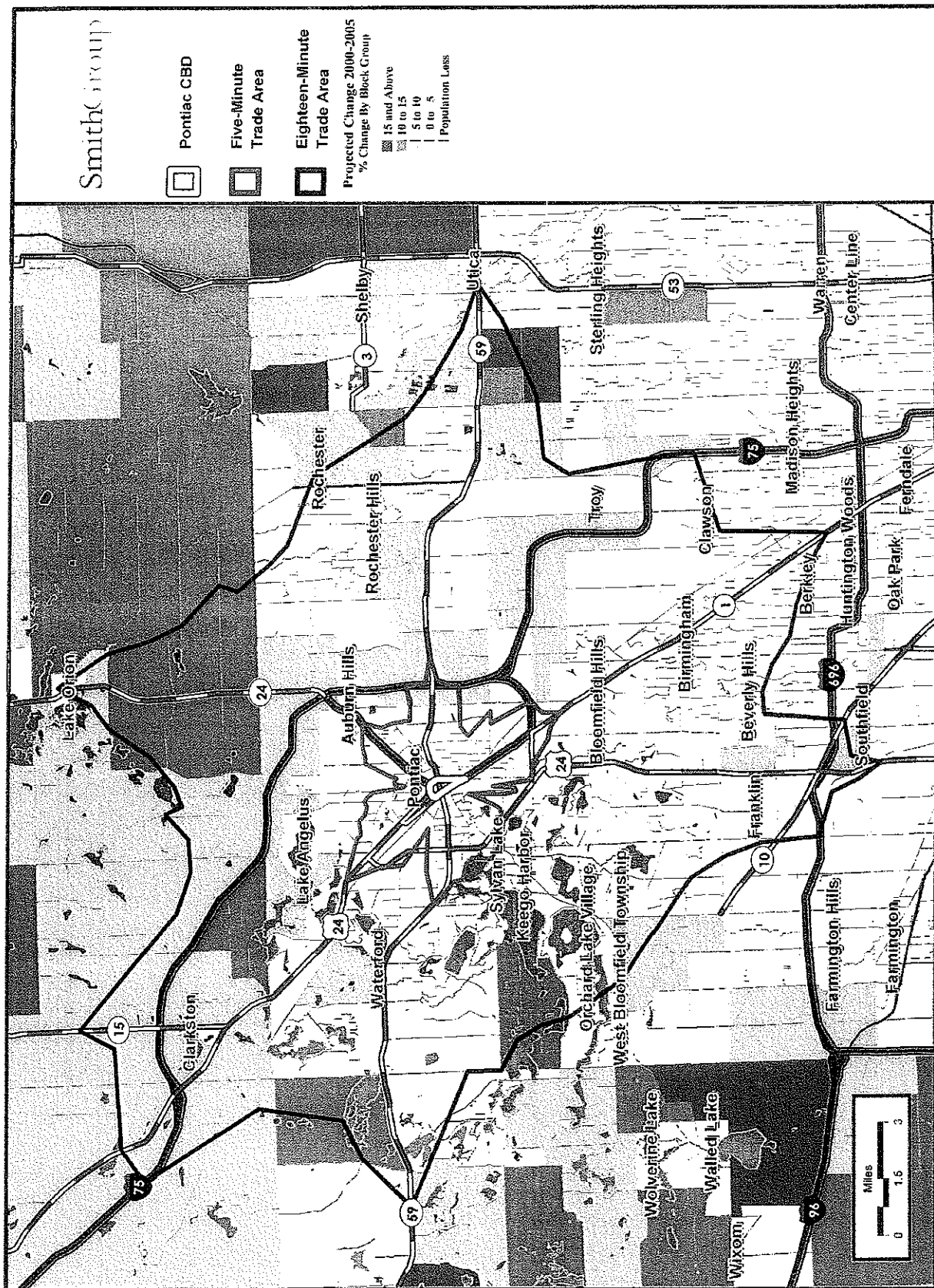
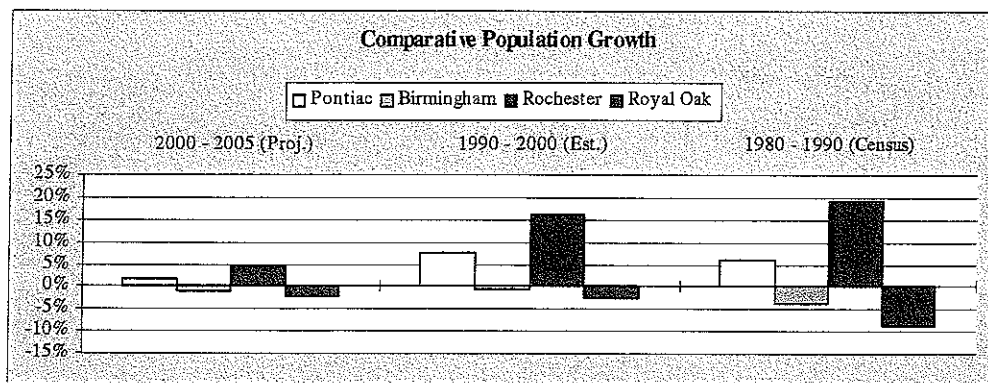
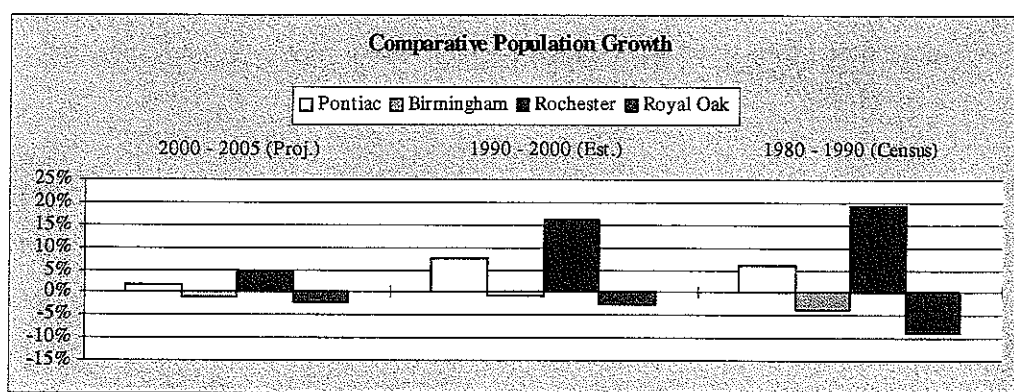


Figure 2-4: Projected Population Change Over the Next Five Years by Census Block Group



Over this same time period the Detroit MSA as a whole grew only 0.001% per year on average, or about 98,548 people since 1980. In addition to the trade area surrounding Pontiac, and the Rochester trade area also demonstrated growth from 1980 to 1990 and from 1990 to 2000. The growth in the Rochester trade area is projected be approximately 9,700 people or about 4% over the next five years

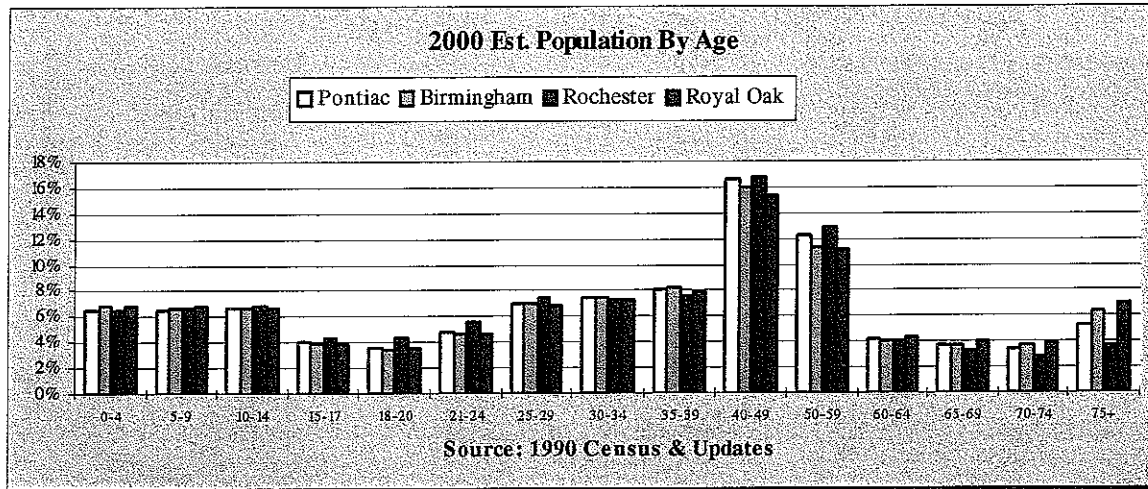
Trade Area Population	Pontiac	Birmingham	Rochester	Royal Oak
2005 Projection	539,046	690,996	242,199	814,320
2000 Estimate	529,685	698,627	232,249	830,878
1980 Census	465,266	731,258	168,203	933,947
Growth 1980 - 1990	5.83%	-3.93%	19.13%	-8.79%



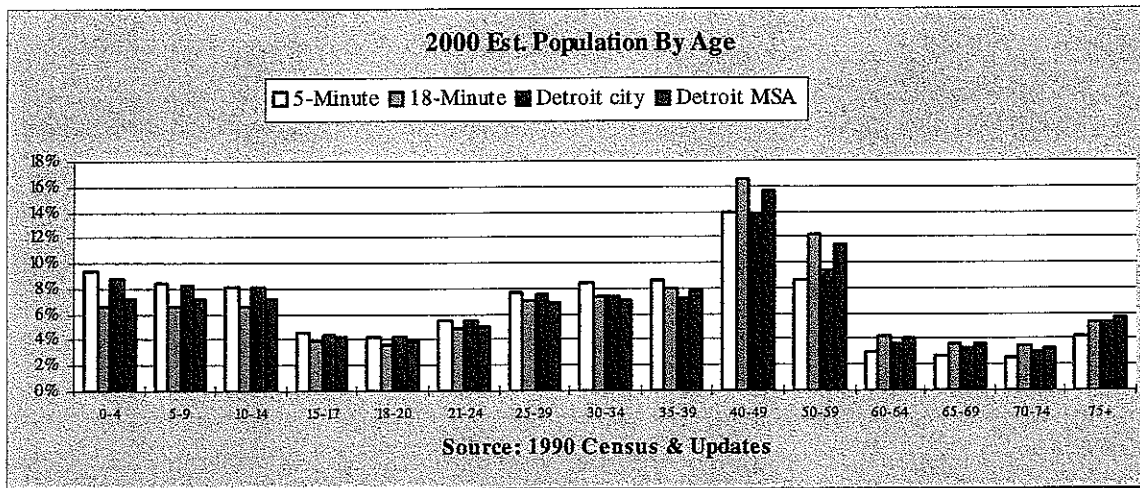
Age

While there are variations in the way in which the population base has changed within the respective trade areas of downtown Pontiac and the other three downtown shopping districts (Birmingham, Rochester, and Royal Oak) these trade areas are generally consistent with respect to the average age of people within each trade area and within respect to the general distribution of people by age group across these trade areas.

This trend is reflected in the chart below. The average age of people within each of these four downtown trade areas is between 36 and 37 years of age. There is a higher proportion of people over forty with a significant cluster of people between age 40 and 60, the prime earning years.

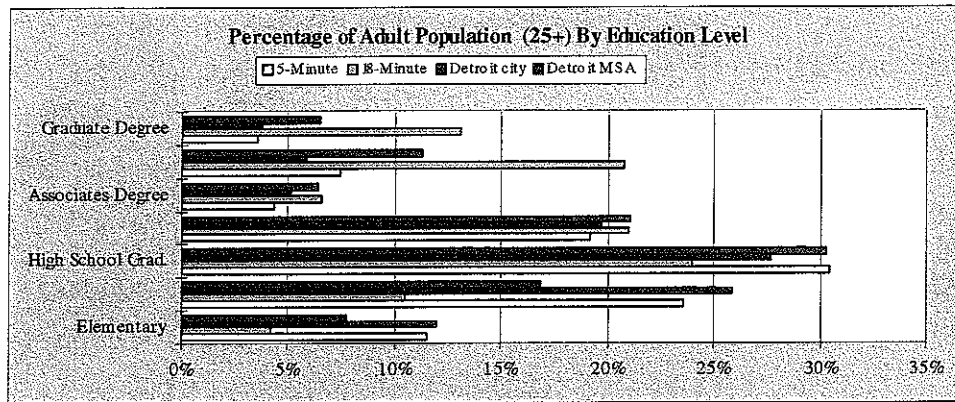


By contrast there are some more significant differences noted between the 5-minute and 18-minute trade area. The average of the population within the 5-minute trade area is younger than the 18-minute trade area and by extension younger than the population in trade areas of surrounding communities. In general the 5-minute trade area is more like the surrounding regional MSA, though with a somewhat smaller distribution of individuals over age 40.

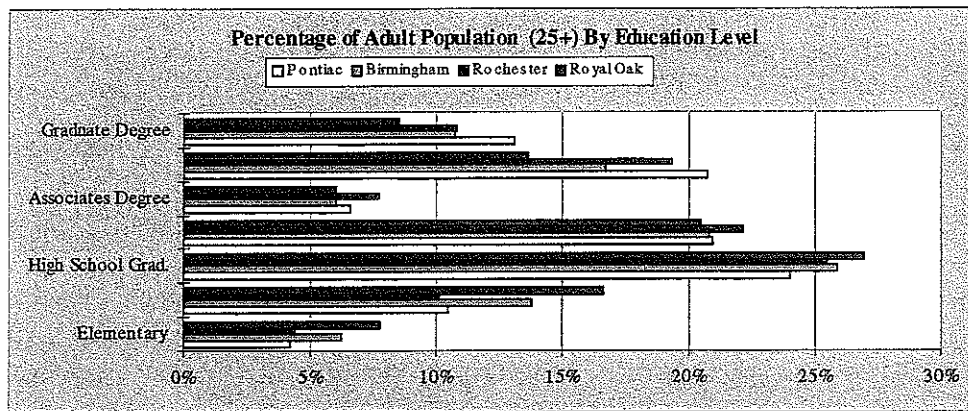


Education Levels

There are significant differences in the level of educational attainment between the 5-minute and 18-minute trade area within the population of people over the age of 25. While it is the case that the 18-minute trade area for downtown Pontiac shares portions of its population with each of the other three comparison trade areas, accounting for some of the similarities in age distribution described above, it is compelling to note that the trade area configuration captures a population that is very highly educated, not only in comparison to the larger regional MSA, but by comparison is more highly educated than the population comprising any of the comparison trade areas for surrounding downtowns.



In light of this trade area characteristic it is again important to note that the configuration of the irregularly shaped trade area surrounding downtown Pontiac has been empirically determined by tracking customer transactions and travel times to this location. Each of the comparison trade areas exhibits a higher level of educational attainment than the regional MSA as a whole. This makes the fact that the population within the Pontiac trade area exhibits and even higher level education than other surrounding areas all the more important to understanding the opportunities for new development that this market will drive.

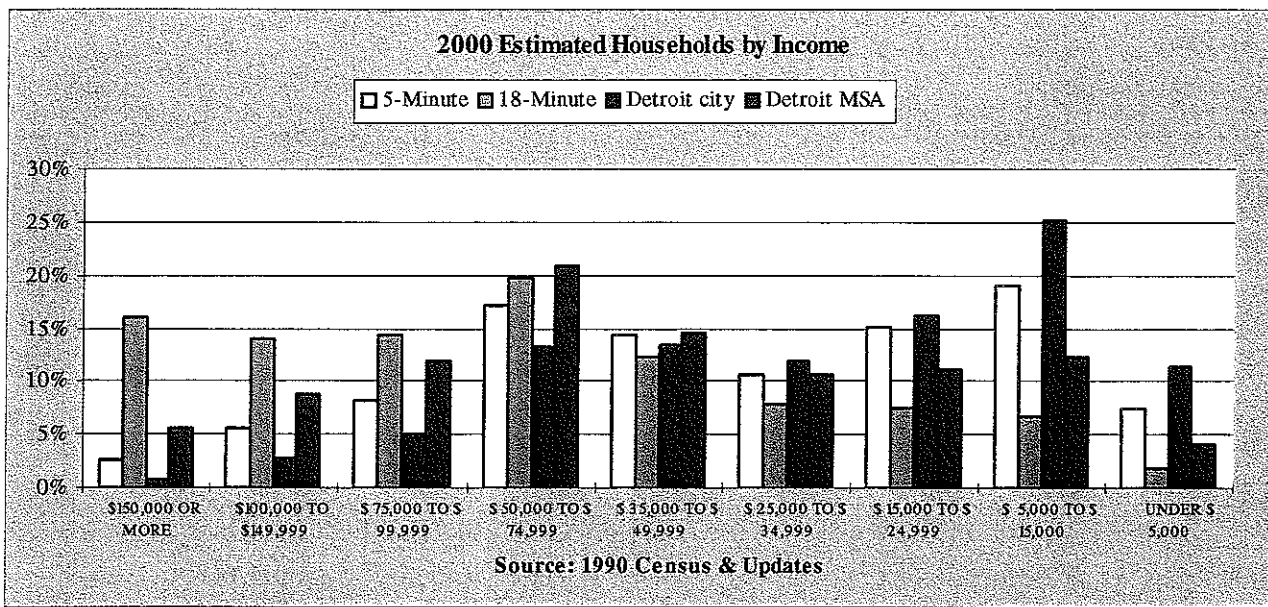


Specifically, the Pontiac trade area has 61% of its population who have attended some college compared to Rochester (60%), Birmingham (54%), and Royal Oak (49%) within the population of people over the age of 25. Pontiac's trade area has a population of people of whom 40% have bachelors degree's compared to Rochester (38%), Birmingham (33%), Royal Oak (28%) within the population of people over the age of 25.

Household Income

Households within the Pontiac 18-minute trade area generally have significant higher income by comparison to both the broader MSA, and to those households comprising the trade areas of surrounding downtowns, based on the most recent estimates for 2000 (see Figure 2-5). The household income levels within the 5-minute trade are generally more typical of the broader MSA though somewhat lower, and are considerably higher than household incomes within the City of Detroit

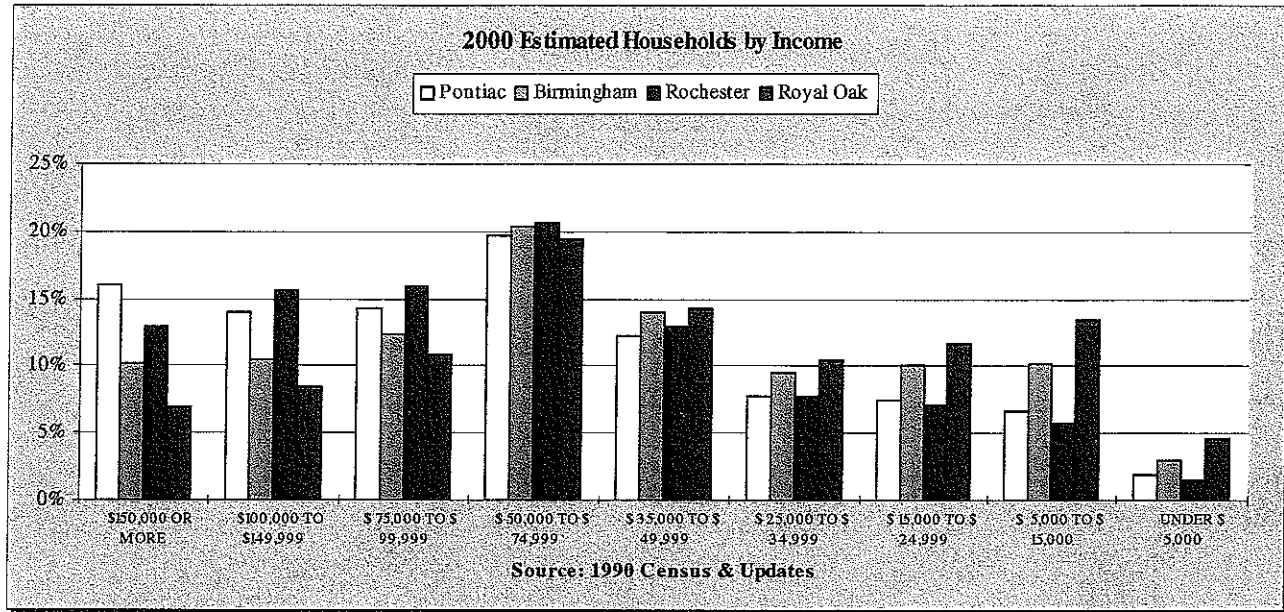
Trade Area Income	5-Minute	18-Minute	Detroit City	Detroit MSA
2000 Est. Average HH Income	\$ 45,597	\$ 97,533	\$ 33,839	\$ 62,257
2000 Est. Median HH Income	\$ 32,999	\$ 67,783	\$ 23,324	\$ 47,048
2000 Est. Income Per Capita	\$ 17,236	\$ 39,077	\$ 12,537	\$ 23,902



Oakland County as a whole is frequently touted for the level of affluence within its communities. In this geographic context it is significant to note that the Pontiac trade area has higher average and per capita income levels than any of the other three downtowns. Pontiac's trade area average household income is 11% higher than Rochester's trade area, 20% higher than Birmingham's trade area and 34% higher than Royal Oak.



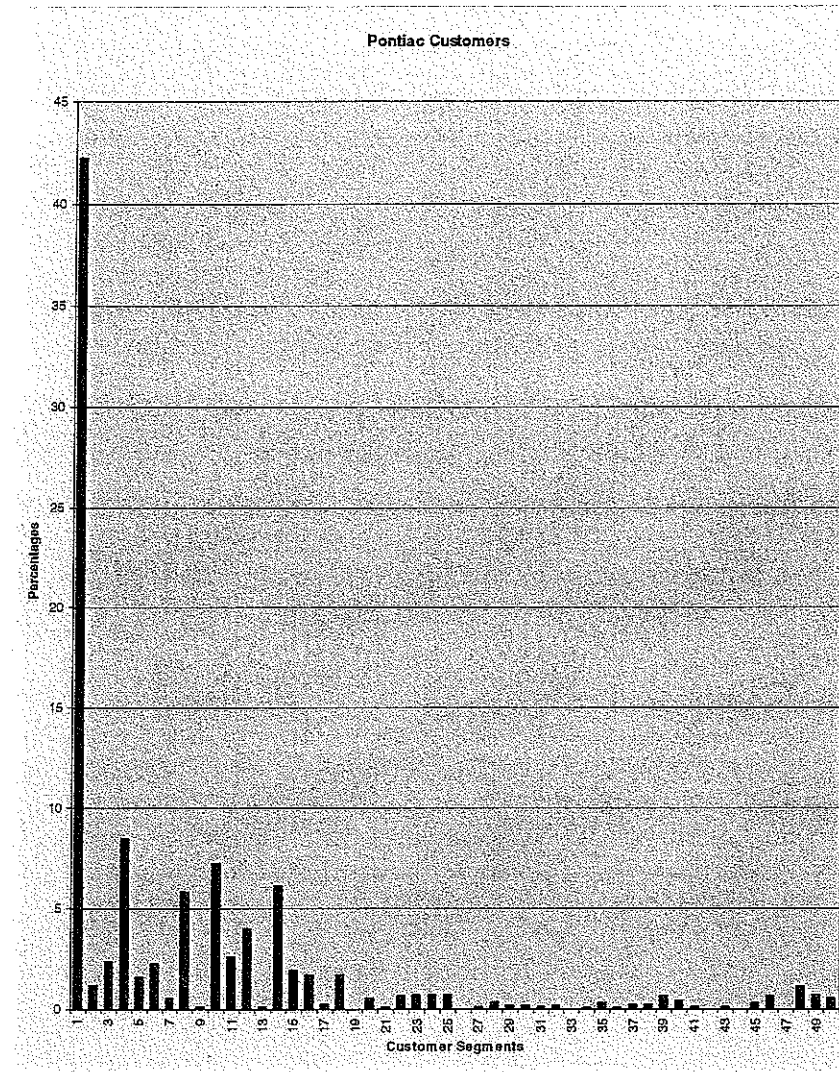
Trade Area Population	Pontiac	Birmingham	Rochester	Royal Oak
2000 Est. Average HH Income	\$97,533	\$78,342	\$86,583	\$64,638
2000 Est. Median HH Income	\$67,783	\$54,123	\$68,304	\$45,440
2000 Est. Income Per Capita	\$39,077	\$31,889	\$32,574	\$26,001



Market Segmentation Analysis

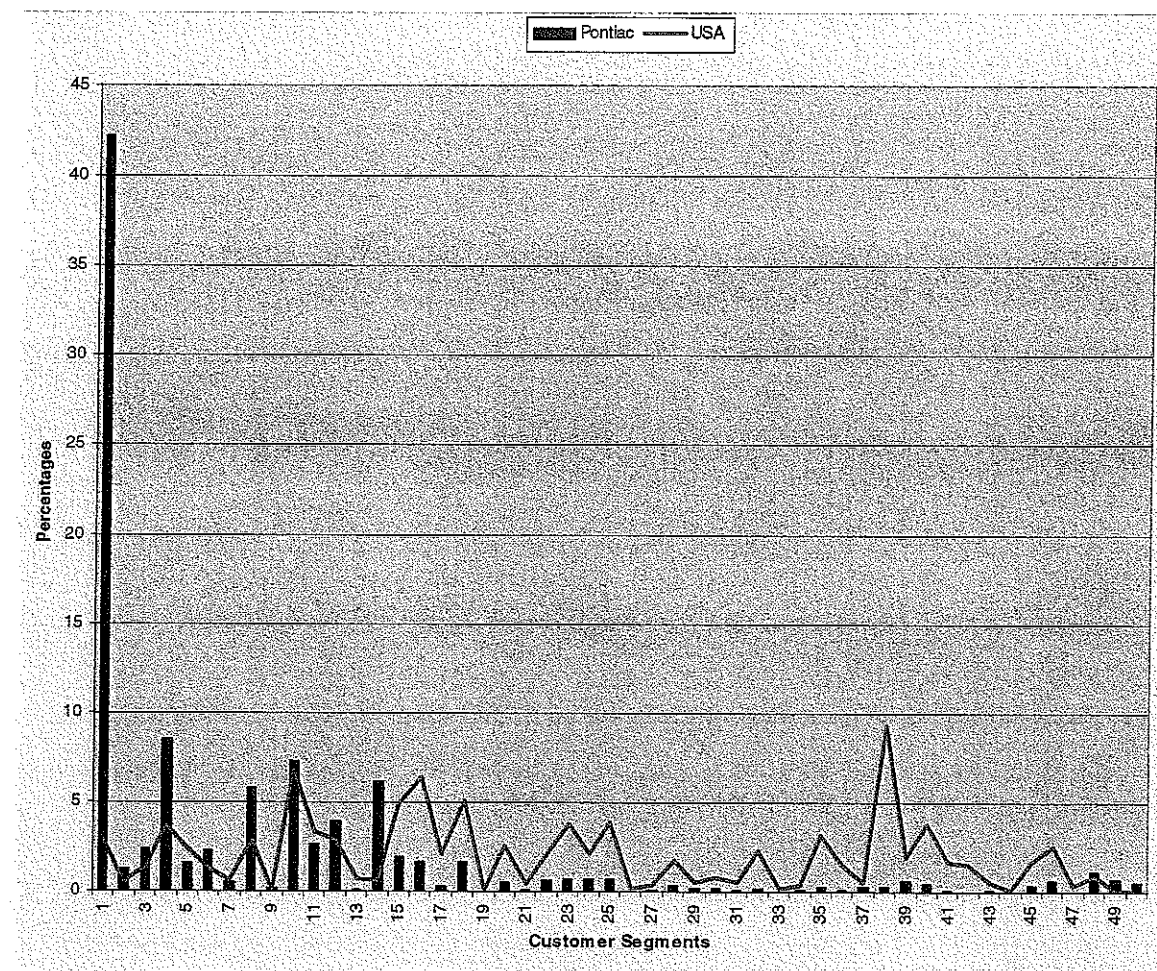
One of the most powerful analytic tools currently available in making strategic retail site selection decisions is the use of correlated demographic, behavioral and consumer buying pattern data. Our team was augmented with technical support from the Buxton Company in the preparation of this analysis. We are appreciative to those downtown business owners who were gracious enough to support our planning efforts by providing customer transaction data that included home address information of their customers that allowed us to pinpoint specific geographic locations (geo-coding) and define in very precise terms the true boundaries of the market trade area for downtown Pontiac.

The availability of this data was critical to our ability to conduct the following analyses. The use of these geo-coded transactions is the entry point to collecting detailed demographic and psycho-graphic variables that are correlated to create a profile of the types of households who currently shop in downtown Pontiac, and those households that have the highest potential to be attracted to downtown Pontiac in the future. The segmentation model, which has been described in greater detail in the methodology section, allows us to identify the depth of each market segment within the trade area. The following bar chart presents the distribution of downtown customer transactions by market segment. The graph has a general household income gradient from left to right.

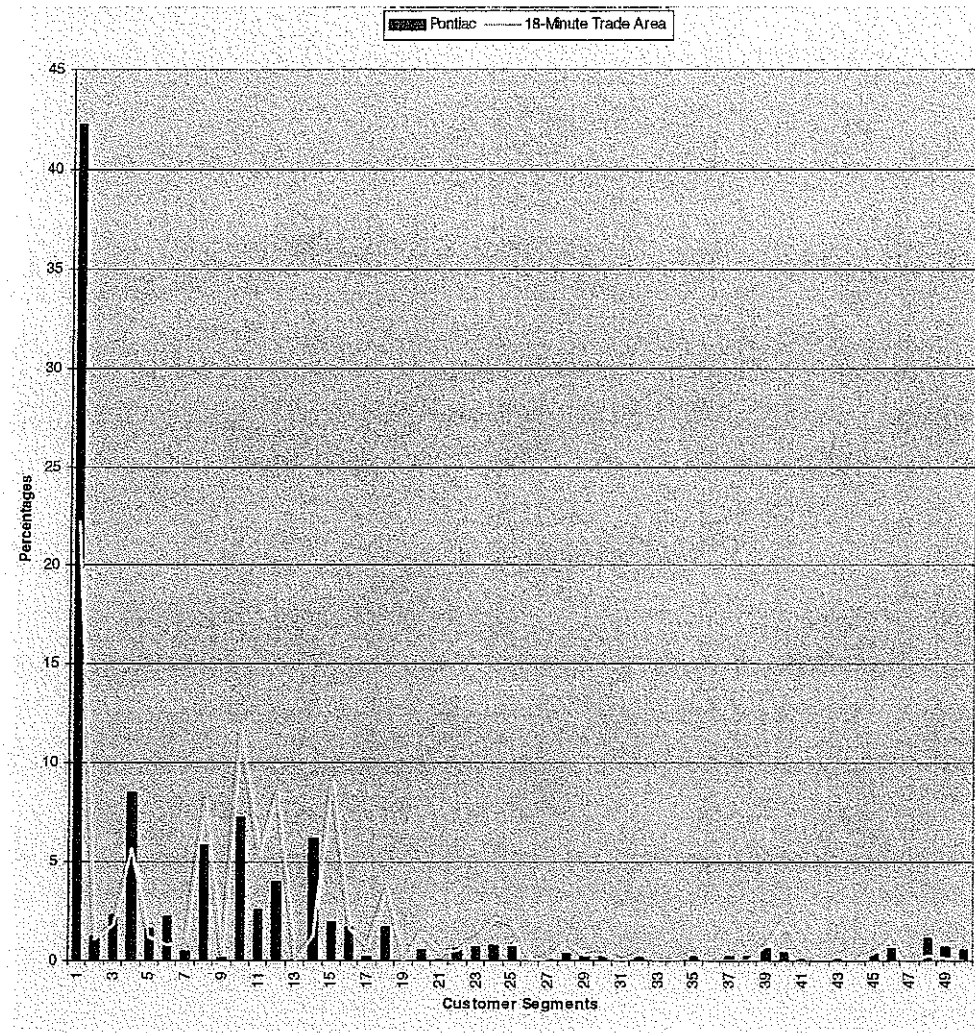


This distribution analysis is based on current downtown customer transactions and as such it is meaningful to compare the distribution of customer transaction with the distribution of the population of the United States as a whole. This comparison, presented in the bar and line chart which follows, depicts the difference in population distribution between the base of customers currently coming to downtown Pontiac and the population as a whole. This is an important comparison for a retailer who is trying to make a strategic site location decision that will position a store geographically to tap into specific segments of the market from

which that retailer is most likely to draw customers, based on their own analysis of historical sales transactions. The chart makes evident the significantly different type of customers who most frequently shop in downtown from the distribution of customers in the national market place as a whole.

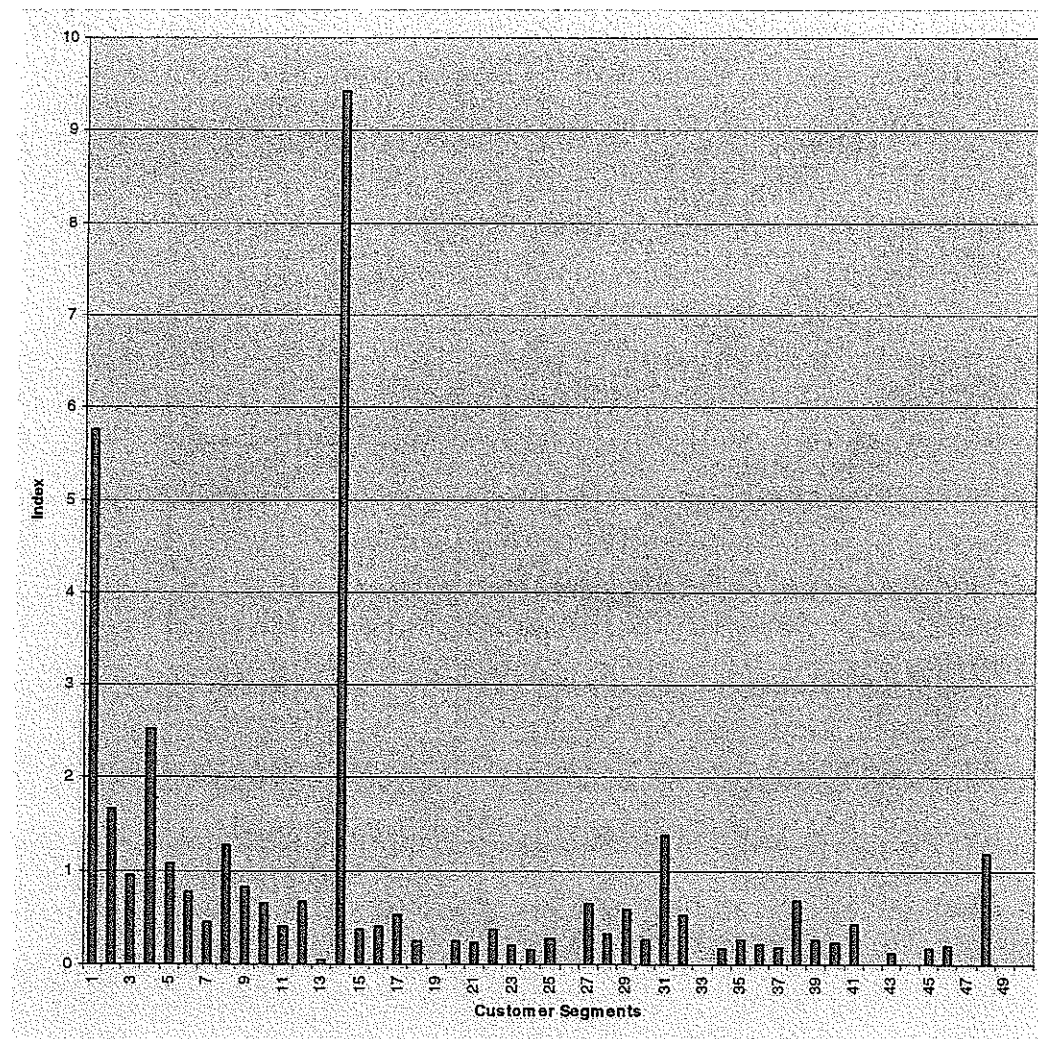


Secondly, this distribution analysis is useful in identifying the depth of the market segment in the local trade area. By comparing market segment distribution for the customer transactions with the distribution of the total population within the trade area, one can identify those segments that contain larger numbers of households and for whom the attraction to shop in Pontiac has already been demonstrated.



Marketability Rating

The marketability rating is a method of describing the propensity of individuals within a given market segment to be patrons of downtown businesses in the future, compared to the market in general. The analysis compares a ratio of each segment within the universe of customer transactions to those market segments that reside within the trade area. The higher the marketability rating, the more likely that customers will be attracted to shop downtown, and thus the easier it will be to market the downtown to these customers. As such each market segment is rated with respect to marketability. A rating of 1 is considered average; a rating of 0.5 means that a segment is only half as likely to be a customer as the market as a whole; a rating of 1.5 means that a segment is one and one-half times as likely to be a customer downtown as the market as a whole



The marketability rating should not be used in isolation of the other measures associated with the market segmentation analysis, such as the percentage of the population comprised by each segment. If a particular segment has a high marketability rating it may only be a could target market to the extent that this segment also comprises a larger than average percentage of the market area population base. Further, unless there has been some demonstrated success in attracting these market segments to the downtown area in the past, there may be more of a challenge in attracting these sectors in the future. By looking at these multiple measures concurrently we are able to identify those segments of the market that should demonstrate the greatest propensity to patronize downtown businesses. Alternatively, businesses that focus on tailor their products and services to these sectors should demonstrate the greatest potential for success in this location and will be best able to leverage the benefits from adjacency to existing downtown businesses.

Selection of Target Market Segments

Composition and marketability are the two key criteria involved in targeting those market segments that bring the highest potential for both existing and new businesses in downtown Pontiac. Conversely, businesses that have configured their offering of products and services to these market segments will be the best recruitment targets for future retail development in downtown Pontiac. There are two categories of customer segments identified through the targeting process, primary and secondary customer groups. These groups are identified based on attainment of threshold measure of the percentage of the trade area that is composed of a particular market segment, and the marketability rating of that segment.

The criteria utilized for differentiating primary customer segments and secondary market segments are as follows:

	Composition	Marketability
<i>Primary Customer Group</i>	Greater than 3%	Rating of 1 or Greater
<i>Secondary Customer Group</i>	1% to 3%	Rating of 1 or Greater

Based on these criteria the primary customer group represents those customers that make up the largest portion of the customer base in the trade area, and which also are most likely to be attracted to downtown Pontiac from the perspective of patronizing businesses that are similar to those that supplied transaction information for this analysis.

The distribution of population by primary and secondary target market segments within the market trade is represented geographically in Figure 2-6 on the following page.

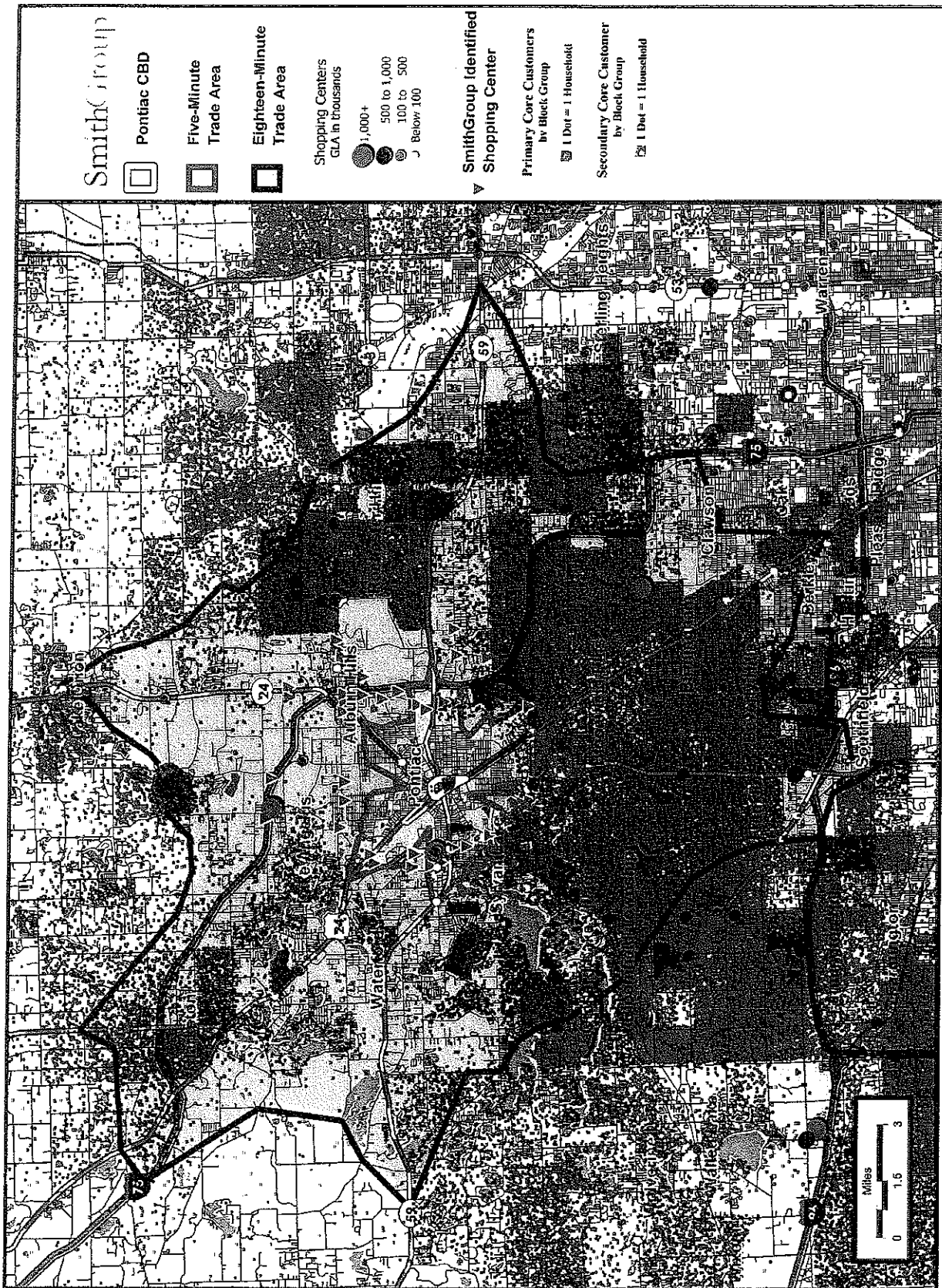


Figure 2-6: Distribution of Population by Primary and Secondary Target Market Segments

The primary customer group includes the following segments:

Segment #1

These are families with older children located in the suburbs. They have very high levels of income and education and work in executive and managerial, sales, and other white-collar occupations. The segment has the highest median and average household income of all the segments, both of which are over three times the national average. Adults in this segment are the most likely of all segments to be between the ages of 50 and 59 years old, children are present in 41% of these households (just above average) and there are typically two to six people in the household. Over three-quarters of households are married couples, ranking them second. This segment is the most likely to live in the suburbs; 76% of these households are located in suburban areas, primarily around Washington D.C., New York, Chicago, Houston, and San Francisco. Adults in this segment rank second in the percentage who have earned Bachelors Degrees and Post Graduate Degrees, respectively, and they rank first in the percentage of children enrolled in private schools. Almost 90% work in white collar jobs, and they rank first in the percentage of people working in executive and managerial, and sales occupations. They are over 40% more likely than average to own their home and their median property value is over three times the national average. These are the most active households in many financial services including investing in stocks, mutual funds, and money market accounts. They are large contributors to PBS and are the most likely to be technology savvy. They like to keep informed by reading business magazines and listening to all news radio stations, and they relax by listening to classical stations.

Segment #4

These are households with very high incomes living in suburban areas. They are homeowners with very high property values, primarily working in white-collar occupations. Adults in this segment are over 20% more likely than average to be between 45 and 59 years old. These households have a median income 78% above the national average, ranking them fourth in this category. These households are more likely than average to contain two to four people and just over 36% have children, which is average. Most of these households are in suburban areas along the two coasts. This segment ranks tenth in having a bachelors or post graduate degree respectively, and eighth in having a white-collar occupation. Specifically, they rank above average in sales, executive and managerial, technical support, and professional specialty positions. They are also over 10% more likely than average to have two or more workers in the household. The majority own their home, which has an average value of over two times the national norm. This segment is very likely to own more than one PC and contains the highest share using them to access on-line services. Financially they are typically able to save over \$20,000 annually and they like to use discount brokers to purchase stocks. They keep informed by reading business magazines and listening to all news radio stations.

Segment #8

These are typically households containing singles and couples, with two workers and no children. They live in the suburbs and some urban areas and have high levels of education and income. This segment is more likely to contain adults 30 years old and above. They rank third in having two persons in the household (17% above average) and are also more likely than average to have only one person. The median household incomes are 52% above average and rank fourth in terms of per capita income. About 65% of these households live in the suburbs and another 32% live in urban areas. They are over twice as likely to have received a bachelors or post graduate degree and rank third in working in a white-collar occupation. They rank third in working in professional specialty, fifth in executive and managerial and eighth in sales positions. About one-third of these households are renters, they pay a rent which is 36% above average and they rank third in living in single unit attached housing. Over 50% have two workers in the household and they typically have one or two vehicles. They are more likely to eat at fine dining restaurants, own a PC for email and business purposes, and to obtain investments from a full-service or discount broker.

Segment #14

This segment has a high income level, a high concentration of adults, and typically work in white-collar occupations. They are slightly above the national average in owner-occupied units, having two persons in the household and living in suburban areas. These adults are over 25% more likely than average to be between 50 and 64 years of age, and score above average for all age groups over 40. These households are less likely than average to have children, slightly more likely to be married and to contain two people. Their median household income is 73% above average, while their per capita income is more than twice the national average (ranking them third). Although predominantly white, this segment has almost 2.5 times the national concentration of Asian households. Over 56% of these households are in the suburbs and 27% live in urban areas. They are found in the highest concentration along the California Coast. They are more likely than average to have attended some college, rank ninth and seventh in having a bachelor's degree and a graduate degree respectively. They are 29% more likely than average to work in white-collar occupations, scoring above average in sales, professional specialty, and executive and managerial positions. They also score just above the national average in living in owner-occupied units, but their property value is almost four times the national average. While most live in single unit, detached homes, they are also over 20% more likely than average to live in structures with ten or more units. This group is ranked first for travel to a foreign country, owning a passport, snow skiing last year and owning downhill skis/boots. They also like to read travel magazines and listen to all news radio.

The secondary market segment is also very likely to respond to marketing for downtown businesses, but do not compose as high a percentage of the market trade area population. The secondary market segment targets are described below:

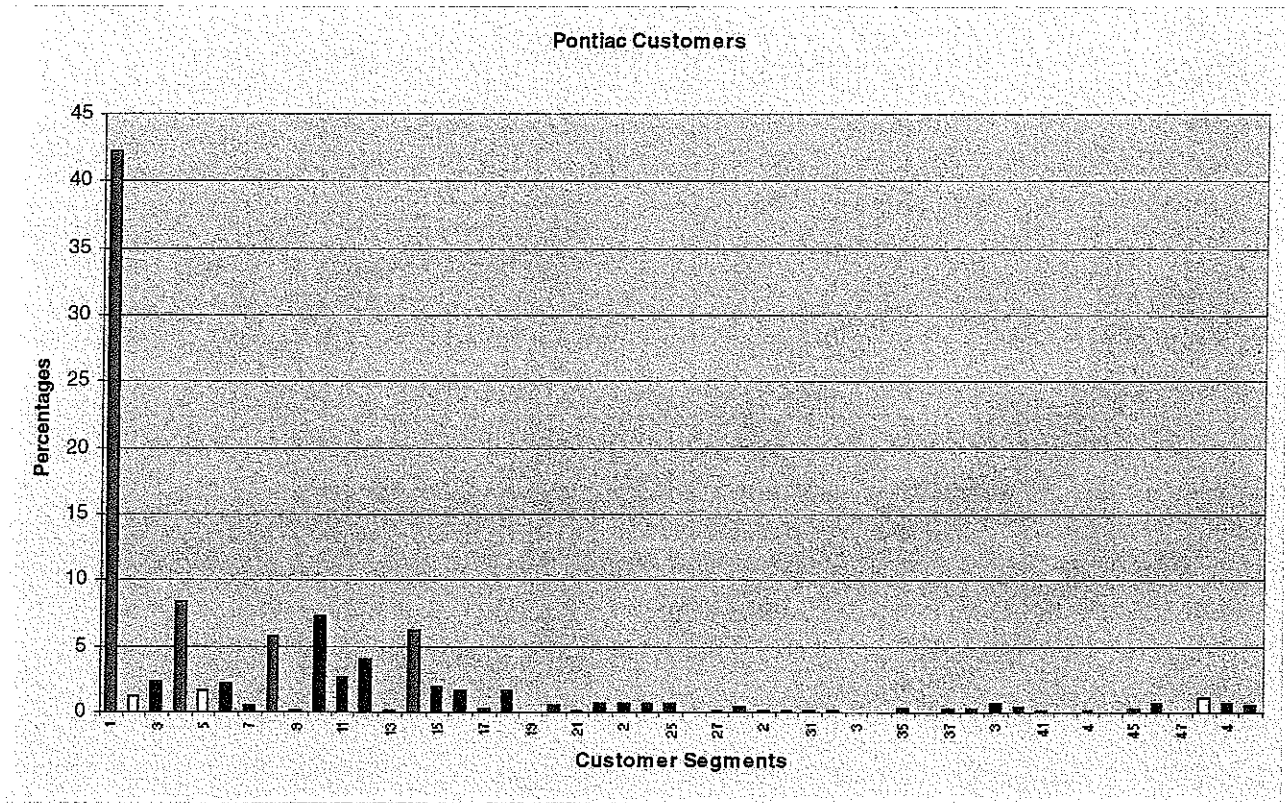
Segment #2

These are family homeowners with children, living in the suburbs. They have very high incomes and education, and work in white-collar occupations. Most contain two or more workers and three or more people. The segment ranks second in median household income and ranks first in the percentage earning between \$75,000 and \$100,000, and between \$100,000 and \$150,000. Those in this segment are more likely to be married than any other segment and children are present in 58% of these households (59% above average). Adults in this segment are the most likely of all segments to be between the ages of 45 and 49. They also rank first in households with three to four people, and have the third largest average household size. These households are found in suburban areas around major cities across the country. Adults are over twice as likely to have a bachelor or post graduate degree than the national average. This segment is comprised primarily of white collar workers (81%) and ranks second in the percentage working in sales, and third in the percent working in executive and managerial occupations. They rank third in driving alone to work and are above average in having two or more workers in the household. They tend to live in newer, owner-occupied, detached houses. This segment is the most likely to have more than one PC in the household with two or more lines for a modem/fax machine. They are also the most likely to go on domestic business trips and to read computer magazines.

Segment #5

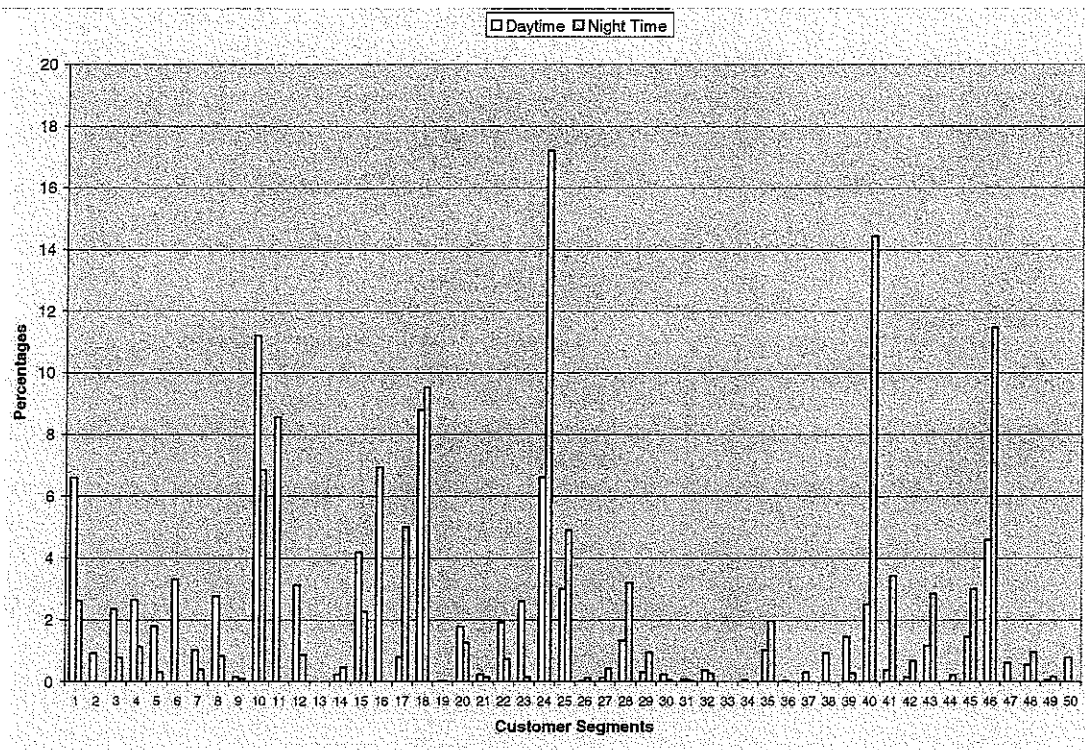
These are typically married couples with young children, living in suburban and urban areas. They have high income and education levels, are homeowners and work in white-collar occupations. Over half of these households have children, ranking them sixth, and they are more likely than average to have children of all ages. Adults in this segment are more likely than average to be between 35 and 54. These households are typically large and they rank fourth in the average number of people in the household. These households have a median income 75% above the national average. They are most likely to live in urban and suburban areas, and very unlikely to live in rural areas (94% below average). This segment contains slightly less than the average share of white households, and ranks first in terms of concentration of Asian households. In terms of education, these households rank first in receiving an associate degree, and second in having attended some college. They also score above average in having received their bachelors and graduate degrees. They rank 11th in working in white collar occupations (22% above the national average) and score very high in technical and executive and managerial positions. In addition, they rank fifth in being in the armed forces (with 1.4% currently serving in the military). Homes in this segment are typically owner-occupied (31% above average) with property values 65% above the national average. Renters in this segment pay the third highest median rent. These are the more likely to have home equity loans and they have the highest share of second mortgages. They are likely to own a PC and are most likely to switch wireless/pager companies due to price.

A complete description of all fifty market segments is provided in a separate addendum to this report.



Characteristics of the Daytime Population

There are significant office buildings and other places of business that are within the more immediate five-minute trade area. This travel time places businesses in downtown Pontiac in location that can realistically attract trade from these business operations. A significant amount of this daytime work population commutes to this business sites and many commuters come from areas well beyond even the eighteen-minute trade area. As such, it is important to understand the characteristics of this population and the differences between this market and the other bases of permanent population. Market segmentation again provides a robust and multi-dimensional measure of these differences. As reflected below there are significant differences between the segmentation the daytime population, the nighttime population and by comparison, the segmentation of the eighteen-minute trade area. However, the population is still significantly concentrated in the higher income segments of the market.



The above chart provides a clear depiction of those market segments that make this population unique. The highest level of disposable income is represented within market segments one through twenty-four. Within this band of market segments the daytime population is most significantly clustered within the six key market segments listed below, which account for 49 percent of the population or just over 18,000 employees:

Segments	Employees	Percent
1	2,455	6.9%
10	4,173	11.2%
11	3,186	8.5%
16	2,582	6.9%
18	3,274	8.8%
24	2,463	6.6%

A brief description of each market segment is provided below.

Segment #1 (Described in greater detail above)

Segment # 10

These households are typically married couples with one or no children at home. They have an above average household income, own their home and are primarily concentrated in the suburbs. This segment is likely to have a second mortgage or home equity loan and is actively saving for retirement.

Segment # 11

These households are generally families with children, living in suburban areas in the west. Their median household income is 40% above average, however, due to large household sizes, their per capita income is below average. This segment tends to have a great deal invested in their homes in the form of remodeling expenses.

Segment # 16

These are typically married couples with children, located in rural areas. They have a household income just above the national average, own their home and work in blue-collar occupations, ranking first in precision production and crafts. They rank third in having three or more vehicles and second in having ended their education after graduating high school.

Segment # 18

These are typically suburban families with one or two children. They have a household income just below the national average, live in owner-occupied housing and work in blue-collar occupations. They are likely to drive mini-vans, go bowling, purchase lottery tickets, and use their PC to play games.

Segment #24

These are families with a relatively large number of older children. They have medium-low income and education levels. The concentration of these households in urban areas is 75% above the national average and is very high in the Southeast. They tend to have blue-collar occupations and take public transportation to work. Concentration of these households in urban areas is 75% above the national average and is very high in the Southeast. They tend to have blue-collar occupations and take public transportation to work.

Real Estate Market Characteristics

The Pontiac real estate market and the historic central business district are in many ways idiosyncratic sub-market within the Oakland County area real estate market and the broader Detroit market. There are a number of unique factors that have impacted the performance of real estate and in the downtown area and these factors will continue to have some influence over development investment decisions in the future. Specifically, vacant and blighted properties and the unrealistic expectations of some existing property owners have deterred the acquisition and redevelopment of some properties. Prior development efforts to provide public support in providing properties for development at virtually no cost in many cases did not engage investors who had sufficient capital to undertake redevelopment, even with the available subsidies.

With these conditions noted it is equally important to note significant signs of reinvestment in numerous exiting parcels of real estate throughout the downtown area, as well as the presence of many successful and well established properties and owner occupied businesses locations. Within the past year several properties such as the former Sears store and other properties along Saginaw, and numerous properties are now being regularly investigated by developers and business owners for office, retail and residential uses. The mix of business types in the downtown area is one of its strength. There is a significant base of entertainment and nightclub venues as well as a stable variety of restaurants, although there appears to be a niche opportunity to develop a mix of additional entertainment, restaurant and retail businesses that are more closely coordinated in terms of target markets and hours of operation that would enhance Pontiac's role as a destination that offers all of the amenities visitors might seek – entertainment, food and shopping.

This section of the strategic market analysis discusses general trends and real estate market conditions that will influence the form, character, and timing of future development in downtown Pontiac. This information is utilized as part of the implementation plan in developing a financial analysis and phasing strategy for the downtown development plan. Recent and historical market trends are considered as part of the analysis as well as anticipated development projects that have been identified at this point in time. It is important to note that a number of variables can have a dramatic impact, either positive or negative on the feasibility and timing of specific developments. While changes in the broader economy will certainly have an impact on development opportunities, especially in the context of southeastern Michigan's auto industry driven economic base, there are local factors that will have a significant influence on future development in downtown Pontiac.

Local and Regional Economic Factors

Oakland County is renowned for the level of affluence demonstrated by its population. This affluence is further born out in the market segmentation analysis as previously discussed in this report. In many ways Pontiac has not historically benefited from the wealth and investment that surrounds the community. More recently, however, Pontiac has begun to experience significant new corporate investment and job creation.

Over this same time the base of commercial and retail development has continued to migrate to the periphery of the community. Some the higher end residential neighborhoods within Pontiac have held their value and shown property appreciation, while the middle and lower income neighborhoods have in seen decline that in some instances has been significant. Figure 2-7 provides a geographical portrayal of property values in Pontiac and the surrounding area. Currently there are a number of initiatives moving forward to redevelop The communities surrounding Pontiac have some of the highest price point housing in the entire metropolitan area. This dynamic has resulted in dramatic differences in property value. At this time there are relatively few developable parcels in the communities and in particular the neighborhoods of those communities that immediately surround Pontiac. This disparity places Pontiac in what is in many ways a unique position to capitalize upon and capture new development on sites that provide excellent access to this surrounding market.

The pattern of disinvestments is very typical of many urban core shopping and commercial districts. Unlike many other communities Pontiac was able to attract significant investment in the development of the corporate office buildings, parking structure and public space development associated with the Phoenix Center. Over this same time the tradition retail shopping district changed significantly. Large department stores have left the downtown and sought new locations in regional shopping malls, and traditional downtown businesses and office users have also moved outside of the downtown core. This of course does not characterize the entire downtown and it is important to note that significant corporate and institutional developments have continued to function and make ongoing investments in the downtown. Important among these are the Pontiac Osteopathic Hospital, Ameritech and General Motors. Pontiac has retained a large portion of its historic architectural fabric, which is relatively significant in size when compared to other communities in the region.

At the present time there are numerous art galleries and other retailers, which are targeting the affluent surrounding market place. These businesses are very much focused on a specialty or "boutique" niche. In addition, there are an increasing number of new small and medium sized office locations in the downtown, primarily into leased office space. A significant trend in this sector is the development internet, telecommunications, and technology related companies for whom the proximity to the fiber optic infrastructure and digital switching capacity located in the Ameritech facility is a major attraction to the downtown.

For all of these reasons there is strong evidence that Pontiac is at an important juncture with respect to the opportunities and catalysts in place to support significant new development in the downtown area. It is in fact the community's intuitive recognition of this fact that drove the decision to engage a consultant to update the downtown development plan. What follows is an overview of the real estate market by sector and a description of the future opportunities within the market for new development.

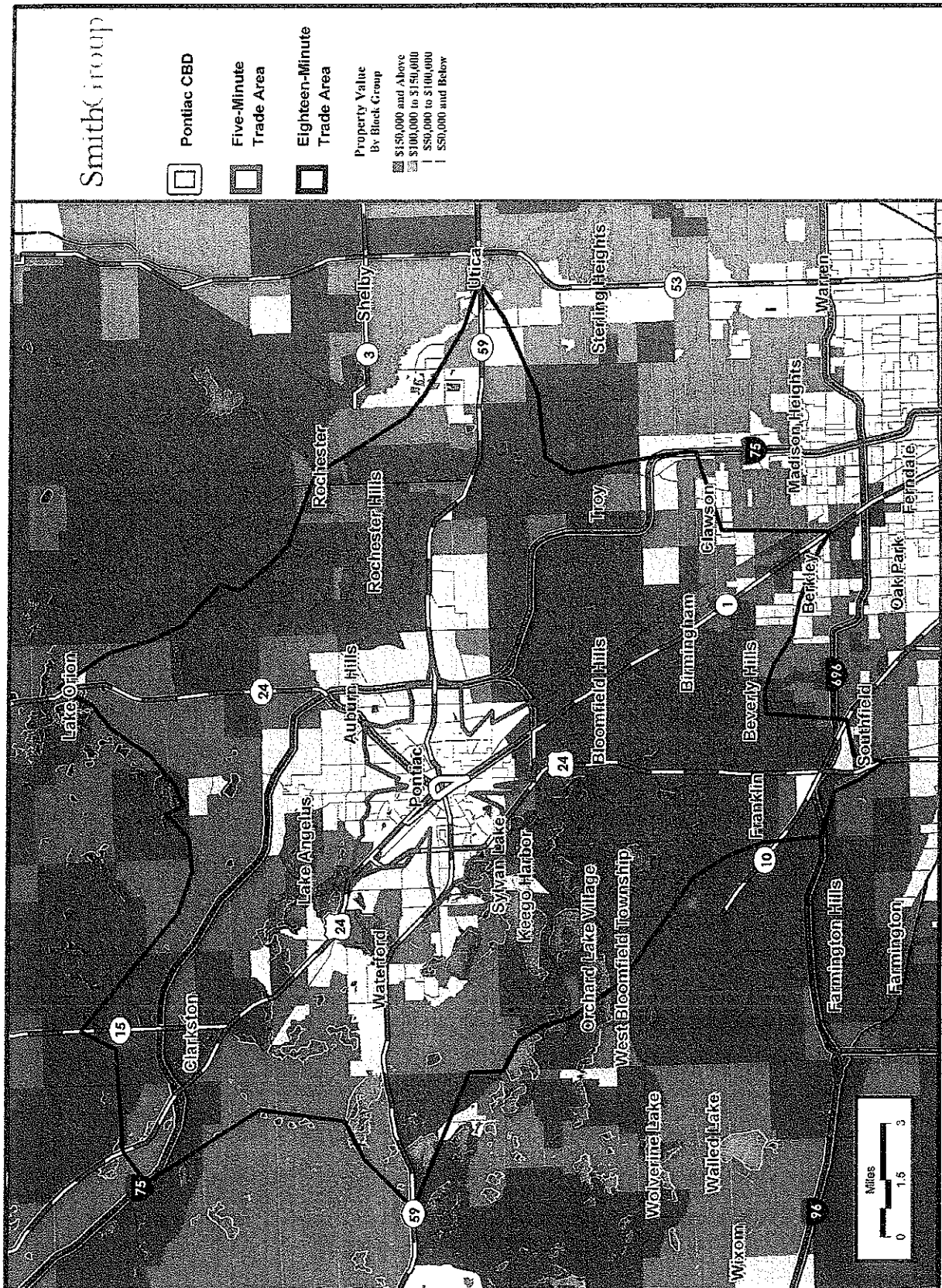


Figure 2-7: Geographical Portrayal of Property Values in Pontiac and the Surrounding Area

Office Market

Most of the existing office space in downtown Pontiac is best suited to serve tenants at the smaller end of the size range. Many of the tenants in downtown Pontiac occupy less than 5,000 square feet of space even within some of the larger office buildings such as the Riker Building on Huron and the Oakland Town Center on Saginaw. Noted exceptions to this general characteristic are the three office buildings developed adjacent to the Phoenix Center. The three office buildings located to the south of the Phoenix Center have been consistently at or near full capacity and have housed tenants with significantly larger space requirements than any of the office tenants in the balance of the downtown properties. There are existing buildings such as the former Sears building and the former Federated Department store buildings that are currently under consideration for redevelopment as commercial office space, and could target larger tenants that would be the sole occupants of these redeveloped facilities. Smaller spaces in existing historic buildings throughout the downtown also present viable redevelopment opportunities and there has been increasing activity in both the acquisition and renovation of historic downtown buildings for office and mixed-use development projects.

For the purposes of this analysis we collected a sample of the most viable and significant buildings in downtown Pontiac that have certain basic characteristics including the opportunity to provide space to multiple tenants, have a minimum 12,000 square feet, and currently have some available space, and thus a stated lease rate for purpose of comparison. The Phoenix Center office buildings were not part of this analysis. The office real estate located in downtown was compared to comparable properties located elsewhere in Pontiac, and Pontiac as a whole was then compared to the surrounding market. There is not a consistent or regularly reported source of information pertaining to the small office market, and particularly the kind of information that would allow comparison between sub-markets within the region. As such, we have sampled information about specific small office developments in Oakland County to compare with information about office space that is available for lease in downtown Pontiac.

There is general historical information for overall commercial office vacancy rates for Pontiac as a whole in comparison to Oakland County. The following table details these quarterly vacancy rates.

Comparison of Recent Historical Commercial Office Vacancy Rates

Time Period	Pontiac Sub-market	Oakland County Sub-market
End 3rd qtr 2000	12.76%	6.43%
End 2nd qtr 2000	10.01%	5.31%
End 1st qtr 2000	10.90%	5.58%

As this table demonstrates vacancy rates in Pontiac office space are almost twice as high as the rates for properties in Oakland County as a whole. Table 2-1 on the following page provides a summary of the information collected on the local and regional office real estate market. The table also reflects vacancy within the sampled downtown office buildings to be almost three times as high for all office vacancies in

Table 2-1
Office Market Overview
Low-Rise Multi-Tenant General Office Buildings 10,000-60,000 Sq. Ft.
Sample of Buildings with Space Currently Available

Property Address	Community	Rentable Bldg Area	Year Built or Last Major Renov	Direct Available Space	% Avail	Direct Quoted Face Rent
Downtown Pontiac						
28 N. Saginaw (Oakland Towne Center) ¹	Pontiac	123,259	Part'l Renov 1990+	20,951	17.0%	\$10.00-\$12.00 + elec.
29 N. Saginaw	Pontiac	25,000	1920+/-	20,000	80.0%	\$5.00 + elec.
5-11 N. Saginaw (Oakland Arts Bldg)	Pontiac	35,478	1997 Renov	7,700	21.7%	\$17.00 + elec.
16-20 W. Huron	Pontiac	15,000	1999 Renov	3,700	24.7%	\$10.00 + gas & elec.
35 W. Huron (Riker Bldg)	Pontiac	59,000	1987 Renov	5,200	8.8%	\$12.95-\$14.95 + elec.
67-69 N. Saginaw	Pontiac	26,000	1996 Renov	-	0.0%	-
47-63 W. Huron (Huron Bldg)	Pontiac	30,000	1994 Renov	-	0.0%	-
Rent Analysis						
Full Service				-		-
Plus Electric				53,851		\$9.91
Plus Other				3,700		\$10.00
NNN				-		-
Vacancy Analysis						
Total surveyed		313,737		57,551	18.3%	
Other Pontiac Locations						
761 W. Huron	Pontiac	33,665	1956	10,000	29.7%	\$10.90 + gas & elec.
44 State Street	Pontiac	13,000	1998 Renov	13,000	100.0%	\$9.00 NNN
Rent Analysis						
Full Service				-		-
Plus Electric				-		-
Plus Other				10,000		\$10.90
NNN				13,000		\$9.00
Vacancy Analysis						
Total surveyed		46,665		23,000	49.3%	
Nearby Competitive Locations in the Pontiac Office Submarket						
2525 Telegraph	Bloomfld Twp	38,000	1987	10,334	27.2%	\$23.00 full service
2555 Telegraph	Bloomfld Twp	50,435	1989	33,227	65.9%	\$21.00-\$25.50 + elec.
43996 Woodward	Bloomfld Twp	20,000	1991 Renov	4,351	21.8%	\$13.50-\$20.50 full service
42505 Woodward	Bloomfld Twp	12,000	1970	4,790	39.9%	\$18.50 + elec.
Rent Analysis						
Full Service				14,685		\$21.22
Plus Electric				38,017		\$22.65
Plus Gas & Electric				-		-
NNN				-		-
Vacancy Analysis						
Total Surveyed		120,435		52,702	43.8%	
Total Pontiac Submarket						
Rent Analysis						
Full Service						\$23.77
Plus Electric						\$20.74
Plus Other						\$10.90
NNN						\$12.17
Historic Vacancy Analysis						
End 4th qtr 2000		990,130		114,226	11.54%	
End 3rd qtr 2000		990,130		134,849	13.62%	
End 2nd qtr 2000		990,130		88,389	8.93%	
End 1st qtr 2000		990,130		95,371	9.63%	
Total Oakland County						
Rent Analysis						
Full Service						\$19.90
Plus Electric						\$21.44
Plus Other						\$19.34
NNN						\$16.30
Historic Vacancy Analysis						
End 4th qtr 2000		15,256,406		1,200,618	7.87%	
End 3rd qtr 2000		15,060,919		1,083,654	7.20%	
End 2nd qtr 2000		14,934,394		888,402	5.95%	
End 1st qtr 2000		14,934,394		931,562	6.24%	

¹ As one of the core downtown's largest buildings, this building is included despite its larger size. Its primary space configuration/demand are users of < 5,000 square feet. However, the available space at this property is not calculated into the Historic Vacancy Analysis for either the submarket or county totals as these analyses include only buildings within the targeted size range.

Sources:
CoStar, Inc. February 12, 2001
SmithGroup Consulting Sept 27-Oct 11 2000

Oakland County. It is however problematic to make comparisons between this narrow band of office buildings and the broader market or to draw clear conclusions from this comparison. The office space available in the nearby market is in many instances either newer, in better condition, offers more amenities or is better configured to meet the needs of potential tenants with fewer leasehold improvements. The table also demonstrates that lease rates for the sampled properties in the downtown area, which are in the range of \$10 to \$17 per square foot, are about half of the asking lease rates for nearby selected comparison properties, which are in the range of \$18 to \$23 per square. This disparity is also true for the office properties in other Pontiac locations outside the downtown (761 Huron and 44 State Street) that were selected for comparison purposes.

Given the relatively strong market and low vacancy rates in surrounding area there is some opportunity to develop new office space and to convert and renovate existing buildings into commercial office space. Much of recent office related developments, such as the location of Big Net (the Internet Service Provider) and discussions about the redevelopment of other properties have all focused on the importance of having proximity to the telecommunication and switching infrastructure located in the Ameritech facility on Mill Street. These users also have significant electrical power supply requirements, and there are indications that the available electrical infrastructure in the downtown area is not adequate at the present time to support such development. The amount of the costs for which an individual business would be responsible is of course a function of those businesses specific needs, and might or might not have an impact on the attractiveness of downtown as a location.

New office space should be able to tender leases that are at or near the range of lease rates seen in the surrounding area. Renovation expenses for existing buildings can be significant and the prevailing lease rates will at some level determine the ceiling for what can reasonably be spent on acquisition, in order for a developer to achieve the desired rate of return. For these reasons, the costs savings created when a company locates near the available telecommunications infrastructure may make such companies willing to pay a higher lease rate than they would in alternative location. The financial benefit that this proximity brings to a given business varies depending on the specific infrastructure required to support the enterprise. There are, at this juncture, no clear analytic frameworks to quantify the magnitude of such cost savings across multiple business settings and site infrastructure configurations.

Retail Market

There is significant competition within the regional market and particularly in Oakland County for the location of retail enterprises. The county has a while has seen significant growth in the retail sector with newest development gravitating to the north of the county in response to new housing subdivision development in that area. The development of Great Lakes Crossing comprising over 1,400,000 s.f. of retail space on the immediate northern border of the city has catalyzed significant new retail development around that site. Other

proposed developments in close proximity to downtown Pontiac include the proposed Harbor Companies development, the Palladium development in Birmingham, and the Shoppes at Liberty in Clarkston. The latter development is a proposed 73,800 retail and restaurant development. The region has other significant nearby shopping center developments including Oakland Mall, The Somerset Collection, in addition to a number of well-developed downtown shopping districts in Royal Oak and Birmingham. The attached real estate market Appendix B provides a listing of many of the retail developments surrounding Pontiac and the retail business tenants located in those developments.

While there is a good representation of an array of retailer targeting most all of the different segments of the market trade area there continue to be important opportunities to pursue certain national higher end retail chains. In addition, there are opportunities to attract specialty and boutique retailers that could bring greater elements of product diversity including imported goods and ethnically targeted retail development. Specific comparisons for targeted marketing strategies for retailers and the market segmentation analysis prepared as part of this report will help to define the fit of potential retailers for the local market. This analysis can be extended into a targeted recruiting initiative that takes into account absorption and competitive trade area draws of existing retailers that will impact the viability of downtown Pontiac as a site for future retail location. The demonstrated success of downtown business in attracting patrons from identified market niches, as born out in the segmentation analysis, provides the community with the opportunity to focus its marketing efforts on those retailers who will be compelled by the access downtown Pontiac provides to these market segments. This level of information is not commonly provided by downtown development initiatives to potential retailers, and is more akin to the kind of information utilized by private sector developers in marketing to retailers and targeting sites for the development new shopping centers.

Current retail lease rates in Pontiac range from approximately \$10 to \$17 annually per square foot, with the \$17/S.F. figure being more typical of a gross lease. Retail leases in Surrounding communities are generally higher, falling in the range of \$11 to as much as \$28 per square foot. The properties represented within these price ranges are quite varied in terms of the type of retail development (strip shopping centers and downtown stand alone facilities) and the associated amenities. Both in Pontiac and in other surrounding communities space in the downtown district is typically at the higher end of the lease ranges. Retail space in downtown Pontiac has had ongoing fluctuation with respect to vacancies and several ground floor spaces have remained undeveloped. These vacant spaces are often symptomatic of building owners seeking unrealistically high lease rates relative to the condition of the space and the market. Some of these properties are now beginning to be sold and renovated. Occupancy in other downtown shopping districts has been very strong, as has occupancy in most of the major shopping centers. The redevelopment of these ground floor spaces is essential to the overall revitalization of downtown and may well catalyze additional new development as vitality and traffic volume return to the downtown.

Residential Market

A key component to vital and vibrant downtown is the presence of a population that makes its permanent residence in the downtown. Downtown Pontiac already has some housing presence in the larger downtown area which include apartments, condominiums and single-family houses. Notably the redevelopment of the former Citizens National Bank Building at Saginaw and Lawrence provides a significant mixed-use residential development in the heart of downtown. There is an existing base of primarily loft type rental units in the second and third stories of many downtown buildings. Many of these apartment units are announced in any way and as such are unknown to the casual observer. The downtown also includes a 200 unit high-rise Senior Housing Development and much of the area immediately adjacent to the Woodward Loop transition immediately to residential neighborhoods of varying character.

In the northwest area of the larger downtown area near the intersection of Wayne and Lafayette streets (identified as a neighborhood character zone later in the planning section development plan) there are still viable single-family homes, many of which continue to be fairly well maintained. There are vacant parcels interspersed within this neighborhood that present an important opportunity to further stabilize and enhance the base of housing in that area. Recently development proposals have been advanced to re-develop existing, vacant, city-owned property in the downtown for condominium development, which would seem to hold good promise for the future.

The housing market in Oakland County as a whole has been very strong and has included a full mix of housing types, of which single family homes have been predominate. New single-family development has been largely in higher price point, larger units. There is little or no developable residential property to the south of Pontiac as Bloomfield Township and Bloomfield Hills are fully developed. Significant opportunities for infill and new housing development projects are present throughout the City of Pontiac. Several developments have taken place over the past few years and new projects are currently in the planning stages. The most recent developments have included single-family and attached condominium development, like the Greens of Crystal Lake and Lake Homes, which were developed adjacent to the municipal golf course.

The character and form of the downtown seems most suitable for condominium development in the near term with second and third story loft rental and live/work mixed-use developments in both existing buildings that are appropriate to accommodate such uses, and new infill development. Typical units are two or three bedrooms with 1.5 to 2.5 baths ranging in size from 1,200 to 1,800 square feet. Price points for these units are generally in the range of \$135,000 to \$170,000. Please refer to the table describing a sample of recently completed residential condominium projects in the surrounding Pontiac area.

Apartment rental rates in Pontiac overall lagged beyond the broader market historically, and vacancy rates have been constant at around 4% but recently slightly higher than other sub-market area where declines in vacancies have been seen. Recently, rental rate increases have been seen throughout the region, including

Pontiac. Much of the apartment stock in Pontiac is older by comparison to other areas of the market. The unique character and attractiveness of loft type apartment opportunities in the downtown may present an important niche that will support higher rents than seen elsewhere in the community, particularly for live/work type developments for professionals seeking office and housing accommodations. Rent levels in Pontiac are currently in the range of \$625 to \$650 per month across all units. However, future market trends could create the opportunity to draw higher rent levels in the right mix of unit types and developments.

There are a number of demographic trends in the regional market that should help to support future housing development opportunities in the downtown area. First Oakland County is anticipated to see continued job growth in the coming years, and this growth is anticipated to occur predominantly in technology related industry sectors. These workers are projected to be less likely to commute from outside the County to these job sites and will aggressively seek housing opportunities in the nearby area. New local job centers that might be associated with the local GM campuses, other significant real estate redevelopment projects or even telecommunications related development downtown could create significant employment expansion within the City of Pontiac.

These workers are projected to be younger than the existing population, and typically single. While relatively well compensated, the mass of those workers will likely not have the financial resources to access the higher price point single-family residential housing units that characterize the largest portion of the housing stock. This already growing market segment will create an important market sector who may find the unique character of downtown Pontiac an appealing housing opportunity if units are available that are targeted to this market segment.

Additionally, the larger market area in Oakland County has seen some gradual population decline as adult children have moved away from home and the primary demographic age segment is in the range of 40 to 60 years of age. Many members of this group, often referred to as "empty-nesters", will seek alternative housing accommodation rather than maintaining a large single family home. Downtown housing alternatives targeted to this group may have particular appeal given the proximity to their existing residence, in that it presents a housing alternative that does not result in a complete change of lifestyle.

Target Market Niches and Business Development Targets

Based on the success of existing downtown businesses in attracting customers from a comparatively wide radius, and given a detailed demographic profile of these potential shoppers we can make some general predictions about potential retail business segments that may hold the most promise as site location targets in the downtown area. It is important to note that the retail environment in the surrounding area is very competitive and creating an attractive physical environment to locate a store is critical requirement, once it can be shown that the market exists. Therefore, it is incumbent on both the public and the private sector to make

enhancements to the downtown area that will make locating a new store in the downtown an alternative that is at least equal to other potential sites in more suburban settings in terms of perceived safety, security, and appearance. It is the combination of the best site and access to the market segments targeted by particular retailers that will result in new investment in the downtown.

Retail business segments that hold the most promise for future site location include:

- Apparel related stores particularly men's fashions and stores that serve both men and women at higher price points, but not discount retailers
- Children's items including clothes and toys
- Household and kitchen items
- Media and book related stores including software and music
- Boutique stores specializing in personal items for health and beauty
- Additional upper end restaurant representing national chains

Pontiac has an opportunity to build on and enhance the very distinct image that has been created by the existing galleries, restaurants and retailers by adding nationally known retailers at the upper end of the retail business and then drawing in a cluster of local retail development that is highly specialized and brings a cultural offering that is not found elsewhere in Oakland County, or in any density in the metropolitan area at large.

Media Analysis

A survey is conducted every two years, by Mediamark Research, regarding the types of media used nationally to reach a wide spectrum of markets. The home address of each survey respondent is geo-coded and segmentation data is then cross-referenced based on this geo-coding. This information is compared to the US market in general to achieve an index for each market segment for all media. This index is similar to a marketability rating. These indexes are then weighted according to the targeted primary and secondary market segments discussed earlier in the market analysis. The indexes of primary customers are weighted more heavily and have a larger influence on the final index score.

Based on the downtown Pontiac customer data, it is possible to identify media likely to appeal to the visitor to downtown Pontiac. A media analysis was performed for television, cable, magazines, radio, yellow pages, and coupons. The analysis assigns each media selection a likelihood index with 100 being the average value. Any media with an index greater than 100 are more likely to be used by downtown customers. The following is a list of all the indexed media by category. Media with high indexes may help guide marketing or advertising strategies.

Cable	Magazine	Radio	Television
History Channel	Worth	Classical	Tennis
CNBC	George	All News	PT: Great Performances
CNN	Airline Magazines	NPR	Kennedy Center Honors
A&E	Travel Magazines	Wall Street Journal	US Open Golf
AMC	Epicurean Magazines	All Sports	PT: Nova
Headline News	Golf Digest	News Talk	NBC Meet The Press

Conclusions and Recommendations

As discussed earlier the market segmentation analysis prepared as part of this report can be utilized to provide very detailed and specific information to potential retailers proving the success of the downtown as a viable location from which to access segments of the surrounding trade area that bring significant disposable income. Further, this analysis can be used to target potential retailers and build an image for downtown Pontiac as a viable retail and technology related business location. Traditional wisdom suggests that communities cannot effectively recruit retailers, especially national retailers because they conduct their own strategic site selection decision based on their analysis of the market. However, most communities have not utilized detailed market segmentation analysis to prove the success of an existing district in attracting customers. Pontiac faces a challenge to overcome a lack of image and presence on the list of potential sites that get considered when retailers start looking for sites. The information in this report can be utilized to mount a campaign to elevate the image of downtown Pontiac based on empirical analysis of customer transaction with existing businesses.

Downtown Core

The Downtown Core is the redefined “downtown” district, representing a more realistic and viable size for a modern downtown Pontiac. This zone is centered on the core of historic architecture that identifies Pontiac, and runs along and adjacent to the Saginaw Street corridor. This zone also includes important cross streets like Lafayette, Lawrence, Pike and Water Streets, which all contribute to access and edges associated with the historic infrastructure. Perry and Wayne Streets complete the district by providing additional support access and good proximity to the core for district parking locations. This district is the focal point for the urban, pedestrian-oriented experience and will be developed with emphasis on amenities like street trees, decorative lighting, and coordinated furniture including benches, planters, newspaper boxes, trash receptacles and like items.

Clinton River Parkway

The Clinton River Parkway provides a special opportunity to re-establish the Clinton River as an important element of the downtown landscape. Years ago the river was enclosed in a concrete culvert for pollution and storm water management reasons. Today the river could be “daylighted” or uncovered to become an amenity to a parkway environment running parallel to the eastern leg of the Woodward Loop. This amenity could help to define a new parkway environment of open space and linkages to the large civic campus across the loop. When completed, this parkway edge to the downtown could accommodate many public events and foster new riverside loft and live/work housing units that would be very desirable.

Lafayette

The Lafayette zone is an area in the northeast quadrant of the downtown that has a mixture of older single family housing neighborhoods and commercial uses that define a rather unremarkable district. However, this area has great potential to become one of the major entry points to downtown Pontiac and a support district to the downtown core. The Lafayette zone has good proximity to the Ameritech fiber optics center across M-59, and consequently could be a great location for some high technology office users. Additionally, this area is a prime location for some upscale urban housing in the form of row houses, townhouses, and some urban apartments as the market dictates. This zone can house the needed boost in the downtown population, which in turn will increase activity and demand for additional retail and commercial services.

Neighborhood

The final character zone is the neighborhood district in the northwest sector of downtown Pontiac. This area has a rich history of being a single family neighborhood, and while it is primarily comprised of modest single family homes, they are well maintained and represent a solid base on which to build. This zone is envisioned to add more housing in the single family and townhouse categories. Small urban parks and amenities will

make this a downtown neighborhood with great access to the main core of the downtown. Ultimately, as the Woodward Loop is re-worked per the recommendations of the plan, this neighborhood can grow to the northwest and re-connect with the rest of the community, which is currently separated from downtown by the existing loop road configuration.

Character Zone Guidelines

This section should become a tool that is well understood by the Mayor and Council members, Planning Commissioners and staff, and Building Department officials, as well as receiving widespread distribution to prospective developers to convey the desires of the City clearly and concisely. This type of tool works in concert with accepted and approved zoning texts and can help eliminate many wasted hours by developers and unnecessary arguments between the community and interested investors. It can also lend a sense of predictability to developers, which will increase their confidence about the protection of their investment, once implemented, and its relationship to the rest of the downtown district.

- Downtown Pontiac should be organized into five “character zones”; Downtown Core, Regional Gateway, Clinton River Parkway, and Neighborhood.
- The Downtown Core Zone builds from existing Saginaw Street character; three to four story infill with retail/restaurant/entertainment ground floor uses, office and loft residential above, and the highest level of pedestrian streetscape amenities.
- The Regional Gateway Zone is focused on regional needs and scale; development is generally taller than in the Downtown Core and uses are oriented to the needs of commuters. Architectural elements are used to emphasize Woodward entries into downtown (Pike Street, etc.)
- The Clinton River Parkway Zone showcases a “daylighted” Clinton River and newly created civic space. This civic space should be flanked by Live-Work units and offices with an historic urban industrial loft character.
- The Lafayette Zone provides a unique opportunity to develop a spectacular gateway to downtown combining housing, technology businesses and related services into an active urban neighborhood.
- The Neighborhood Zone preserves and strengthens existing residential, stabilizes existing neighborhoods with strategic infill, and introduces a series of new neighborhood scaled parks.
- All downtown uses, massing, streetscape, architectural detailing, etc. should be regulated by “character zone” specific guidelines as follow in Figures 3-14-3-19.

The guideline figures 3-14 - 3-19 have been developed to provide illustrations and guidance to the development community and local officials charged with communicating the City's desires to prospective investors. A simple format was selected to provide a quick summary of all of the key elements, plus a sketch that captures the desired character of the area. It should be noted that these are guidelines, and are not intended to be the only way a project in a particular area can take shape. They do attempt to combine the various aspects of downtown projects to stimulate developers to show their creativity in responding to the outlined urban design principles as noted below:

- Uses - a brief notation on the preferred uses for each character zone.
- Massing - guidance on the relationships between the building mass, height, setback and its surrounding environment.
- Streetscape Elements - Appropriate streetscape treatments for each zone and use mix.
- Materials - Guidance on the kind of exterior finishes that are and are not acceptable for the buildings in each zone.
- Wall Surfaces - Guidance on acceptable design features of the exterior building walls to provide interest and compatibility within each zone.
- Apertures - Recommendations on the appropriate types of window openings and treatments to create consistency and compatibility within each zone.
- Storefront/Ground Floor Treatment - Guidance on the types of storefront and ground floor use treatments that will unify each zone and improve its appeal.
- Window/Door Details - Detail guidance to help provide uniformity and attractiveness in the finer project details like doors and windows and their trim.
- Signage - Guidance to the appropriate type and size of signs plus where signs are appropriate and inappropriate depending on the character zone.

While these guidelines provide a good overview of many of the issues to be faced in the implementation process of this plan, there is no substitute for involved, diligent staff professionals, volunteer commissioners and elected officials. As the site plan approval authorities become more adept at working closely with developers it will become second nature to recognize good design and to encourage adherence to professional design principles. As more and more projects are established according to the guidelines, the character zones will take shape as envisioned. Future developers will understand how their creativity can add to the mix, thereby creating a varied and diverse downtown Pontiac that has the balance and enduring nature of the existing historic core expressed in 21st Century vernacular.

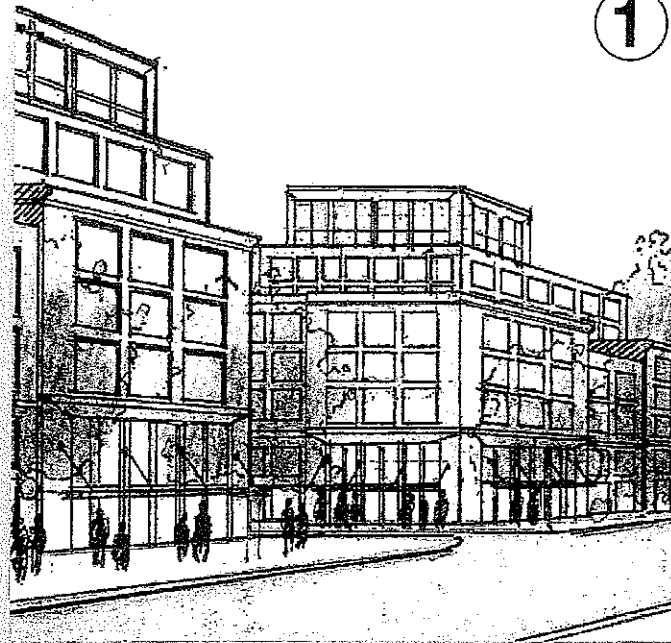
Figure 3-20?

Figure 3-21?

Figure 3-21?

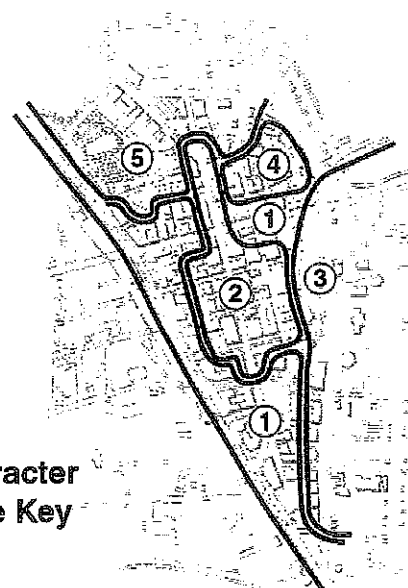
Regional Gateway

1



Description

Create an upscale mid-rise commercial/office environment along the major regional commuter routes. Provide welcoming atmosphere for small to mid-size corporate offices and destination retail opportunities for surrounding Oakland County regional consumer market. Simple massing schemes, consistent vertical streetwall, accented by towers at major intersections.

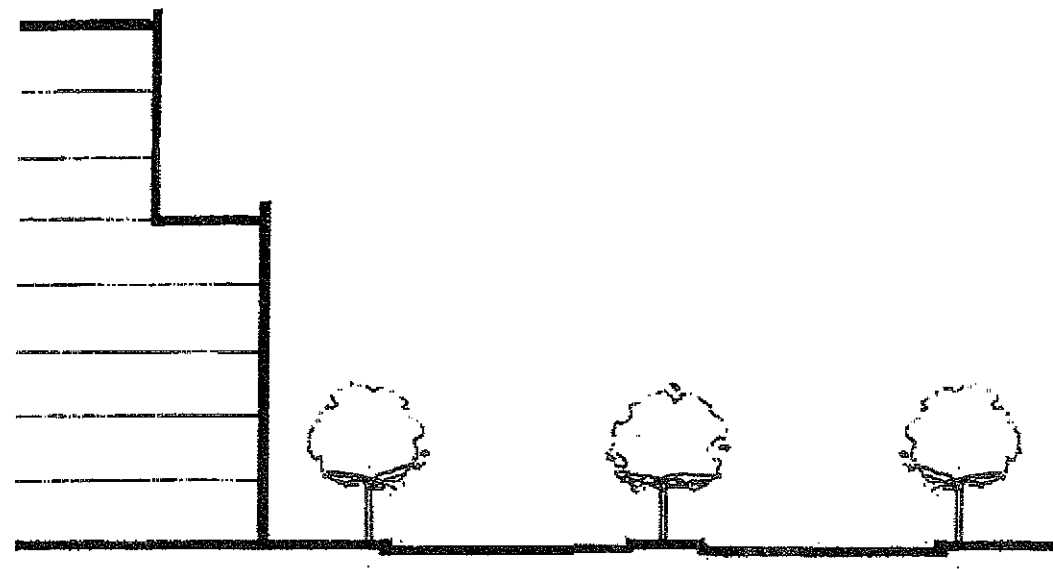


Character
Zone Key

Uses

- Large-Scale Office
- Hotels
- Movie Theaters
- Large-Scale Retail

Massing



- Up to five stories with zero lot line clearance
- Up to three additional stories of residential use, 20' streetfront setback (two sides if corner lot)

Streetscape Elements

- Shade Trees planted 40' o.c. in sidewalk grates (Woodward- center landscaped median)
- 12'-15' wide concrete sidewalks with pedestrian scale lighting (vehicular scale lighting in median)
- Contemporary furnishings, sculpture, etc. reflecting the unique cultural history of Pontiac

Materials

Yes

- Brick Masonry, Ceramic Tile, Metal Accents

No

- Painted Metal Panel, CMU's

Wall Surfaces

Yes

Articulated Wall Surface by:

- Expressed Vertical Piers and Horizontal Spandrel Panels
- Building Caps or Cornices and Bases or Storefronts
- Recessed "Punched" Openings Windows
- Decorative Accent Elements like Masonry Bands at Floors, Recessed Masonry Spandrel Panels, or Grid of Tile Medallions within Wall Design

No

- Flat or Flush Surface with Little or No Window Trim
- Reflective/Deep Tint Glass
- Glass Curtain Wall
- Metal Panels
- Banded Windows
- EIFS ("Vinyl Stucco")

Apertures

Yes

- Punched Openings
- Recessed Windows
- Clear, Light Glazing

No

- Banded Windows
- Flush with Wall

Storefront/Ground Floor Treatment

Yes

- Retail Storefront or Service Business with Street Orientation (Reception, etc.)
- Expression of Building Base" through "Change of Material, Color, Surface Modulation, etc.)

No

- Office Use with no Outside Orientation
- Building "Tower" Walls Simply "Slamming" into Sidewalk

Window/Door Details

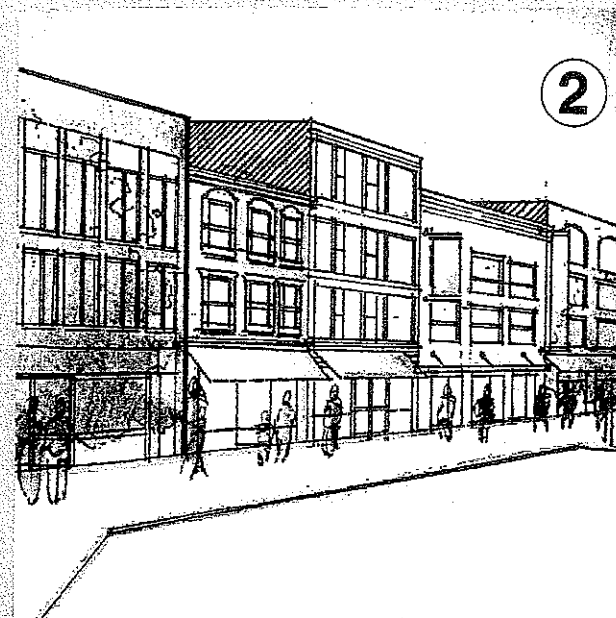
- Commercial Grade Window and Door Systems are Appropriate
- Consider Color as Accent on These Systems

Signage

- Allow "Signature" Building Signage, Building Entrance Signage, and Detail Signage for 45 mph Viewing from Woodward and Huron Corridors

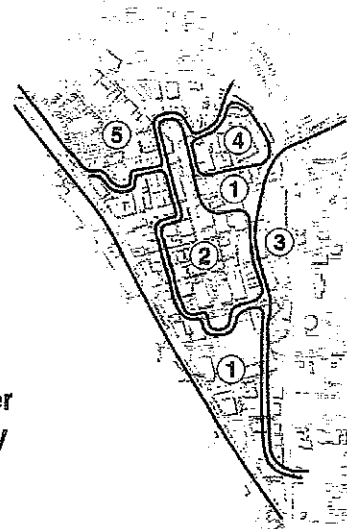
Figure 3-15: Regional Context
(Regional Gateway)

Downtown Core



Description

The lively and eclectic mix of galleries, clubs and eateries on historic Saginaw Street sets the tone for infill development in this entertainment/loft zone. Three- and 4-story streetwall filled with historic building details, multi-colored masonry and stone block fronts and vibrant, striking, business signage gives this a varied mix of unique impulse/entertainment retail with office/loft apartments. The streetscape is awash in varied and colorful pavements, dynamic lighting expressions and public art and gives this intimate pedestrian enclave its special energy.

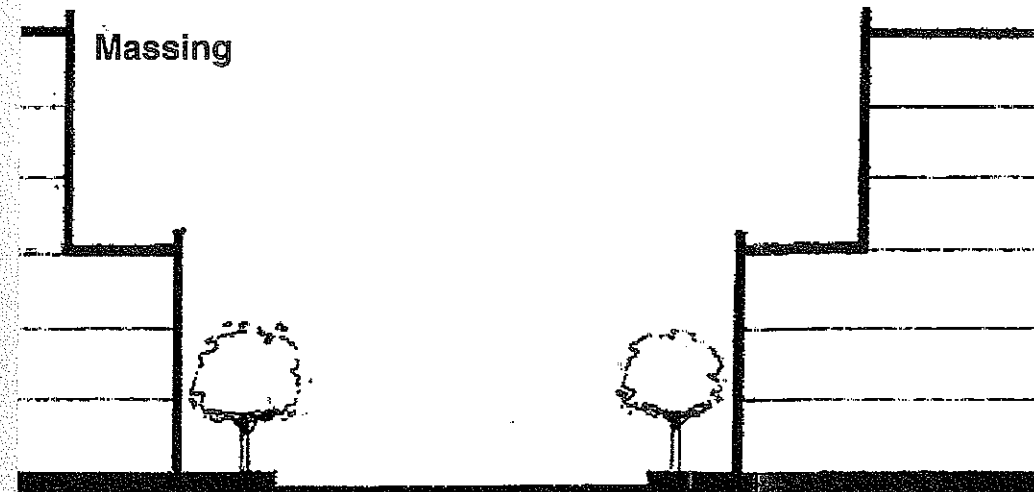


Character
Zone Key

Uses

- Mixed Uses within Buildings (Office, Live/Work, Housing, Retail)

Massing



- Up to three stories with zero lot line clearance
- Up to three additional stories if residential use, 20' streetfront setback (two sides if corner lot)

Streetscape Elements

- Shade Trees planted 30' o.c. in sidewalk grates (S. Saginaw-Shade Trees only at pedestrian "bump outs")
- Minimal use of planters, walls, and other elements interrupting views between canopy and ground
- Min. 15' wide sidewalks (to accommodate outdoor eating/seating, wider walks at pedestrian "bump outs")
- Custom site furnishings that respond to downtown materials and character, compliment outdoor pedestrian activities, and the arts and entertainment theme of the downtown core.
- Public art (murals, sculpture, lighting/video, etc.) encouraged
- Pedestrian scale street lamps (15' ht.)

Materials

Yes

- Small Material Units like Brick, Masonry, Ceramic Tile

No

- Metal, CMU's

Wall Surfaces

Yes

Contextual Articulated Wall Surface by:

- Express historic 20'-30' lot widths by varied elevation designs within that module
- Varied Parapet Element Heights
- Varied Depth of Piers, Windows, Spandrels
- Decorative Masonry Detailing
- Decorative Tile Accents

No

- Flush Facades
- Curtain Wall
- Reflective/Deep Tint Glass
- Metal Panels
- Banded Windows
- EIFS ("Vinyl Stucco")
- Commercial Aluminum Wide Mullion Window Systems
- 50'-100' Continuous Elevation Design which is insensitive to Smaller Historical Building Lot Widths

Apertures

Yes

- Window Design that Responds to Context of Historic Rhythm, Scale, etc.
- Both Punched Openings and "Chicago School" or "Commercial Style" Multiple Windows in Structural Bay Appropriate

No

- Banded Windows
- Curtain Wall
- Flush Openings

Storefront/Ground Floor Treatment

Yes

- Restore Historic Storefront Systems
- Deeply Recessed Entry Doors
- Wood or "Thin" Metal Storefront Detailing with Display Platform Bases
- Clear Display Windows

No

- 2"+ Aluminum Commercial Storefront Systems
- Flush Storefronts
- Reflective/Tinged Glass
- Office Use with Curtains/Blinds
- Closing Off Interior

Window/Door Details

- Window and Door Frames, Sash and Trim should be Compatible with the Size, Scale, Details of the Existing Adjacent Historic Structures

Signage

- Standard Retail Signage in: Transom Glass, Store Window (including neon) or Awning up to 2% of Total Wall Elevation Area. Allow "Icon" Blade Sign in addition to store signage (up to 2 square feet in area). Also, Upper Level "Icon" Blade Signs or Window Neon to be allowed (up to 4 square feet per floor)

Plus

- Allow 50% increase in Sign Area (open letters, not opaque background) based on Total Building Facade Restoration/Reconstruction as approved by Historic District Commission

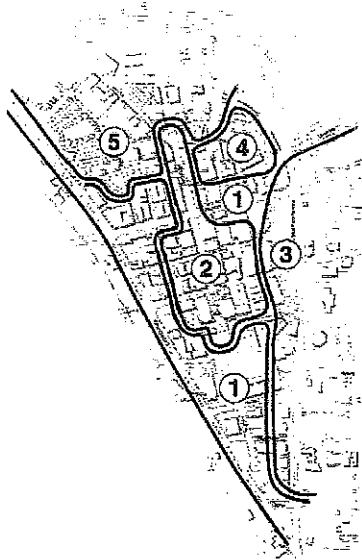
Figure 3-16: Downtown Core

Clinton River Parkway



Description

A newly created parkway defined by a daylighted Clinton River and a reinterpretation of Pontiac's Historic Industrial Heritage. New civic uses, "work/live" lofts, and office studios bring a youth-oriented viewpoint to this new community space. Architecture should reflect Pontiac Techno-Industrial culture with mid-sized blocks and the raw structural expression of concrete or steel frames with brick, block and steel frame sash infill panels.

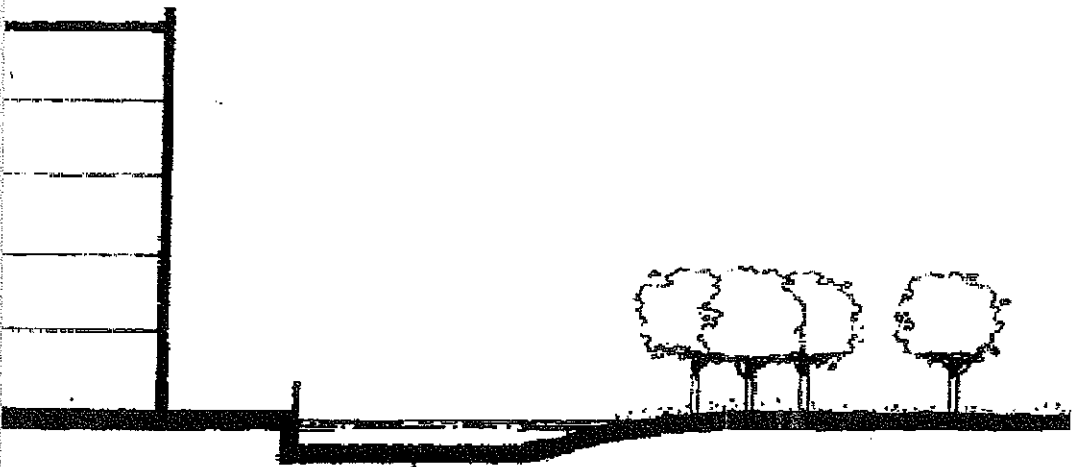


Character
Zone Key

Uses

- Techno Firms - Mid to Small
- Apartments - Large to Medium
- Live/Work
- Civic

Massing



- Up to three stories of work/live lofts (18' ht' stories with 30% mezzanine allowable) with zero lot line clearance
- Up to two additional stories if residential (10' ht. stories) and 20' streetfront setback (two sides if corner lot)

Streetscape Elements

- 15' sidewalks (concrete, or other materials with industrial feel) (8' in parkway)
- Furnishings with industrial feel and materials
- Seating strategically located at building entries, entries to parkway
- Pedestrian scale street lamps
- Encourage siting of flamboyant public art in parkway
- Discourage elements which interrupt views between shade tree canopy and ground, or obstruct views to the parkway

Materials

Yes

- Exposed or Expressed Structural Frame (concrete/steel) Masonry infill

No

- Clapboard Siding

Wall Surfaces

Yes

- Concrete or Steel Structural Frame, Expression with Brick or CMU Masonry infill

or

- Infill of "Industrial Materials" like Corrugated Metal, etc.

No

- Pitched Roofs
- Suburban Office Facades

Apertures

Yes

- Punched Openings within Infill Panels
- Glazed Panels within Structural Frame

No

- Curtain Wall

Storefront/Ground Floor Treatment

The nature of "Work/Live" units will generate a wide variety of "open" and "closed" facades. This combination should reinforce the "Techno-Industrial" character of this zone.

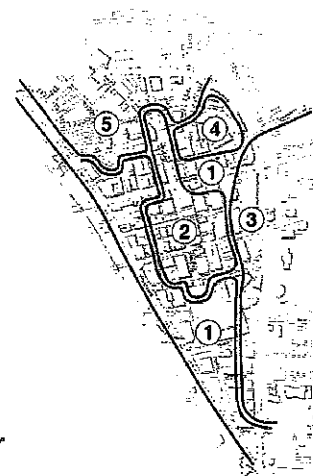
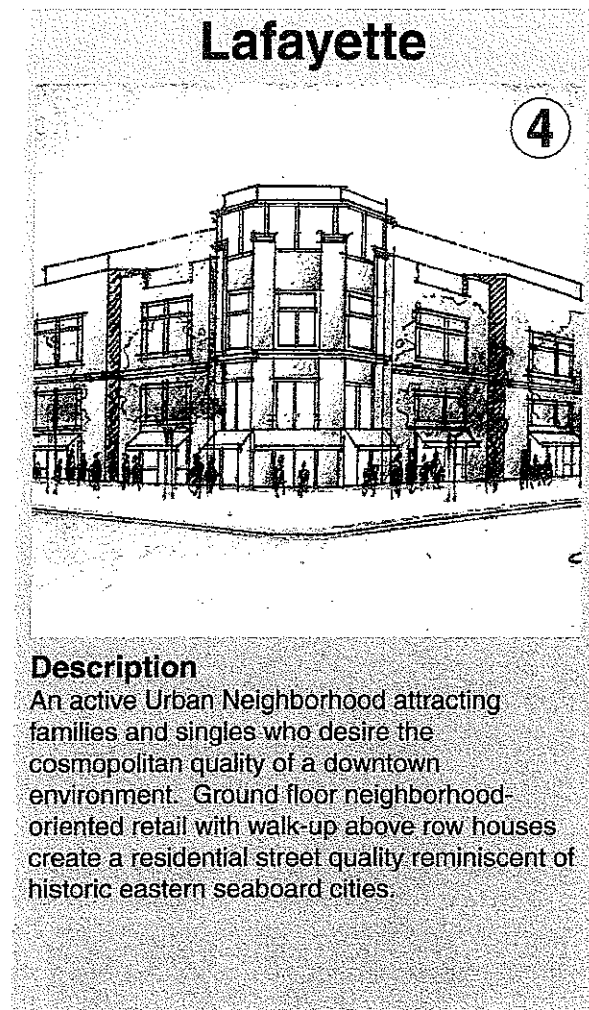
Window/Door Details

- Window/Door Details should contribute to the urban "Techno/Industrial" Aesthetic

Signage

- Allow Funky, Offbeat, Live/Work/Art Studio Signage Expression
- Signage should not physically encroach into pedestrian space
- Allow up to 10% of the wall elevation to be covered by creative signage (approved by commission)

Figure 3-17: Clinton River Parkway

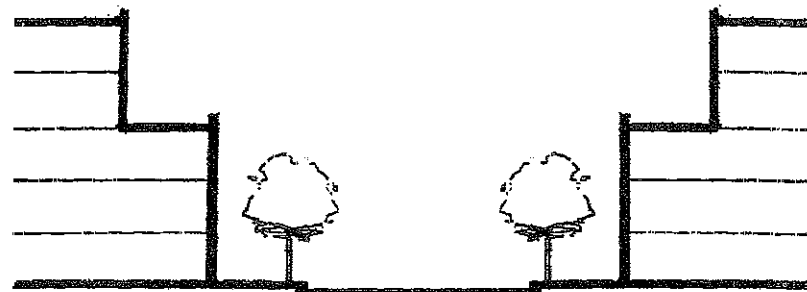


Character
Zone Key

Uses

- Townhouses
- Small Apartments (8 Units)
- Local/Neighborhood Retail

Massing



- Up to 3 1/2 stories of residential (first floor retail allowed) with 8' frontyard setback.
- Up to two additional stories with 20' setback above three stories.

Streetscape Elements

- Shade Trees planted 30' o.c. in sidewalk grates
- 12' wide concrete sidewalks
- Sloped and planted front yards
- Low masonry planter walls
- Pedestrian scale street lamps and porch lights

Materials

Yes

- Brick or Ground Face Block Masonry (max. 8" x 8" scored block unit expression)
- Clapboard Siding, Asphalt Shingle Roofs

No

- Metal Panels, CMU's

Wall Surfaces

Yes

- Gables or Articulated Parapets
- Eave, Corner and Base Trim
- Row House, Townhouse Detailing
- Express Historic 20'-30' lot widths by varied elevation designs within that module

No

- Flush Facades
- 50'-100' continuous elevation design which is insensitive to smaller historical building lot widths

Apertures

Yes

- Punched Openings within Infill Panels
- Recessed
- Residential Scale

No

- Commercial Office Windows
- Flush Windows
- Banded Glazing

Storefront/Ground Floor Treatment

Yes

- Aluminum Commercial Storefronts
- Residential "Living Room" Windows (combinations of plate glass and double-hung windows)
- Contextual wood or metal and glass storefront systems

No

- Flush Storefronts
- Reflective/Tinted Glass

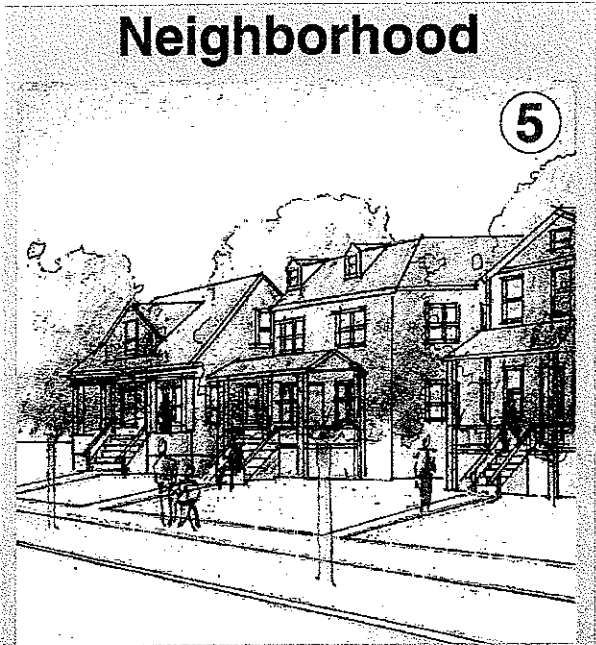
Window/Door Details

- Window/Door Details should be Painted or Vinyl Clad Wood with residential details, scale and trim
- Aluminum Commercial Storefront Details also allowed

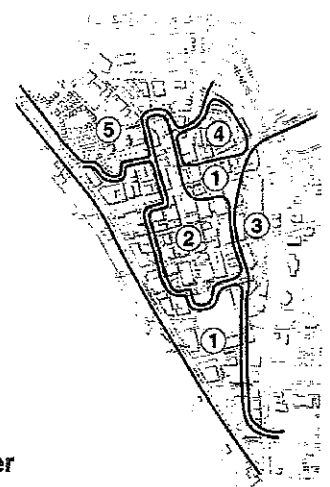
Signage

- Minimal Signage (up to 2 square feet) within Storefronts
- No Signage on Townhouse, Residential Properties, except building name at entries (max 2 square feet) and addresses

Figure 3-18: Lafayette



Description
Preservation and strengthening of existing single-family residential through strategic infill, and creation of small open spaces. No retail or office use allowed in this zone. Existing faith-based organizations retained and encouraged to grow with their community. Gabled and pitched roofs.



Character
Zone Key

- Uses**
- Townhouses and Single Family
 - Residential Only

Massing



Streetscape Elements

- Shade Trees planted 30' o.c. in lawn panel (min. 3') between sidewalk and R.O.W.
- 6' wide concrete sidewalks setback 3' from R.O.W.
- pedestrian scale street lamps complimented by porch and yard lights

Materials

- Yes**
- Aluminum, Vinyl, Wood, Clapboard Siding or Brick with Asphalt Shingle Roofs
- No**
- CMU's

Wall Surfaces

- Yes**
- Front or Side Gables
 - Double-Hung and Casement Windows
 - Window and Door Trim

Apertures

- Yes**
- Residential Double-Hung or Casement Windows
 - Window Trim
 - Recessed Openings
- No**
- Banded Glazing
 - Commercial Window Expressions

Storefront/Ground Floor Treatment

- Yes**
- Fluid 1-1/2-2 Story Residential Design Expression
- No**
- Ground Floor Commercial Facade

Window/Door Details

- Window/Door Details should be Painted or Vinyl Clad Wood with residential details, scale and trim

Signage

- No signage, except addresses

Figure 3-19: Neighborhood

3: Land Use and Urban Design

Introduction

This volume provides an update to the 1989 (adopted 1991) Downtown chapter of the Pontiac Comprehensive Plan prepared for the period extending to the year 2010 regarding land use and urban design characteristics and recommendations. As an update prepared in 2001, it recognizes valid concepts and ideas that were adopted in the earlier plan, and builds upon the earlier foundation to extend the downtown vision to 2020. This plan contains a series of recommendations that respond to market opportunities and urban design ideas that will help define and characterize a revitalized Pontiac core with all the excitement and vitality a community of its size, location and composition should enjoy.

This volume of the downtown plan update is constructed in six parts including:

- Planning Process
- Policies and Principles
- Analysis
- Framework Concepts
- Downtown Land Use Plan and Phasing
- Architecture and Urban Design

Each part is described below, highlighting the essential points that build a story of how various elements of the physical environment within the downtown area play important roles in a bright future for Pontiac.

Planning Process

The planning and urban design process was structured around a series of four interactive workshops with Walter Moore, Mayor of Pontiac, and a downtown stakeholder committee. The committee was comprised of a cross section of downtown and community interests that could bring varied and informed viewpoints to the process. The workshops allowed the stakeholder committee to define goals and expectations that would eventually shape land use and urban design recommendations. At each step in the process, materials were shared with the committee, a discussion ensued, and agreement was reached on the direction for the next step in the formulation of the plan.

The stakeholder committee consisted of individuals representing many groups and organizations in the Pontiac community. The consulting team appreciates the hard work and diligent participation by this group to provide thoughtful input and suggestions to the team at every step in the process. (Refer to Table 3-1 Stakeholder Committee Members.)

**Table 3-1
City of Pontiac, Michigan
Downtown Development Plan
Stakeholder Committee Members**

Moore, Walter
Mayor

Burt, Walter L., Dr.
Pontiac School District

Cunningham, James
Pontiac Downtown Development Authority

Donahue, Robert
Oakland County Planning

Oberoi, Madhu
City Planning Division

Hively, Robert
Oakland Press

Lamberti, Patrick
Pontiac Osteopathic Hospital

Lasseigne, Mattie
Pontiac Growth Group

Milton, Jean
City Planning Commission

Gallardo, Rosemary
Pontiac Chamber of Commerce

Harrison, Charlie J., III
Pontiac City Council

Pitcole, Larry
General Motors Truck Group

Uzelac, Chuck
Uzelac Gallery

Woods, Esmo
Citizen and Local Historian

Tucker, Charles M., Jr.
City of Pontiac, Michigan

The four workshops identified for stakeholder participation paralleled the planning process to keep the committee members abreast of the progress of the project, and more importantly, to solicit their input at critical junctures in the process. An overview of each workshop helps to illustrate the importance of the stakeholder committee and its influence on development of the downtown plan.

Workshop 1 - Information and Data Gathering

The first stakeholder workshop was held at the beginning of the planning process and served two important purposes:

1. Describe the project steps, roles and resources with the stakeholder committee
2. Provide an opportunity for committee members to provide their viewpoints and describe the future they would like to see for downtown Pontiac.

Project Steps, Roles and Resources

The project steps outlined as a methodical progression that would formulate the plan through a series of logical steps to arrive at the preferred solution. It would be a market driven approach resulting in a road map for action focused on the implementation of projects, programs and initiatives. The combination of planning ideas, urban design principles, traffic management solutions, and economic development opportunities would be melded into a cohesive plan with recommendations and action steps aimed at implementation. The four steps in the model included:

- Step 1. Information and Data Gathering
- Step 2. Issues and Opportunities
- Step 3. Market Conditions and Planning Alternatives
- Step 4. Draft Plan Review and Public/Private Phasing

In the first step, the consulting team would gather past plans, available maps, data and relevant information to the planning process. This included interfacing with Oakland County's Community and Economic Development Department and their comprehensive Geographic Information System (GIS) planning data base. Additionally, interviews and viewpoints would be gathered from stakeholder committee members and other community and business leaders identified by the stakeholders or city administration.

In the second step, the consultants would compile important issues that needed to be addressed during the downtown planning process. Issues range from physical planning elements like roadways, parks, alleys and the Phoenix Center, to questions of land use like relocating the courts, "daylighting" the Clinton River, appropriate retail, entertainment and housing redevelopment, to blighted conditions and social issues that all have impact on the success of the downtown district.

The third step provided the results of both the market/economic analyses and the planning/design evaluations. This step focused on the actual recommended improvements and modifications that could help the district move incrementally to a higher level of activity and vitality. Various physical, traffic and land use scenarios would be played out and discussed to determine the best direction for downtown Pontiac. Within this framework of ideas, character zones would be developed with associated guidelines that could serve as part of a development toolkit for staff, Planning Commissioners and DDA members, as well as City Council members. The guidelines would translate the City's desires into principles that would provide the development community with a clear understanding of acceptable development parameters.

The fourth step included more detailed examination of individual project sites that would result in the first phases of investment needed to implement the plan. Individual properties were studied to determine development capacity, financial feasibility and implementation phasing over time. Ultimately the products of this phase form the core of the plan recommendations and the short-term action strategies that identify private investment opportunities and public infrastructure support.

In each of the steps, the stakeholder committee had the role of bringing their ideas and experience to the process. They not only served to inform the consulting team, but also provided a broad background of social, political and development history to the dialog. As Mayor Moore stated repeatedly during the process,

"It is essential that when we complete this plan, we are all pulling in the same direction for the future of our downtown. In the past, it has too often been easier to point fingers at each other for our lack of success - now we must work together to move this downtown to a higher level."

The consulting team would rely on the local knowledge of the stakeholder committee at each step in the process. From the very beginning, stakeholders offered resources and references of historical documents or valuable contacts that would enhance the team's understanding of an issue. This approach helped to shape a plan that was driven by sound planning and economics and tempered by substantial local expertise.

Stakeholder Viewpoints

The other important aspect of Workshop 1 was the opportunity for the stakeholder committee members to share their views about the past and hopes for the future of downtown Pontiac. Committee members ranged from representatives of families that have been in the area since just after the Civil War, to a local historian who has written five books on the last hundred years of Pontiac's history, to local business people, and civic leaders. They remember Pontiac as a hub of the auto industry, and downtown as a vibrant and vital place with bustling streets. They also recognize that several decades of disinvestment, social change and changing land use patterns have all contributed to a downtown that has several important hurdles to overcome. Hurdles like

blighted properties, perceptions of unsafe conditions, homeless shelters and sporadic development impact both the image and the operation of an attractive and vital downtown. However, the stakeholders are clearly committed to downtown Pontiac, and are banking on the strength of the plan and the community to overcome obstacles and ensure success!

Generally the stakeholders agreed that the city has gone through several cycles, and with a good plan is well positioned to restore the downtown to its gemlike status. Given the recent resurgence of downtowns, and the ever-spreading desire for suburban areas to ground themselves with a downtown core, Pontiac stands at an important crossroads to the future. It has the historic core, and the room to add new and exciting uses. It has entertainment venues and needs more attractions. It needs more people living in the core area. And it has a premier location in the center of one of the most affluent Counties in America. These ideas and others were folded into the planning process and taken forward to the next step of issues and opportunities generation.

Workshop 2 - Issues and Opportunities

The second workshop was held after the consulting team had a chance to assemble various maps and data to produce a profile of the downtown area. The discussion at this workshop focused on reviewing the existing conditions and identifying issues that would be important as the planning process moved forward. Since the existing conditions profile is addressed later in this section under the Analysis section, it will not be repeated here. The context of downtown Pontiac within the region, its position within the City and the individual characteristics of its parts were reviewed. The beginnings of ideas about framework principles, balancing community and commuter needs, strengthening civic space, and reinforcing the core land uses while transitioning to neighborhoods were introduced. The rest of this workshop was spent discussing issues.

A brainstorming session took place at the second workshop to identify issues that should be considered in the planning process. Additionally, some time was spent on comments about past planning efforts that represented good or bad ideas as viewed by steering committee members. These two lists appear below for informational purposes, since many are otherwise imbedded in the final plan, but are not documented elsewhere. The issues appear as they were recorded, not necessarily in order of importance.

Downtown Plan Issues - Stakeholders

- Feasibility of relocating Courts
- Municipal golf course linkages (open space) to downtown
- Connections of downtown to County trail system
- Clinton River neighborhood connections
- Farmers Market - interest level/location
- West bound M-59 traffic through downtown - type and volumes of traffic

- Verify Phoenix Center roof deck for additional development - Don Davison Museum
- Evaluate long term future of Phoenix Center/aging considerations
- Parking Lot 9 development opportunities
- Student housing downtown - artist colony, live/work options
- Recreational offerings downtown - active/passive
- Integrate South Woodward planning into the downtown plan thinking
- Programming and land uses oriented to downtown ownership - the people
- Future of Pancake Shelter - Saturday morning breakfasts
- Location, number and regulation of boarding houses (SRO's) in Pontiac
- Community input - timing, use of Main Street studio, Growth Group space, City Hall
- Consider uses outside the downtown loop in determining appropriate linkages
- Flexibility in master planning - no locked options
- The use of eminent domain and its relationship to planning/priorities
- Educational institution cooperation
- Maximize utilization of space (e.g. trash pickup in alleys)
- Alleys should be pedestrian friendly, complimenting Saginaw Street
- Streetscape treatments to address lighting, warmth, width of pedestrian environment
- South Woodward area is a diverse neighborhood - needs special attention
- Explore alternative Phoenix Center strategies - keep concert area
- Upscale housing alternatives within the loop on the north end
- Transition of housing from Oakland to downtown
- Relationship of housing density and open space in neighborhoods

Good/Bad Ideas from Past Planning

Good Ideas

- Pedestrian connection to Water Street via Wayne
- Civic Center enhanced image and function
- More options for use of Phoenix Center
- Education program for infrastructure changes
- Circulation ideas for improved traffic management
- Gateway at North Oakland
- Use of public art at gateways
- Use of water throughout the year (e.g. ice rink)
- Youth and children focus in our plan
- Better utilization of drive-thru bank site on loop
- Residential development in northern neighborhood

- Connect western neighborhoods to downtown district
- Clinton River restoration
- Auburn Road commercial link to downtown
- Need for more streetscaping - trees and lighting
- Attracting people downtown for outdoor uses
- Splitting Parking Lot 9 for redevelopment
- Tuck parking into lots off Saginaw
- Mixing land uses for more interest, variety, vitality
- Resolution of the southern neighborhood
- Loft-type housing development outside the downtown loop
- Entertainment uses on Water Street
- Wrapping the Phoenix Center with additional uses
- New development focused on retail ground level, office and housing above
- Ground level performance space (e.g. Hart Plaza in Detroit)
- Having a master plan for guidance

Bad Ideas

- Traffic in pedestrian areas (like lot 9 when redeveloped)
- Auto related uses in the downtown
- Truck traffic dividing the City
- Mid-rise development
- Current Courthouse location

Workshop 3 - Market Conditions and Planning Alternatives

The third workshop got to the heart of the plans and alternatives, and how the market analysis profiles a significant base for increased investment in Pontiac's core. In particular, some of the core concepts of the plan were discussed including:

- Circulation and Parking - Hierarchy of streets and the district parking approach.
- Civic Space Enhancements - Rails-to-Trails linkage, Phoenix Center improvements, Clinton River parkway, Pedestrian Loop connections, and community parks/open space within the downtown district.
- Land Use - Character Zones defined by organizing principles for the various development areas of downtown Pontiac.
- Development Opportunities - guiding private investment, supporting investment with public infrastructure improvements.

This workshop yielded a great deal of support and resulted in directing the further refinement of the core concepts and development opportunities. Much of the contents of this workshop have become part of the final plan and are described in greater detail through several of its volumes (i.e. strategic market analysis, land use and urban design, parking analysis, traffic circulation). This workshop was a defining moment in the development of the plan, as it brought together many of the ideas, issues and discussion elements of the two previous meetings, and translated desires into tangible expressions of what the future could be in downtown Pontiac. The consultants moved forward from this point with confidence that the stakeholders were comfortable with the content and direction of the plan.

Workshop 4 - Draft Plan Review and Public/Private Phasing

The final workshop provided an opportunity for the stakeholders committee to see all previously discussed concepts assembled in one session to understand how all of the pieces fit together. An important part of this discussion was the practical reality of how to proceed with the implementation of the plan in an incremental and organized fashion.

The debate over what to do first, second, third, and so on... is an essential element in the approach for this plan. From the beginning, it was always envisioned that this plan would be a roadmap for implementation. An action strategy aimed at development, not a shelf plan of only high ideals, with no means for execution. This workshop reinforced that approach by defining both the private and public responsibilities to undertake elements of the plan. Stakeholders had strong ideas about how certain areas could proceed, and how others would take more time, or shouldn't proceed in a particular direction. By the end of the discussion, there was a clear understanding of the key elements of the plan, and how it could serve as a blueprint for success.

Draft Review and Comment

Subsequent to the fourth workshop, the plan was assembled into a draft and electronic power point presentation to "go on the road" for broader community review and comment. Several presentations were made to city and community groups including the City Council, Planning Commission, Downtown Development Authority, economic development agencies, County planners, local historic, civic and neighborhood groups, and the Stakeholder Committee. The presentation was also recorded and replayed on community access cable television for public consumption. During the course of these presentations, interested citizens, agencies and organization representatives made many positive comments, and constructive suggestions. Most related to the more detailed design or implementation of the plan and its ideas. All were given careful consideration in the finalization of the documentation and incorporated or referenced wherever appropriate. The plan was compiled into its seven-volume format to be adopted by the City for immediate implementation according to the recommendations and phases described.

Policies and Principles

Stakeholders reviewed a summary of recommendations from the Downtown Chapter of the 1989 Comprehensive Plan, *Pontiac 2010 A New Reality*. They identified policies and principles from that previous effort to be explored in the plan update. They also added ideas and concepts that they felt would strengthen the downtown plan. These policies and principles include:

1. Preserve existing historic buildings.
2. Integrate future development with downtown's historic fabric of buildings and streets.
3. Create an overall sense of order by aligning structures with the street grid.
4. Create a linked pedestrian circulation system and pedestrian-friendly environment (human scale, walkable with visual interest)
5. Establish a continuous developed street edge bringing activities to the street
6. Use city-owned properties to stimulate revitalization
7. Maintain city-owned lots in park-like condition until developed.
8. Emphasize medium-sized incremental development projects.
9. Make a highly visible effort to reduce crime (foot and scooter patrols; mounted police).
10. Make a trip to downtown comfortable and pleasant.
11. Provide a high quality physical environment.
12. Encourage a balanced mix of complimentary uses (including residential).
13. Establish a compact and intensively developed downtown.
14. Provide adequate, visible parking connected to the pedestrian system.
15. Establish a clearly articulated vehicular system.
16. Foster continuity in building height, scale, massing, facade organization, and materials.
17. Provide historic renovation guidelines.

This served as the beginning point for the land use and urban design analysis and framework stages of the plan update process.

Analysis

Regional Context (see Figure 3-1)

Pontiac is ideally located in the center of Michigan's wealthiest County, and is surrounded by growing, affluent suburbs. Two hundred years ago Pontiac evolved from the crossroads of historic Indian trails and a settlement destined for success. One hundred years ago it was poised to become a hub of urban, transportation and automotive commerce in the development of southeast Michigan. Today, as Pontiac faces the 21st Century, it is again positioned to have a bright future. In particular, downtown Pontiac contains all of

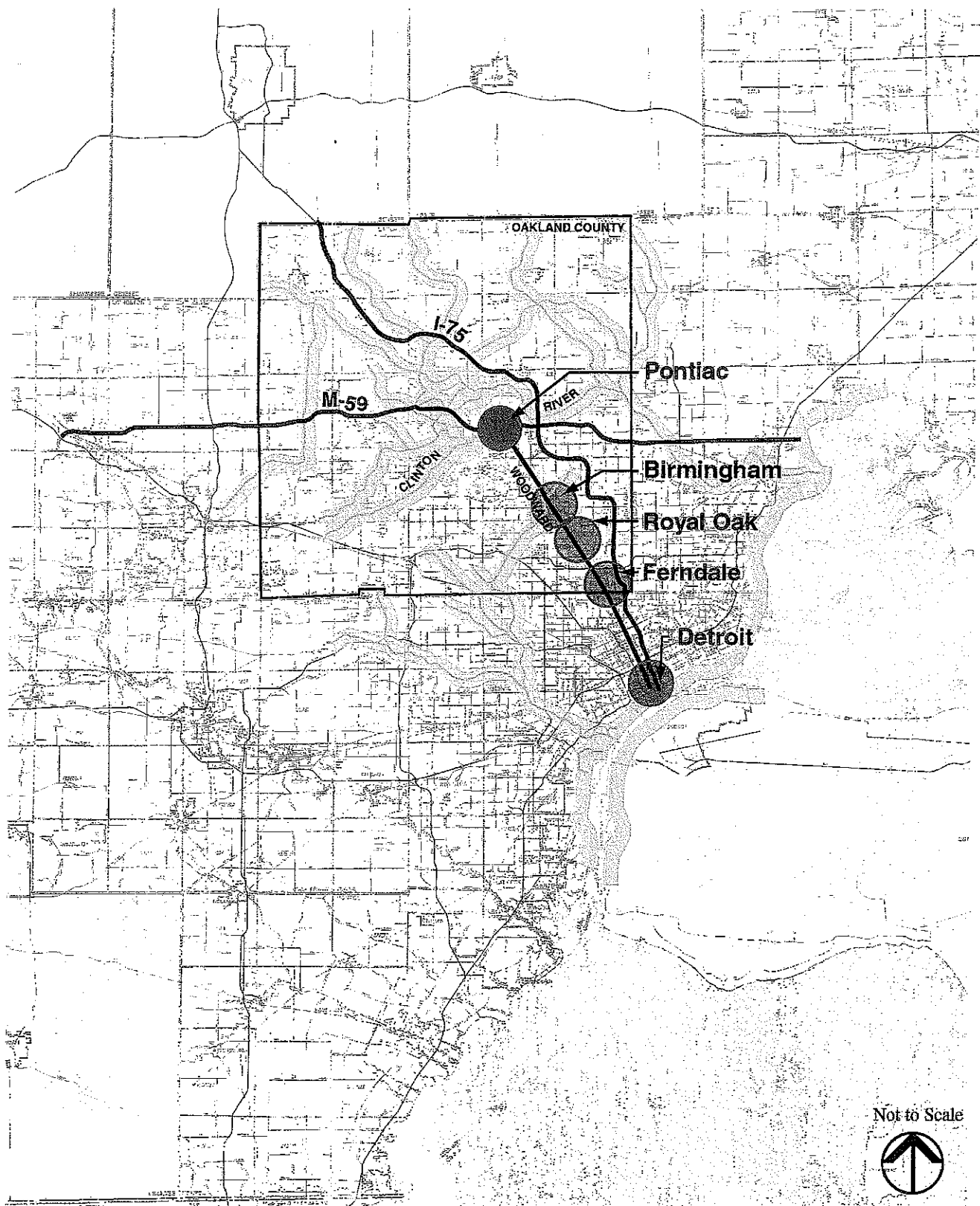


Figure 3-1: Regional Analysis - Downtown Development Strategy

the elements to become a core of culture and entertainment, a model of urbanity that blends history with technology, and a place that is so convenient and desirable to so many, that it truly can become Oakland County's downtown.

Downtown Pontiac, the Oakland County seat, is the terminus and intersection of several regional systems, especially transportation, infrastructure and natural system networks. Downtown is the northern terminus of Woodward Avenue, the greater Detroit area's "main street." Beginning 20 miles away at the Detroit River, Woodward is the image corridor and "address" of several southeastern Michigan downtown districts including Detroit, Highland Park, Ferndale, Birmingham, and Bloomfield Hills. Currently, Woodward Avenue becomes the "Woodward Loop" when it enters downtown Pontiac; a one-way counterclockwise traffic circulator that surrounds the downtown district.

Downtown Pontiac is bisected by M-59 (where it becomes Huron Street), a busy east-west state trunkline that connects Port Huron to Howell. M-59 is an important connector between residents in communities west of Pontiac to job centers, regional retail and entertainment venues, and I-75 to the east. East of downtown, M-59 divides into a one-way pair; eastbound Huron Street and westbound University Avenue. Huron and University are two of the most important entries into downtown. Additionally, the University-Oakland (Business US-24) linkage via the "Woodward Loop" is one of the most heavily used by commuters, particularly during evening rush hour. The high traffic volumes at rush hours have effectively made Huron Street a perceptual and physical barrier between the northern and southern areas of Downtown, and the "Woodward Loop" an equal barrier separating downtown from surrounding neighborhoods.

I-75 defines the northern and eastern boundaries of the city of Pontiac. Oakland County refers to this section of I-75 as "Automation Alley," increasingly becoming home to many automotive industry high-tech facilities including the Daimler-Chrysler Technology Center. Downtown is within minutes of this rapidly developing corridor.

Oakland County also has a unique geologic character among the tri-County metropolitan area in its many and varied lake communities. Glacial action terminated in Southeast Michigan in Oakland County, leaving interesting rolling terrain and hundreds of freshwater lakes. As the County has grown, Pontiac again is the interesting position of being the transition zone between the urbanized Detroit area and the bucolic lakes communities of the County. This geology has served to make Oakland County a desirable place to locate housing, while the flatter lake plain of the remainder of the County and its neighbors was ideal for farming, and ultimately urban job center development. Pontiac is the beneficiary of both conditions, and well positioned to take advantage of its attractive resource base.

Downtown Pontiac also occupies a strategic location in relationship to the Clinton River Watershed. Its headwaters form north and west of Pontiac, as this major regional river begins to build momentum. Crystal Lake is immediately southwest of downtown, and as the River moves from the lake into the center of downtown it has been buried in a concrete channel. Currently, the Clinton River is roughly located along the south side of Orchard Lake Road as it moves through downtown, then turns north just west of the library. The river daylight just east of downtown, flows easterly through other communities, and eventually empties into Lake St. Clair. With increased Countywide momentum for greenway development linking natural and cultural resources, downtown Pontiac has a timely opportunity to consider its important position in a larger environmental context, and reconsider the character and image of the Clinton River.

City Context (Figure 3-2)

Downtown Pontiac is generally surrounded by residential neighborhoods on its northern and eastern edges, with industrial and commercial development paralleling an active rail corridor on its west-side. Several job centers parallel Martin Luther King Jr. Boulevard including Pontiac North, and GMC Motor Division. CenterPoint Engineering Complex is southeast of downtown, just west of I-75. Centerpoint has become a thriving mixed-use development as it now boasts hotels, conference facilities, and restaurants in addition to both manufacturing and engineering jobs.

The Oakland County Municipal Complex is immediately northwest of downtown along Telegraph Road. Also, The City's municipal complex (including city hall, police headquarters, and school administration building) is just east of downtown on Auburn Road, while the 50th District Courthouse is located at the intersection of Huron and Saginaw Streets. Additionally, the Pontiac Public Library is located downtown, just northeast of the Phoenix Center.

Pontiac Osteopathic Hospital is located in the heart of downtown. St. Joseph Mercy Oakland Hospital is just minutes south of downtown on Woodward Avenue. A third hospital, North Oakland Medical Center is located just west of the downtown along West Huron at Johnson.

Major retail and commercial corridors and "big box" development extend west and north of downtown along M-59 and Telegraph respectively. Smaller scale commercial and neighborhood-oriented retail is currently along Orchard Lake and Auburn Roads, as well as Woodward just south of "The Loop."

The Franklin Street Historic District, Indian Village, and Seminole Hills neighborhoods represent high quality pre-World War II housing. Additionally, the Fairgrove District, immediately north of downtown, anchors a residential zone with stable pre-World War II "worker housing". The Lighthouse District (roughly east of downtown and south of Auburn Road) is a redeveloping neighborhood with a mix of pre and post-World War Two housing. Additionally, Pontiac Municipal Golf Course, which surrounds Crystal Lake, is a popular

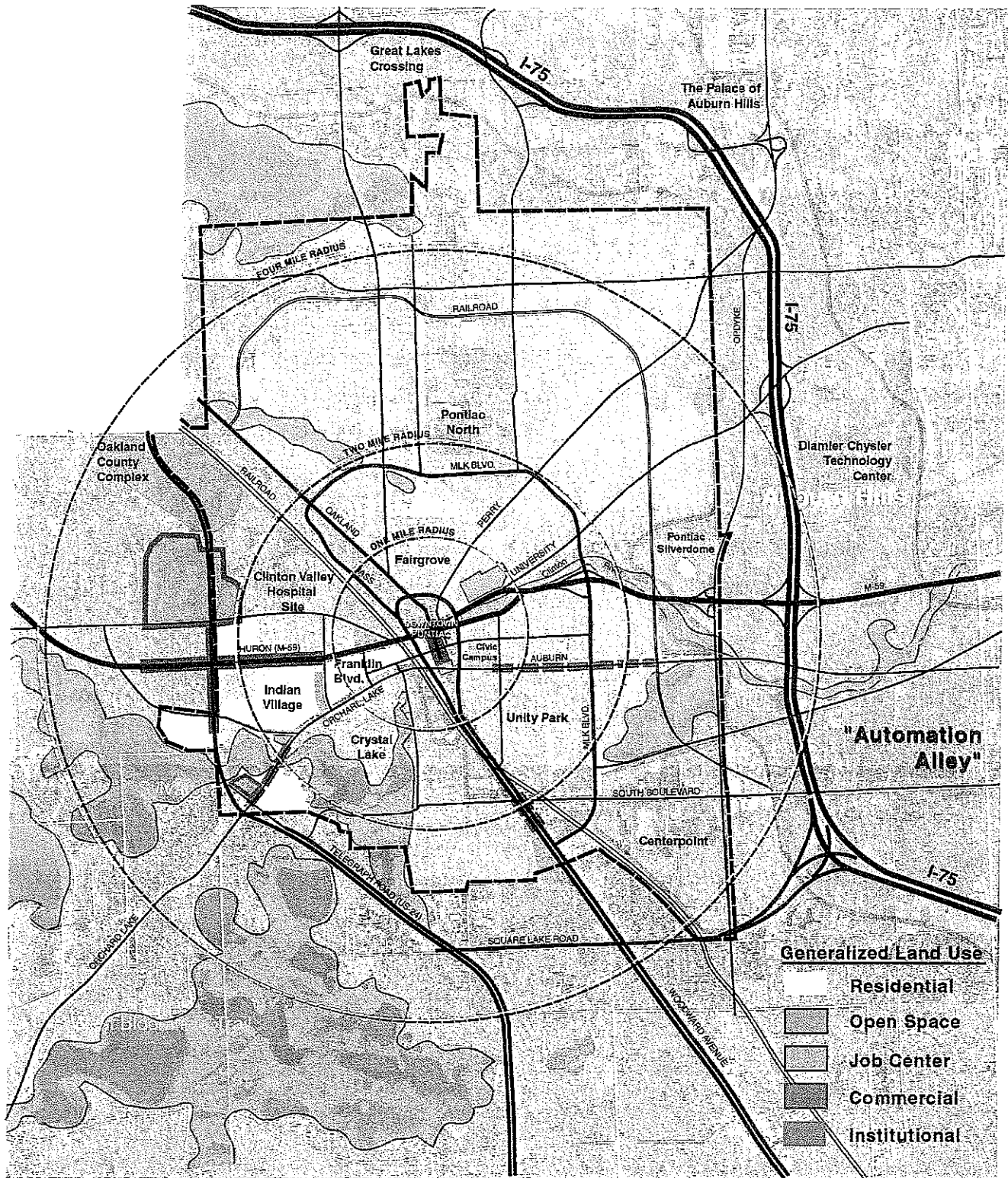


Figure 3-2: City Analysis - Downtown Development Strategy

Not to Scale



regional resource and the impetus for recent nearby housing development.

Downtown Analysis (Figure 3-3)

Land Use Categories

Downtown Pontiac, currently defined by the “Woodward Loop” is the most intensive and diverse mix of uses in the City. Particularly along Saginaw (south of Huron) and Pike Streets, ground floor uses consist of galleries, nightclubs, bars, restaurants, and other retail. Typically, office and some residential occupy the upper stories of buildings. Highlights of various land use categories in the downtown district are outlined below:

Retail and Entertainment

- The mix of active ground floor uses is concentrated primarily between Lawrence and Water Streets, comprising much of downtown’s historic building fabric. Office and other uses make up the remainder of the ground floor on Saginaw Street north to the “Woodward Loop”. There is very little ground floor active use on other streets within downtown.
- There are several retail uses clustered around the intersection of Oakland and Saginaw Streets, most notably Times Square, a dinner theater that has adaptively re-used the Masonic Temple.

Office and Institutional

- The majority of downtown’s employment base is focussed in three locations; the Phoenix Center, Pontiac Osteopathic Hospital, and the City’s Municipal Complex, just east of the Woodward Loop. Collectively, these three facilities consist of nearly 4,000 employees and day-time population. However, these facilities are internally focused with minimal programmatic or physical connections to the rest of downtown.
- Smaller entrepreneurial uses, particularly internet-related businesses, have emerged in the upper stories of buildings in various parts of the downtown district. Pontiac has an important advantage for high technology users with the presence of a major Ameritech fiber optics center located in the northeast quadrant of the downtown.

Commercial

- The majority of downtown surrounding “the core” (defined by University to the north, Water to the south, and roughly centered along Saginaw) consists of commercial buildings and vacant land. Commercial uses range from warehouse and storage facilities to auto-oriented and convenience commercial. These uses are concentrated along the existing railroad R.O.W. along the west side of the Woodward Loop, as well as south of the Phoenix Center. These uses, especially those vacant commercial uses in varying states of

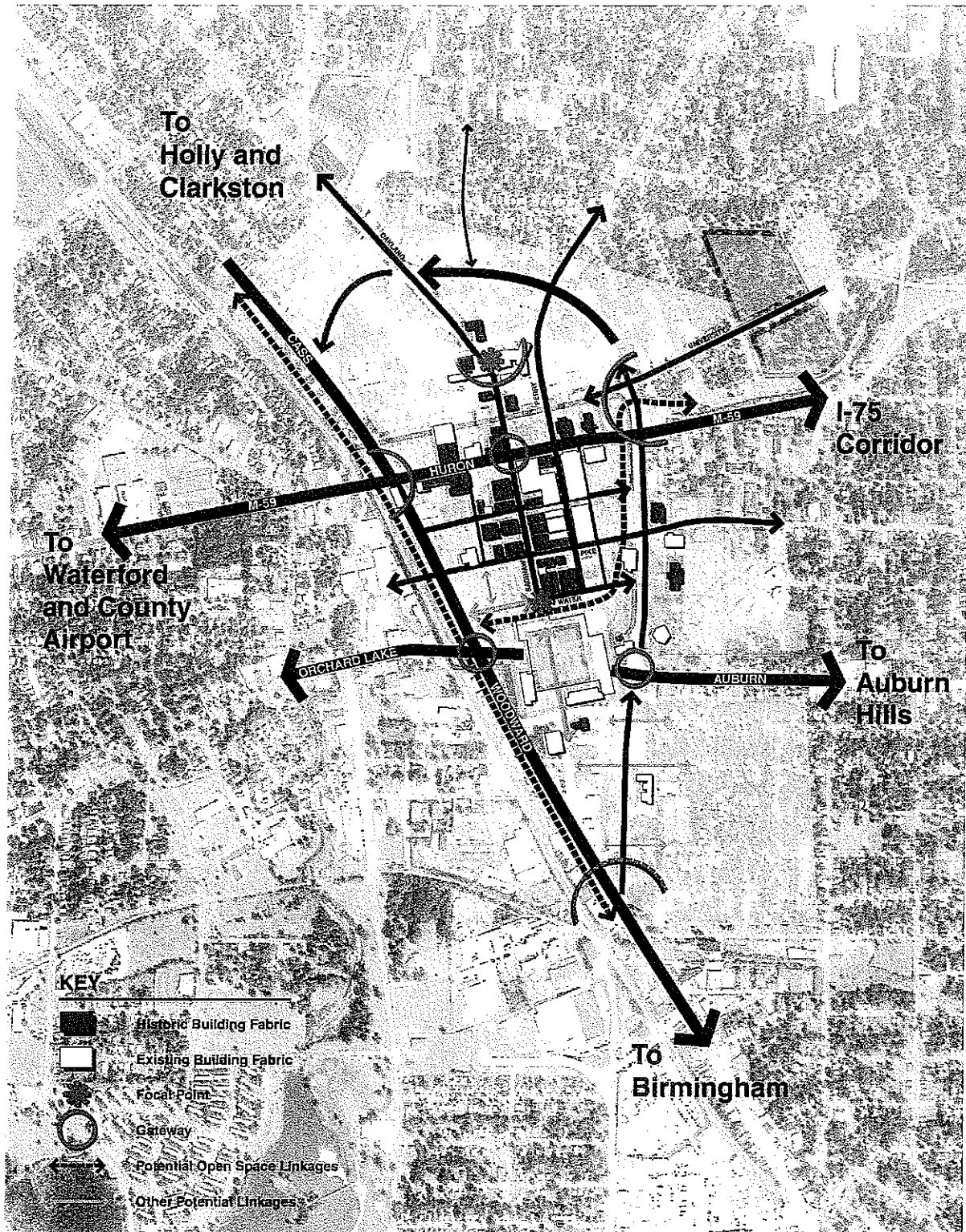


Figure 3-3: Downtown Analysis - Downtown Development Strategy

Not to Scale



concentrated along the existing railroad R.O.W. along the west side of the Woodward Loop, as well as south of the Phoenix Center. These uses, especially those vacant commercial uses in varying states of repair, dramatically impact the image of downtown from the Loop.

Residential

- There are single family detached neighborhoods on the northwest edge of downtown just south of the Woodward Loop. These are remnants of broader neighborhoods that pre-date the creation of the Loop and were once larger residential communities. Today, these neighborhoods continue to exhibit pride of home ownership with cultural diversity.
- A senior housing tower is immediately east of the Phoenix Center and is of a similar vintage to the large parking deck. Although providing housing to an important downtown residential population, the tower has little relationship to downtown uses and character.
- Loft apartment dwelling is increasing along Saginaw, most notably in the renovation of the Community Bank building at Saginaw and Lawrence Streets. Additionally, there are smaller residential loft apartments along Saginaw in the upper stories of commercial buildings just south of Oakland.
- The Unity Park neighborhood is immediately east of the Woodward Loop. There are opportunities to modify downtown land uses to make a more appropriate transition between this neighborhood and uses within the Loop.
- Although immediately west of downtown and considered one of the most stable neighborhoods in Pontiac, the Franklin Street Historic District is strongly buffered by a railroad embankment and several industrial uses. Pike Street appears to be the most appropriate linkage west from downtown to residential neighborhoods.

Open Space

- The Phoenix Center plaza represents the most important programmed open space downtown. It is a significant seasonal entertainment venue of regional scale. It has been a successful setting for numerous outdoor performances, festivals, and other activities. However, it is located on the top of a parking deck, approximately 30' above Saginaw street level, and is physically and visually separated from downtown. Although successful for brief periods of time and during large events, it has been equally unsuccessful as a "day-to-day" public space. It fails to comfortably connect the 2,300 employees in the Phoenix Center to downtown. Additionally, the fact that the ground floor facing downtown is essentially a parking deck reinforces the image that the Phoenix Center is *apart from* instead of *a part of* downtown.

- A series of “pocket parks” are located essentially on each block along Saginaw between Pike Street and Oakland. These parks vary in scale, condition, and appropriateness. For example, the park mid block between Pike and Lawrence is a well maintained, appropriately scaled and appointed public space. It links surface parking one block west of Saginaw to the “heart” of the retail and entertainment core of downtown. By contrast, the courthouse plaza and other open spaces north of Huron, are all poorly maintained, and lacking in active ground floor land use edges.
- The intersections of Oakland and Saginaw, as well as Woodward and the Woodward Loop are currently underutilized and important image opportunities.
- The lawn associated with the municipal complex on the east side of the Woodward Loop is an important image space. The sloped lawn reinforces the entry experience for downtown patrons and residents arriving from Auburn and Woodward. However, the complex also appears separate from downtown; partially due to the broad setback from the Woodward Loop, but also due to the width and speed of traffic on Woodward.

Vacant Land

- Vacant land, particularly along the Woodward Loop south of Huron, has served as surface parking. Although an immediate convenience to downtown patrons and residents, vacant land downtown represents tremendous development opportunities that can connect currently isolated downtown assets.

Circulation, Access and Parking

In addition to the land use makeup of the downtown area, the remainder of the district consists of roads and parking. The automobile is a dominant component of the Southeast Michigan transportation system, and accommodating a dominant personal transportation system manifests itself in substantial land and infrastructure commitments. This subsection of the downtown district analysis describes several aspects of the circulation, access and parking serving the core of Pontiac.

The historic street pattern in downtown Pontiac reflects the city’s role as the county seat. North Saginaw, Oakland, University, Huron and Perry all radiate from the center of downtown to communities to the north, east and west. The subsequent street grid, particularly visible between Huron and Orchard Lake, reflects the significance of Saginaw as downtown’s main street, and the historic role of the Clinton River in the development of the city. Prior to the creation of the Woodward Loop, Saginaw extended south to Woodward directly. The historic pattern of streets and blocks produced the foundation for a comfortable and walkable environment.

East-West Vehicular Movement

- Downtown's position between existing and rapidly expanding communities to the west, and job centers and the I-75 corridor to the east, makes managing east-west access and movement across downtown essential to Pontiac's sustained growth. Two of the most important regional east-west corridors are Huron/University and Orchard Lake/Auburn Road. Eastbound Huron and Westbound University are both opportunities to use architecture, land use, and streetscape to reinforce a sense of entry into downtown from the region.
- The speed of traffic, confusing traffic patterns connecting Huron and the Woodward Loop, and lack of a comprehensive downtown image program make the high volumes of east-west traffic more of a barrier to growth than a potential catalyst. There is very little to announce the presence of an active Saginaw Street on Huron. High rush hour traffic volume is currently a barrier to pedestrian movement north and south across Huron Street.
- Orchard Lake and Auburn Road fulfill the same roles as Huron and University at a city scale. They share the negative impact on north-south pedestrian movement as Huron with an important addition; existing sidewalks and streetscape at Orchard Lake and Auburn Road are insufficient to creating a comfortable pedestrian environment.
- Pike Street is an important local connector linking downtown to the Franklin Historic District (to the west) and neighborhoods east. It serves as an important entry to the downtown core from southbound Woodward Loop. Pike Street is the only local street to extend beyond downtown into neighborhoods east and west.

North-South Vehicular Movement

- Although secondary to east-west traffic circulation patterns, north-south movement is also important to and through downtown. The Woodward Loop is an efficient regional commuter traffic circulator around downtown. However, although effectively moving commuters around downtown, it is currently a barrier to access to and from downtown and surrounding neighborhoods. The wide one-way system, primarily edged by large surface parking areas and vacant lots, encourages speeding. The section of Woodward connecting University to Oakland (Business US-24) is the widest portion of the loop and from a pedestrian's perspective; the strongest barrier to movement from northern neighborhoods. The current alignment of the Woodward Loop has eliminated front and rear yards of adjacent homes and institutions.
- The western edge of the Woodward Loop parallels a rail R.O.W. embankment. The land between the rail

line and the Loop is largely isolated from downtown. These two systems create a strong barrier between downtown and neighborhoods west. However, this strong edge may become an opportunity to accommodate modified and more traffic-intensive solutions for the western side of Woodward that minimize impacts on residents immediately west of downtown.

- Oakland, also known as Cesar Chavez Boulevard, is both an important linkage between downtown and northern neighborhoods, as well as one half of a pair (with Cass Avenue) of connectors to Business US-24 (Telegraph). Cass, presently one-way southbound, immediately parallels an active rail line and along the edge of other neighborhood uses. Oakland moves through the middle of several neighborhoods. Cass and Oakland eventually intersect further north. There is an opportunity to reclaim neighborhood scale and character along Oakland by strongly encouraging heavily p.m. rush hour commuter traffic to use a two-way Cass Avenue. At the same time, there is an opportunity to provide several alternatives for commuters moving from M-59 to Business US-24 that greatly diminish the present barrier of the Woodward Loop.

Problem: Cass is at present three lanes southbound. It would have to be widened slightly and then striped for four lanes.

- Perry Street is an important linkage connecting downtown (especially employees and users of Pontiac Osteopathic Hospital) to neighborhoods north. Although Saginaw extends beyond the Woodward Loop, its character changes from downtown to neighborhood scale. Although not of the same scale, Wayne Street (on the west side of Saginaw) has the potential to serve as an access road for future patrons and users of downtown. Combined, Perry and Wayne have the potential to serve as an internal service loop.

Parking

- Currently, downtown Pontiac is served by many surface parking lots and several parking decks both publicly and privately owned. The largest publicly owned parking resource is Lot 9; approximately 800 surface parking spaces between Woodward, Pike, Saginaw and Water. On-street parking is focused along Saginaw and Pike Streets. Parking and traffic circulation are discussed in greater detail in Volume 5 of this plan.

Framework Concepts

The analysis section identified a number of existing conditions and their impacts on the successfulness of various aspects of the Pontiac Downtown District. The next step in the planning process was the formulation of a framework of systems that will help guide planning for the life of the plan, leaving flexibility and creativity for individual property development within a set of concepts that represent the larger downtown vision. The resulting "Framework Plan" therefore provides one of the most important elements of the overall

plan that will serve as a reference point for various decisions required over the implementation cycle of the plan. The Framework Concepts have been divided into three general system categories including land uses, circulation, parking, and civic spaces as defined below:

Land Use (see Figure 3-4)

- Downtown Pontiac should be condensed from the zone defined by the current Woodward Loop to a zone focused around the historic core of downtown. "Core" downtown ground floor uses should emphasize active (retail, restaurant, entertainment, etc.) walkable, street oriented experiences throughout downtown. "Core" upper-story uses could range from loft housing to office.
- Zones at the northern and southern ends of downtown should be considered transition zones between a condensed downtown "core" and existing neighborhoods just beyond the Woodward Loop. These transitional uses include office and medium density housing.
- The existing Civic center just east of the Woodward Loop should extend its image and potentially additional uses west into the downtown to create a greenbelt civic parkway.
- The area between the railroad R.O.W. on the west edge of downtown and the western link of the Woodward Loop provides an opportunity to link Downtown Pontiac to an emerging regional greenway network to the north and south.

Circulation (see Figure 3-5)

- The Woodward Loop should be modified to reflect a balance between the needs of regional "commuters" and local "community" traffic.
- The western link of the Woodward Loop should be designed to accommodate north-south commuter traffic. To maintain consistency with the remainder of Woodward all the way to Detroit, only the western link of the Woodward Loop should be referred to as Woodward Avenue.
- The University-Huron linkage should be modified to provide a range of choices for east-west commuters through downtown. Huron traffic needs to be managed so as to still allow current carry capacity, but at slower speeds. Pedestrian traffic needs to be encouraged, as well as economic opportunities that would benefit from the high capacity volumes travelling at the slower speeds.
- The eastern link of the Woodward Loop should be modified to make it a more community friendly edge; a two-way boulevard creating a civic parkway should be designed to discourage commuter traffic and

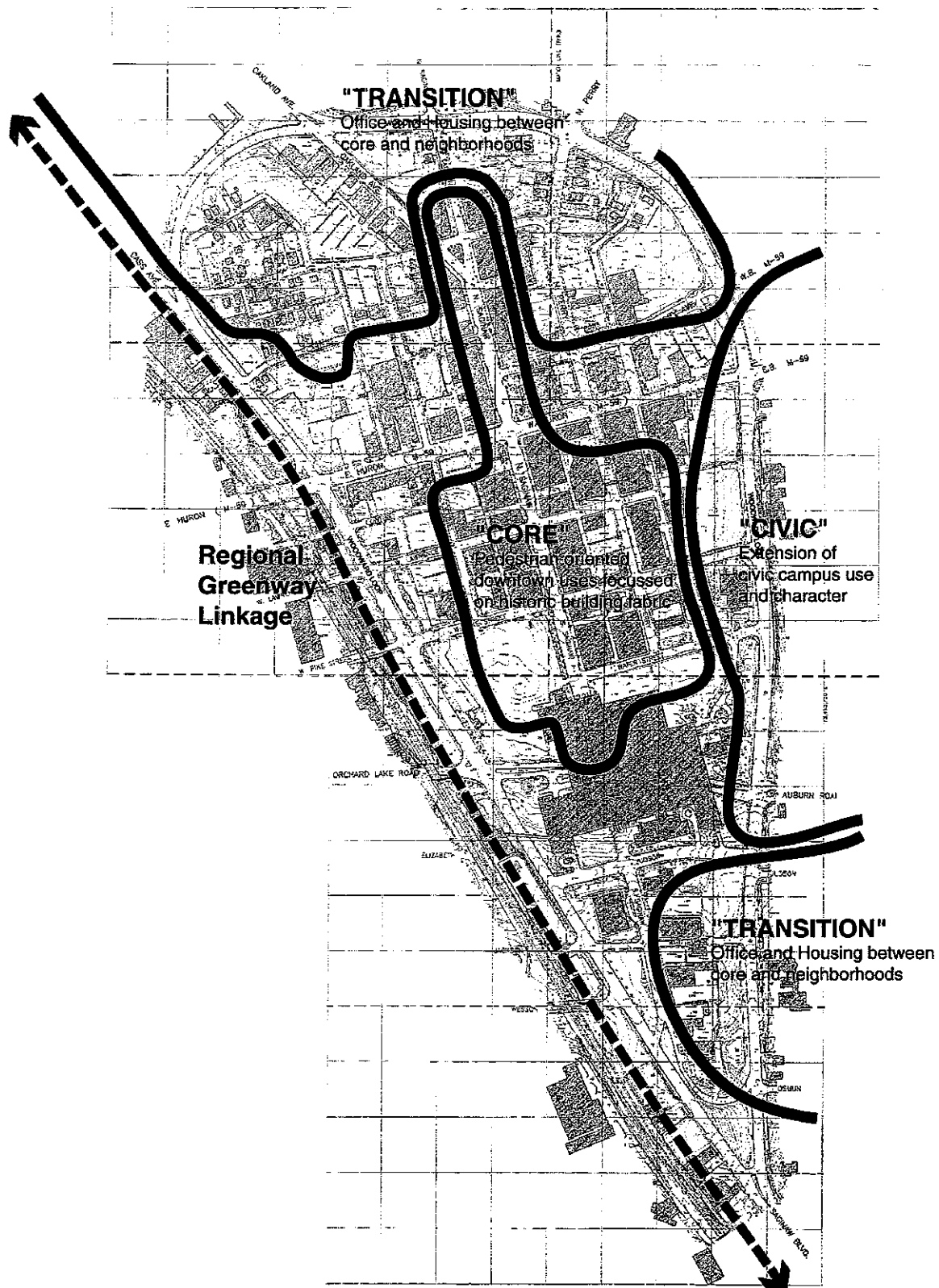


Figure 3-4: Land Use



Figure 3-5: Framework Circulation Concepts - Downtown Development Plan

encourage pedestrian movement east-west into downtown. The eastern link of the Woodward Loop should be renamed to reinforce its new community role.

- A gateway traffic management device should be developed at the current “teardrop” (southern tip) of the existing Woodward Loop. This gateway should be treated as an important image opportunity with appropriate landscape and lighting.
- The existing street grid south of Huron Street should be retained and should extend through Lot 9 to connect Wayne Street and Water Street.
- Modifications to streets north of University Avenue should reflect the desire to maintain a walkable system of streets and blocks, providing for both the “commuter” and “community” east-west orientation of downtown.
- When economically viable, the Phoenix Center should be incrementally removed, redeveloped and integrated with the urban core. Civic functions should be relocated to the proposed Clinton River Parkway, and parking resources should be redistributed throughout downtown.

Parking (see Figure 3-6)

- Downtown Pontiac should adopt a parking district approach. Based on national and regional precedents, a recommended parking ratio is +/- 2 parking spaces per 1000 gross square feet of downtown use (retail, restaurant, entertainment, and office). This approach will minimize the burden of off-street parking on individual business owners, and maximize the use of developable land.
- Parking resources should be clustered in the center of districts and spaced to maximize access to pedestrian generators within a 2 ½ minute (approximately 600') walking radius.
- An internal loop of parking decks should be introduced (along Wayne and Perry Streets) to support the needs of new infill development.
- A phased parking deck approach with strategic parking lot development (per Character Zone Guidelines) is recommended.

Civic Spaces (see Figure 3-7)

- A major civic space and parkway should be developed along the Clinton River (currently under surface parking lots) between Water Street and Huron Street. This space should extend the character of the Civic center into downtown, and should be programmed to absorb the relocated functions from the Phoenix Center.

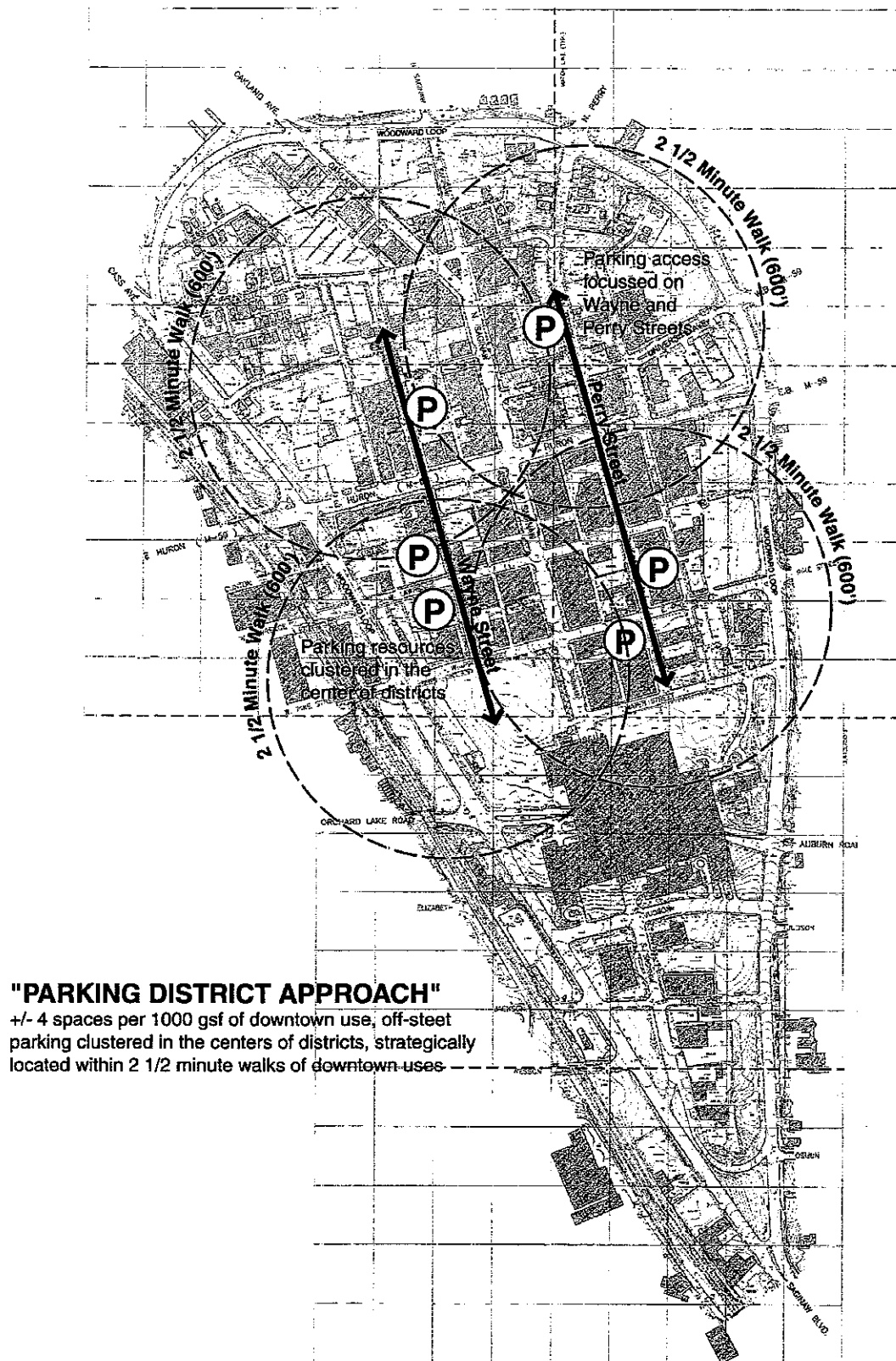
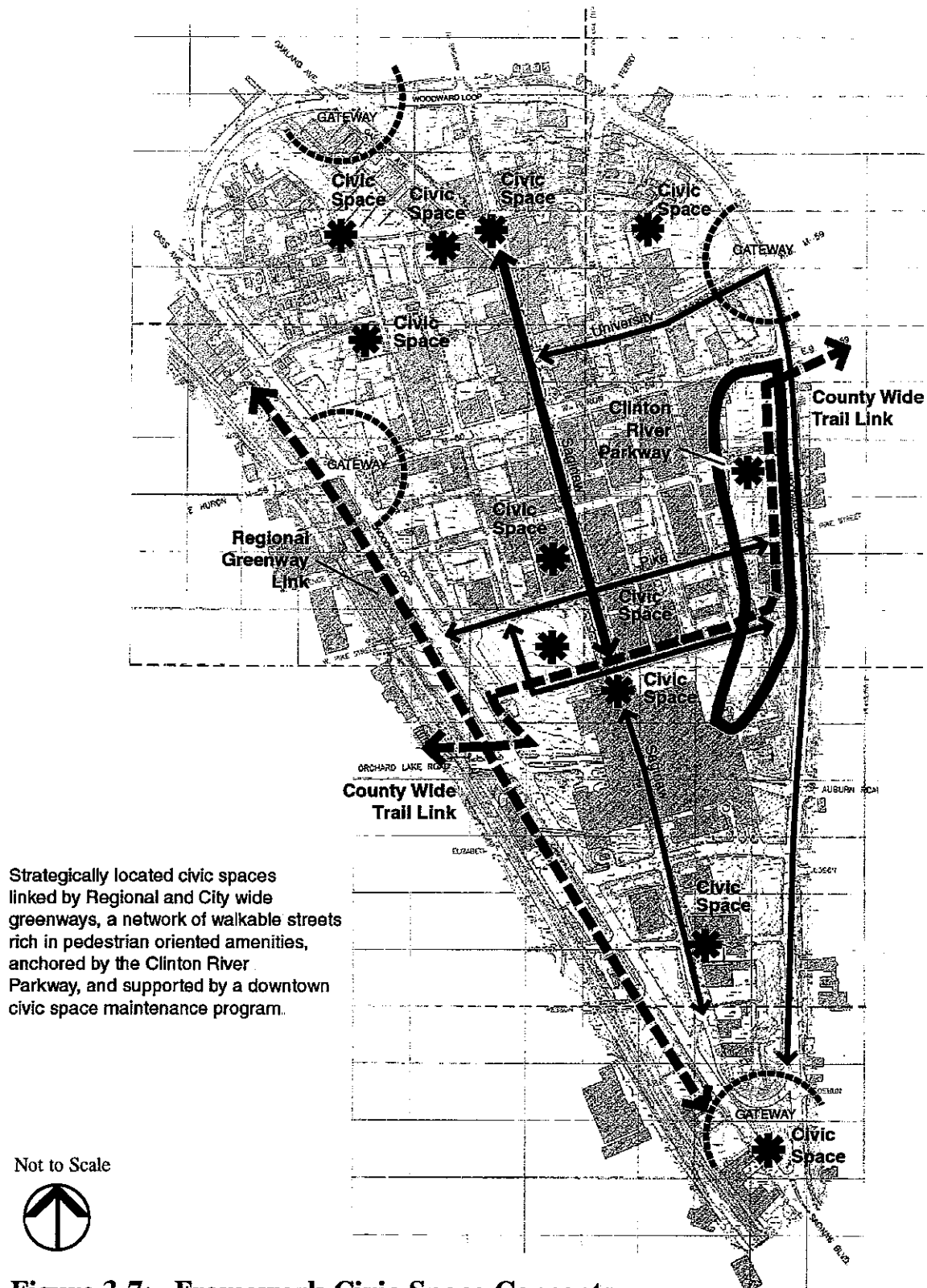


Figure 3-6: Parking



- All existing parks and plazas along Saginaw Street (except at the existing Courthouse) should be retained. Additional small parks and plazas should be incorporated as a part of Lot 9 development, as well as in neighborhood and transition zone development north of Huron Street. A maintenance program should be developed that is specific to downtown open spaces.
- Saginaw Street, Water Street, Pike Street, University Avenue, and an improved Clinton River Parkway (formerly Woodward Loop) should be considered the key components of a pedestrian street system downtown. Pedestrian streets should have the highest level of amenities (furnishings, pedestrian scale lighting, landscape, etc.) downtown.
- Four “gateways” should be developed providing an attractive entry experience into downtown that include: 1) the southern entrance (Woodward Loop and Saginaw); 2) the western entrance (M-59 at Woodward); 3) the northern entrance (Oakland and Woodward Loop) and the eastern entrance (University at Woodward Loop). These “gateways” should be considered a combination of streetscape enhancements and building character.

Framework planning provides a series of principles and concepts that are designed to articulate the vision of the plan, but provide flexibility in its implementation. For example, in the parking section, a district approach is discussed as a framework concept. While the illustrative plan eventually identifies specific locations for parking decks that essentially represent the center of each of those districts, the plan recognizes that change occurs over time, and that the exact locations are less important than the district parking idea. This provides the city with the flexibility to negotiate the best possible land acquisition arrangement for parking, and the eventuality the certain specific sites may be reused for other development purposes consistent with the plan sooner than a particular parking deck for the district system. The other framework concept ideas expressed above also have flexibility in their implementation as long as the essence of the idea is not lost. The key to the framework is its system orientation and the commitment to maintaining integrity in the relationships between systems.

Understanding framework planning helps to move the plan to the next step, which is thinking about how the systems approach translates into the various areas of the downtown district. As the planning process progressed, it became clear that the area bounded by the Woodward Loop (nearly 300 acres, nearly half the size of downtown Detroit) was too large to realistically be reclaimed as a vibrant downtown district. Too many changes in land use and development patterns for the greater Detroit area have altered the roles of downtowns throughout the region. However, this does not mean that all of the area within the Woodward Loop doesn't represent viable redevelopment opportunities, it does mean that the area must be viewed as several different possibilities, taking form in the plan as land use character zones that respond to various market opportunities.

The term character zones was developed to identify physical areas and their associated role in the overall development plan for downtown Pontiac. During the planning process, five areas emerged that are collectively essential to the larger downtown redevelopment strategy (represented on Figure 3-4). The first is the Regional Gateway, which is representative of the more commuter entries and edges to the downtown district. This zone is split into two pieces located along the western Woodward and M-59 corridors. The second character zone is the Downtown Core. It is representative of the historic center of Pontiac, and a more realistic scale for a vital, walkable, pedestrian scaled, community-oriented experience. The downtown core is centered on Saginaw Street and is the heart of the downtown district.

The third zone is Clinton River Parkway. This zone represents an opportunity to depart from the former role of the Woodward Loop to reclaim the eastern edge of the downtown for community open space in the form of the river, open space, linkages to the civic campus and linkages to nearby neighborhoods. Zone 4 is the northeast sector of the downtown, named the Lafayette District. It has redevelopment possibilities for urban, higher density housing, and the possibility of mixing some office and housing along with services to provide an interesting and inviting support area to the downtown core. The final area 5 is envisioned as a neighborhood zone that builds upon the strength of existing traditional single family housing, and explores ideas of additional housing types that could increase the downtown district's overall population and variety of housing unit types. Zone 5 is the northwest sector of the overall district.

Downtown Land Use Plan and Phasing (see Figure 3-8)

The culmination of applying what has been learned through the interaction with the stakeholder committee, the inventory and analysis of various conditions and opportunities, and the application of guiding framework concepts has yielded a long term future plan (2020) as illustrated in Figure 3-8. This drawing has been prepared as a snapshot in time to show how all that has contributed to its formulation could yield a desired outcome. In practice, it will be the combination of the framework concepts, the architecture and urban design guidelines, the market realities and the political will of those governing the community that have the most influence on translating the vision into the reality of what downtown Pontiac will become over time.

Downtown Land Use Plan

The land use plan is a useful tool to help outline the vision, and serves an important reference function for both city officials and prospective developers interested in participating in downtown redevelopment. It provides the assembled vision of:

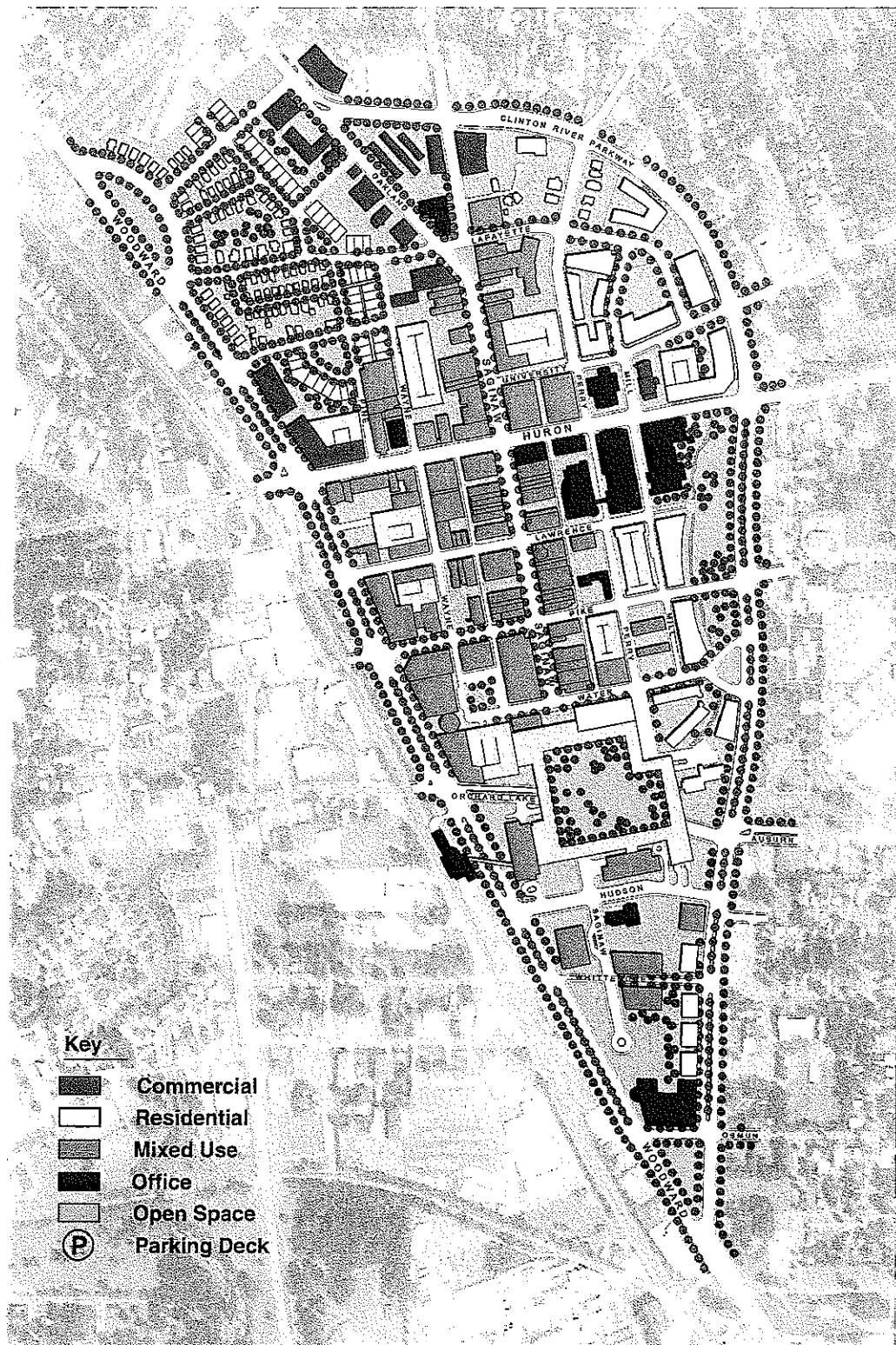


Figure 3-8: Long-Term Development Strategy

1. An active, vital and walkable, condensed mixed-use core of retail, restaurant, entertainment, office, technology, services, and loft residential uses.
2. A reinforced grid block pattern of human scale buildings and parks that is easily understood and navigated by pedestrians.
3. The combination of historic structure rehabilitation and new construction infill that reflects a unique character established over decades of growth and change.
4. Beautiful streetscapes, civic spaces, open and green places that contribute to and complement an attractive downtown district.
5. Daylighting the Clinton River through the downtown as an important natural feature of the community and a contributing element to civic pride.
6. A traffic circulation system that serves regional commuters on a Woodward Boulevard (and M-59) rather than a loop that isolates the downtown.
7. Reclaiming a large section of the Woodward Loop for a Clinton River Parkway that connects the civic complex and community to the downtown.
8. A district parking system that combines several decks with on-street parking to serve areas rather than individual buildings, thereby sharing the resource.
9. Complementary land uses around the core that support a sustainable downtown future including housing, commercial, office and institutions.
10. Creating attractive gateway entrances to the downtown that calm traffic and announce welcome to both visitors and residents.

Phasing (see Figures 3-9 through 3-11)

Phasing public and private improvements to implement the plan is an incremental approach to strengthening the district. Private investors need to understand that their commitments will be matched by required public investments to rebuild critical elements of the downtown district. The City needs to recognize that simply

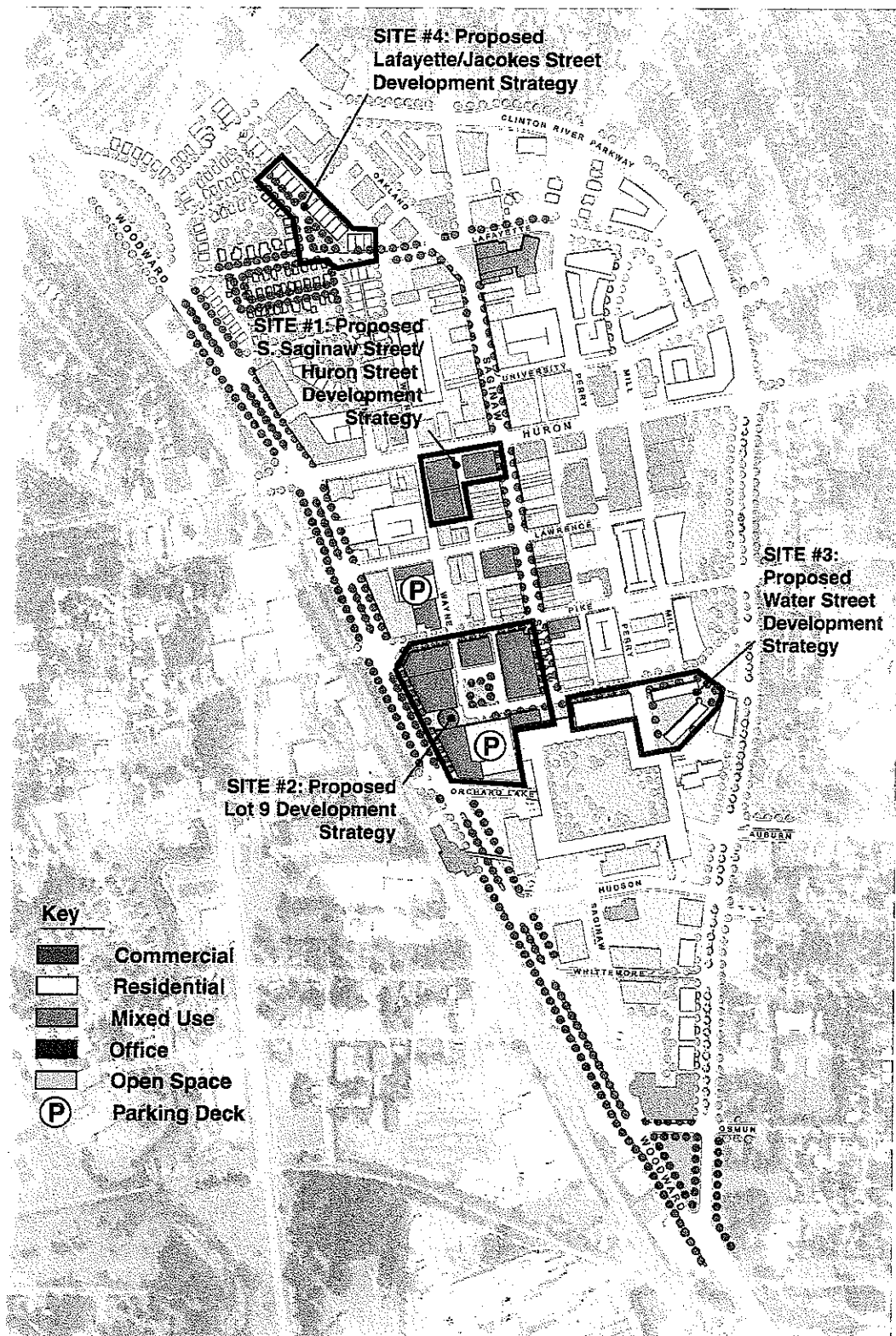


Figure 3-9: Phase One Downtown Development Strategy

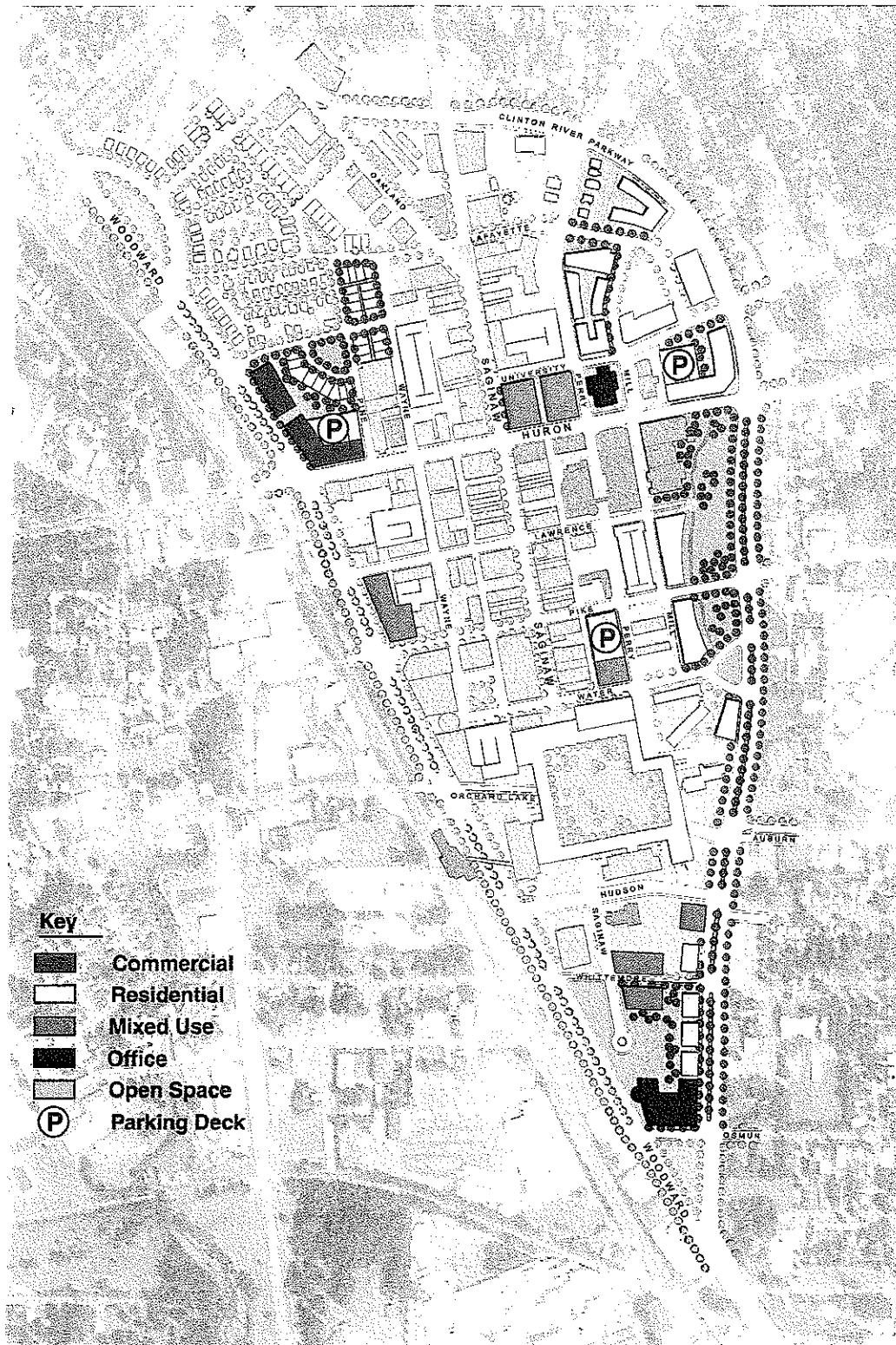


Figure 3-10: Mid-Term (5-15 years)

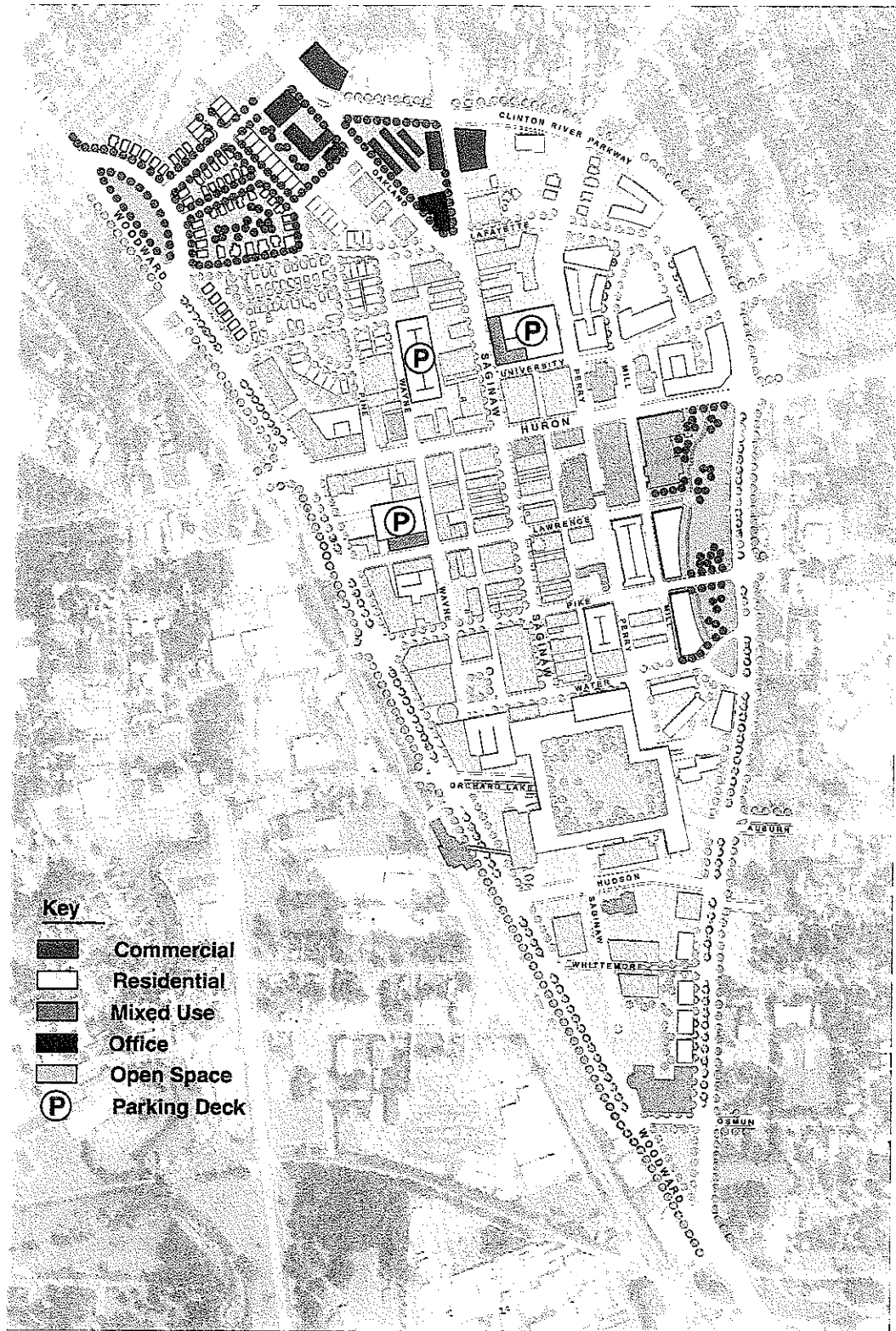


Figure 3-11: Long-Term (15-25 years)

making investments in public infrastructure will not, by itself yield increased private investment. The key to successful redevelopment is the right mix of investments by both the public and private sectors to maximize the positive impact on downtown Pontiac at any given point in time.

Four important conditions in downtown Pontiac drive redevelopment potential, warranting a multi-faceted process formulating a phasing plan for improvements. These conditions are:

1. An excellent stock of historic buildings and infrastructure in the city's core
2. City ownership of numerous underutilized or vacant properties
3. The Woodward Loop isolating the downtown from commuters and community
4. Pontiac's position to take advantage of sustained economic growth in the region, and in particular, Oakland County

Historic Core - One of the greatest positive factors about downtown Pontiac is its marvelous, largely intact historic downtown core. Slowly, retail and entertainment venues, and small start-up technology firms have been discovering this resource, which is underutilized, and priced well below surrounding market conditions. Tapping into this strength is an important aspect of downtown revitalization for Pontiac, as it has been in many other downtowns across the country over the last two decades.

Vacant Sites - Many downtowns developers are only interested in building new projects. Pontiac has a number of strategic sites that can offer developers the opportunity to build exciting urban projects on land banked parking lots. Additionally, the City can assist developers with substantial projects by providing demolition and site preparation services for obsolete structures.

Woodward Loop - Pontiac built a traffic management system that was designed to move large traffic volumes conveniently around its congested downtown district. Unfortunately, removing traffic from downtown Pontiac has greatly diminished the viability of downtown. When combined with the regional and strip shopping mall phenomenon (and other social and psychological factors), this changed the face of its downtown forever.

Today it is important that downtown Pontiac manages large volumes of commuter traffic, but also welcomes visitors and encourages people to enter the core, leave their cars and have a terrific street level urban experience. It does not appear that the Woodward Loop is conducive to this goal, since most of its edges along the downtown are barren, vacant, underutilized or inaccessible. Therefore, other measures must be implemented to activate the edges and connect downtown to the community and those seeking a pleasant urban scene.

Now's the Time - Downtowns' along greater Detroit's Woodward corridor have been experiencing a resurgence unparalleled in fifty years. Sustained economic growth and Pontiac's location in the heart of Oakland County's affluence make this a shining opportunity for Pontiac to be next in line for great things to happen downtown.

A very important step that has been the precursor of success in other communities is the presence of youth, arts and culture. Pontiac has begun to attract these segments. Next, a 24 hour environment is needed with people living, working and recreating downtown. Pontiac has only a small amount of this element.

Finally, Pontiac has to "arrive" as a place people want to be! Currently, it lies at a crossroads between having some attraction for the rest of the region, and little attraction for the local community. It must move out of this limbo to become a successful downtown. It is up to the community leadership to take downtown Pontiac to the next level. Contrary to general public opinion, exciting downtowns don't "just happen," they are the result of many people pouring their lives into their businesses, homes and community where they believe there is a future and decisions are made in their best interest.

The phasing plan for downtown Pontiac assumes that attacking on all of the fronts outlined above will yield the desired result, and that it will always be a combination of public and private investments at each stage that will incrementally build the successful downtown of the future.

Short Term (Five years – see Figure 3-9)

Private Sector

- Redevelopment and infill in the central core of mixed-use development (various retail, restaurant, office, and start-up technology businesses)
- New commercial development (retail/office) at the SW corner of Huron and Saginaw (should include parking turning the corner onto Wayne).
- Reuse former department stores north of Huron as office uses.
- New development of housing products that meet current market demand on northwest property owned by the City.

- New development of housing products that meet current market demand on property north and east of the Phoenix Center Parking Deck
- New hotel development on Lot 9
- New restaurant across Pike Street from Lot 9 hotel site.
- Redevelopment of General Motors (and adjacent) property in northeast sector as new mixed office and residential uses.

Public Sector

- Streetscape Improvements in the core pedestrian areas of Saginaw, Pike, Water and Lafayette (extended).
- Partner with developer to provide parking for Huron and Saginaw project.
- Extension of Lafayette to accommodate redevelopment of General Motors property consistent with grid and circulation system improvements.
- Begin to formulate the new district parking system with a deck in the vicinity of Lawrence and Wayne.
- Improve the Phoenix Center roof and Water Street facade to be a more effective civic space and a more positive image for downtown Pontiac.
- Begin to formulate plan to move the District Court from the NE corner of Huron and Saginaw to the civic campus east of Woodward Loop.
- Initiation of Woodward Boulevard improvement project with Oakland County and the Michigan Department of Transportation.

Mid Term (Five to Fifteen years - see Figure 3-10)

Private Sector

- Continue the mixed-use redevelopment and infill of the condensed downtown core.
- Add retail, office and potentially loft housing to the ongoing development at Lot 9.
- Develop mixed retail, commercial and housing (behind) gateway project at the NE corner of Huron and Woodward Boulevard.
- Develop institutional presence at the South end gateway (potentially a new "Y" Center or like use) to anchor entry and support adjacent neighborhoods.
- Develop office and technology uses at Pike and Woodward Boulevard.
- Develop office and technology uses at Huron and Union.
- Complete housing on site northeast of Phoenix Center Deck.
- Begin to add new urban density housing along Clinton River Parkway.
- Redevelop District Court site for commercial use(s).
- Redevelop historic Post Office site for office or technology uses.

- Begin to add neighborhood scale housing at the south end of the district, complementary to the adjacent neighborhood east of Clinton River Parkway.

Public Sector

- Continue downtown primary pedestrian core streetscape improvements.
- Partner with Ameritech to improve tower as an icon for Downtown Pontiac.
- Examine need for parking deck and support mixed-use gateway project at Huron and Woodward Boulevard with open space and streetscape amenities.
- Create a "Clinton River Parkway" environment along eastern Woodward Loop by adding boulevard and converting surface parking to open/green civic space. Ultimately, daylight the river in this parkway as a downtown amenity.
- Continue district parking improvements by adding a deck to lot 9 when sufficient redevelopment density is reached to warrant the structure.
- Continue district parking improvements by adding a deck at Pike and Perry, in partnership with a developer who could build housing (or office) uses on its south side (along Water Street).

Long Term (fifteen to twenty-five years – see Figure 3-11)

Private Sector

- Complete the several projects outlined in short and mid-term phases.
- Reinforce and infill neighborhood housing in northeast corner of District (as Woodward Loop is re-routed and neighborhood/downtown link is established).
- Develop new neighborhood support retail and commercial uses at Oakland and Saginaw.
- Continue to add urban housing along Clinton River Parkway.

Public Sector

- Continue streetscape and civic space improvements in support of the re-invigorated downtown core.
- Continue to support gateway and edge projects with appropriate urban design amenities consistent with the plan guidelines.
- Complete the Clinton River Parkway and related river/housing treatments.
- Continue the district parking system by examining the need for and adding decks on sites along Wayne and Perry Streets.

South of Water (see Figures 3-12, 3-8 and 3-13)

Several futures were discussed for the area south of Water Street as part of the long-term downtown planning process. Currently this area is occupied by the Phoenix Center, which was the first phase of a large-scale development idea formulated in the 1970's. While many people in the community are proud of the Phoenix Center as a symbol of revitalization and community commitment to the downtown area, generally it is an isolating element that does not integrate particularly well with the remainder of the downtown district. As the deck and its surrounding office towers and high rise senior housing age, opportunities will arise for the community to reconsider this entire area as a development zone.

For a period of time, it will likely remain reasonable and prudent to invest in the large parking deck (2,500 spaces) in support of the adjacent office uses. As the downtown redevelops, and property values increase, there is a future that could remove the Phoenix Center deck, re-connect the street grid, and redistribute parking using the district approach advocated in the rest of the downtown plan. This scenario reconnects the south end of the downtown with the core, at a time and condition where the health and vitality of the district could support additional office, technology and residential uses. The existing office towers and senior housing should be evaluated on a case by case basis to determine their long term viability and contribution to the sustainability of the downtown district.

Therefore there are at least three scenarios that the City can follow with respect to the area South of Water Street:

1. Retain the Phoenix Center area as is and reinforce its size and scale with additional surrounding offices/technology housing uses. The consultants do not recommend this scenario as it is inconsistent with the rest of the downtown plan philosophy.
2. Remove the Phoenix Center deck when economics allow, and redistribute parking according to the downtown district approach. Existing office and housing around the Phoenix Center would stay until they are no longer viable. Other "downtown" scale projects (these could be technology, office, institutional or housing uses depending on prevalent market conditions) would infill the area using a re-connected street grid. This is the consultants recommended scenario illustrated in the long-term plan.
3. Remove the Phoenix Center deck plus the surrounding towers and redistribute all of these uses in a "squash and spread" (low rise 3-4 stories) approach to better integrate a large employment base with the

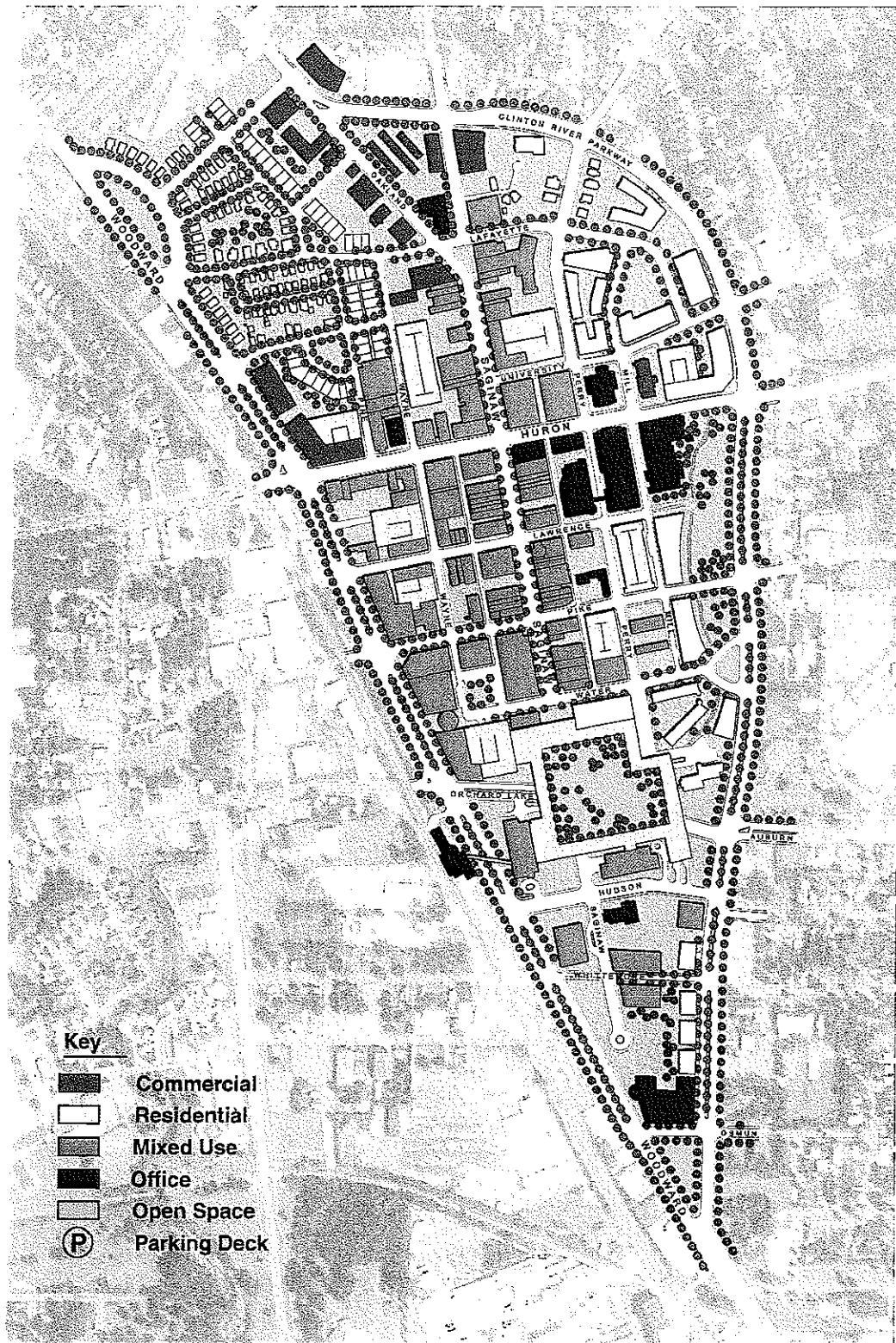


Figure 3-12: Alternative Downtown Development Strategy

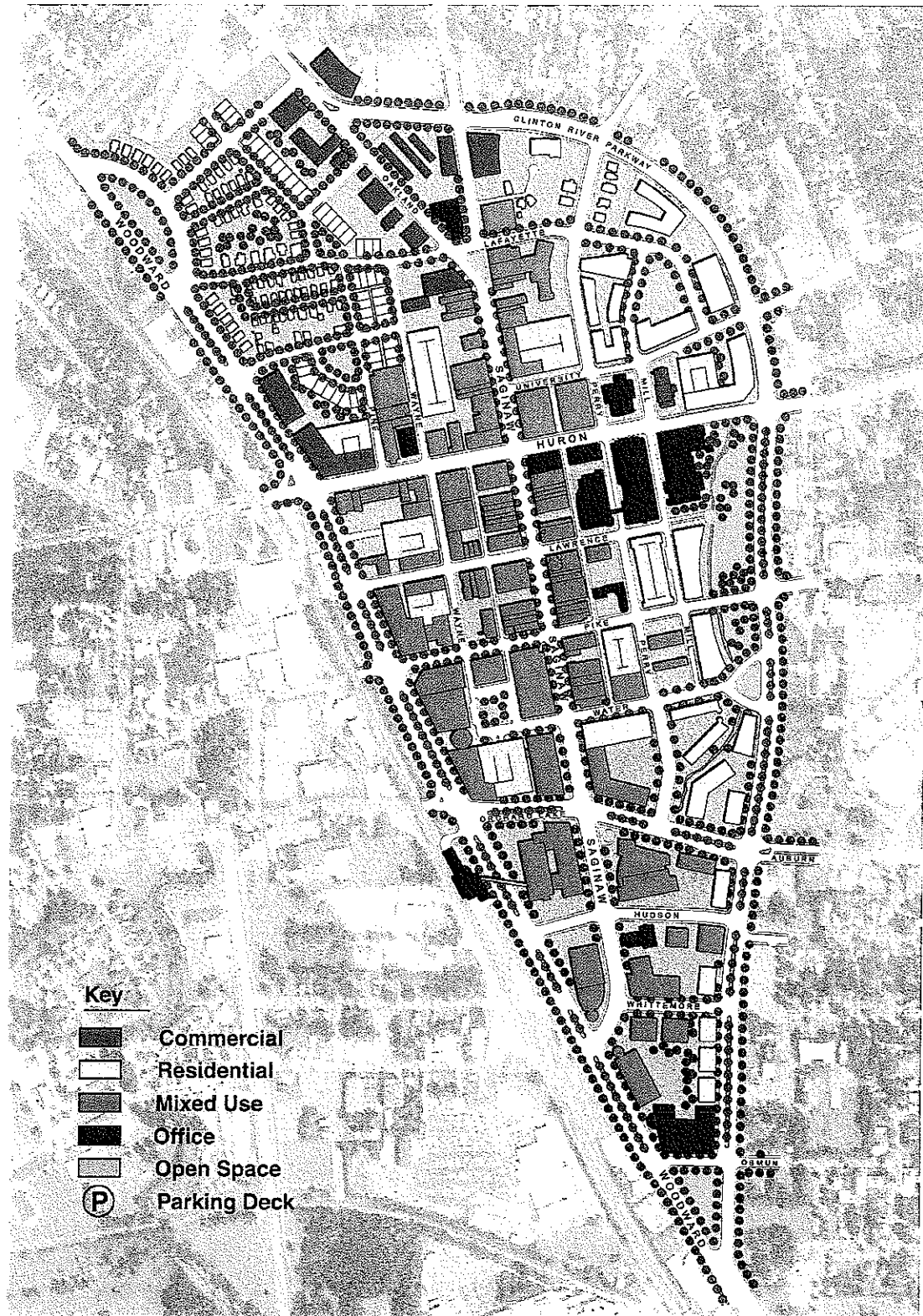


Figure 3-13: Alternative Downtown Development Strategy

core commercial, institutional and housing uses that activate successful downtowns. While this is an attractive planning model, it does not meet the economic viability test and has not been recommended as the desired approach for the long term plan.

Assuming the second scenario is the preferred future for downtown Pontiac, both the private and public sectors will have substantial responsibilities in the redevelopment of the area South of Water. Planning for this district should continue as the future of the Phoenix Center is evaluated regularly to determine its physical and economic life. As other aspects of the plan as envisioned are accomplished, like new civic spaces and a district parking system, the community will have more flexibility and options to examine future redevelopment of this area.

In the short term, efforts should be made to effectively utilize the Phoenix Center resource, both for its ongoing support of a vital employment base for Pontiac, and its regional drawing power as a rooftop entertainment venue for concerts, festivals and other special events.

Architecture and Urban Design (see Figures 3-14 through 3-19)

The architecture and urban design section of the report has been developed in support of translating the planning concepts and recommendations into a series of character zones and associated guidelines. This approach will provide a concise reference that will help both the City and interested developers to work together with a common understanding of critical design aspects that can shape the future appearance and function of the downtown district.

Character Zones

Each of the character zones was identified based on the existing stock of buildings and/or the market opportunities for each area. It is instructive to review those characteristics in preparation of examining the guidelines associated with the zones, which follow this discussion.

Regional Gateway

The Regional Gateway zone was identified as both a market opportunity and a defining urban design opportunity to respond to the significant role downtown Pontiac plays through its regional location. Along the western edge of the Woodward Loop and the M-59 corridor, Pontiac sees thousands of commuter throughout every business day. These edges have the potential to take on a much greater importance as groupings of office and technology uses strengthen the downtown workforce. Commuter related services and other street level uses oriented to the commuter population would complement these edges. Gateway elements welcoming visitors to the downtown Pontiac district would also be an important component of this zone.

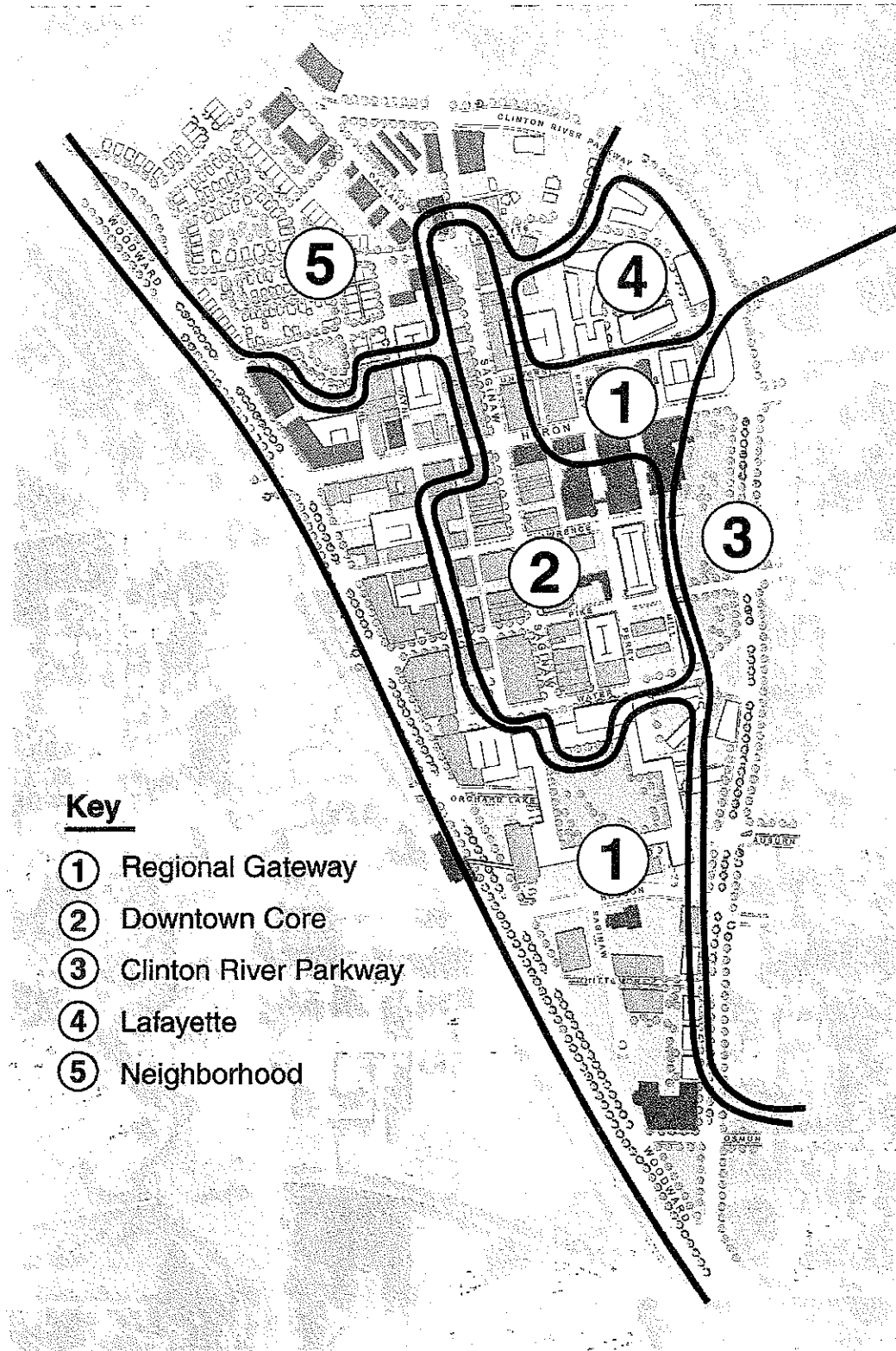


Figure 3-14: Character Zone Key