

# 2014 MASTER PLAN UPDATE

CITY OF PONTIAC, MICHIGAN  
ADOPTED OCTOBER 7, 2014





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# **PONTIAC PLANNING COMMISSION**

## **MASTER PLAN UPDATE 2014 RESOLUTION OF APPROVAL**

A Public Hearing was held on Tuesday, October 7, 2014, at the Pontiac City Hall by the Pontiac Planning Commission on the proposed 2014 Master Plan;

Moved By Commissioner CHRISTOPHER NORTH CROSS,

Supported by Commissioner HAZEL CADD.

**WHEREAS**, The City of Pontiac has established a Planning Commission under the Planning Enabling Act, State Public Act 33 of 2008, as amended; and,

**WHEREAS**, The Pontiac Planning Commission is required by Section 7 of said Act to make and adopt a master plan as a guide for the physical development of the city; and,

**WHEREAS**, The Pontiac Planning Commission has worked with the Master Plan Steering Committee and the Planning Department to oversee a planning process that included public input as well as investigations and surveys of the existing resources; and,

**WHEREAS**, The plan was presented to the public at a hearing held on October 7, 2014, before the Planning Commission, with notice of the hearing being provided in accordance with Section 43 of Public Act 33 of 2008, as amended;

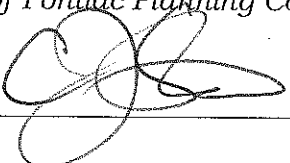
**NOW THEREFORE BE IT RESOLVED THAT**, The content of this document, together with all maps attached to and contained herein, with the revisions as noted during this meeting, is hereby adopted by the Planning Commission as the City of Pontiac Master Plan, on this 7<sup>th</sup> day of October, 2014.

AYES: NORTH CROSS, CADD, WATKINSON, PAYNE, THOMAS

NAYS: NONE

ABSENT: FEGLEY

I, C. JAMES SARD, Secretary of the City of Pontiac Planning Commission, do hereby certify the foregoing to be a true and correct copy of a resolution that was offered by the City of Pontiac Planning Commission at a special meeting held on October 7, 2014.

  
\_\_\_\_\_  
Planning Commission Secretary

## MASTER PLAN UPDATE

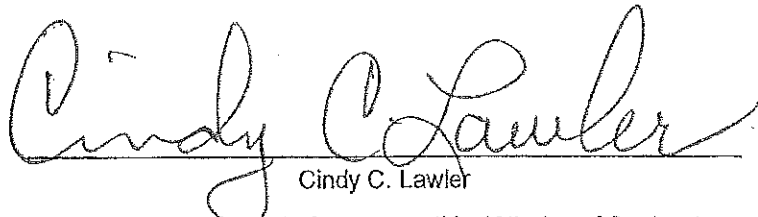
PONTIAC PLANNING COMMISSION NOTICE OF SPECIAL MEETING MASTER PLAN UPDATE PUBLIC HEARING Notice is hereby given of a public hearing to be held by the Pontiac Planning Commission on TUESDAY, OCTOBER 7, 2014 AT 6:00 P.M. in the Council Chambers of City Hall, 47450 Woodward Avenue, Pontiac, Michigan. In accordance with the requirements of Public Act 33 of 2008, the Pontiac Planning Commission will hold a public hearing on the proposed Master Plan Update for 2014. A copy of the proposed Master Plan is available for review at the City of Pontiac website [www.pontiac.mi.us](http://www.pontiac.mi.us) or at the Planning Department 47450 Woodward Avenue Pontiac, MI 48342 if you have any questions regarding the above item(s) please call the Department of Building Safety & Planning at 248-758-2800. Written comments must be submitted 24 hours prior to the meeting date for consideration. Individuals who need auxiliary aids for effective communication in programs and services of the City of Pontiac are invited to make their needs and preferences known to the ADA Compliance Coordinator within 72 hours of the event. (9-19)

## AFFIDAVIT OF PUBLICATION

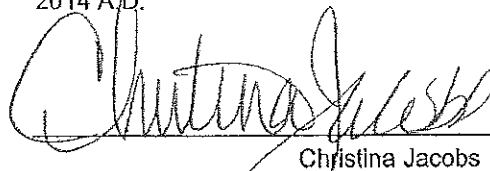
(Affidavit of Publisher)

STATE OF MICHIGAN,  
ss.  
COUNTY OF OAKLAND

The undersigned, an employee of the publisher of Oakland County Legal News, having knowledge of the facts, being duly sworn deposes and says that a notice, a true copy of which is annexed hereto, was published in Oakland County Legal News a newspaper circulated in Oakland County on September 19, 2014 A.D.

  
Cindy C. Lawler

Subscribed and sworn before me on this 19th day of September 2014 A.D.

  
Christina Jacobs

Notary Public Macomb County, Michigan. My commission expires: February 24, 2020 Acting in Oakland County, Michigan.

Attorney: John Naglick OC06439 - John Naglick OC06439

AttorneyFile#:

Notice#: 1206560



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# CHAPTER 1: FOREWORD



# FOREWORD

## CHAPTER 1

This foreword is dedicated to all of those who helped draft this Master Plan for Pontiac. As Mayor, I am grateful to all of those who contributed their efforts to making this document a true representation of the paradigm shift that has happened in this city.

As one of Michigan's greatest industrial centers, Pontiac is on its way back and is staking a claim to a new destiny. As we have emerged from Emergency Manager control but still on a course that is charted by state control, we are united to produce a new narrative for Pontiac that takes Pride in its rich and storied history. Pontiac is the county seat of Oakland County. It is a city with extraordinary assets and bright prospects on which to build a revised destiny. It is with this spirit that the Steering Committee undertook the revision of the Master Plan.

We give thanks for the extraordinary effort of the members of the Master Plan Steering Committee and the Planning Commission. We also recognize all those who engaged the community and neighborhood input by training and conducting "visioning sessions" at 20 sites throughout the City during this process. We also recognize the expertise and tremendous efforts of James Sabo and Chip Smith of Wade Trim the project coordinators, whose commitment to Pontiac is commendable.

Dr. Deirdre Waterman, Mayor  
June 16, 2014



## CHAPTER 2: EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

## CHAPTER 2

The 2014 Master Plan update sets a bold course for Pontiac - one focused on creating a positive future for the residents of the City. This plan builds on the 2008 Master Plan and incorporates new data, best practices, and leading policies to ensure the City creates a blueprint for a prosperous future.

In 2008 the City of Pontiac adopted a new Master Plan which charted a new course for the City and resulted in the transformative update of the City's zoning ordinance. This ordinance update, officially adopted in 2011, has been a major factor in streamlining the review process, creating more certainty in the development review process for applicants, and perhaps most importantly, codifies best planning practices.

In accordance with Public Act 33 of 2008, the Planning Enabling Act, the City is required to review its Master Plan at least every five years. As part of this review, the City determined that an update is needed, in particular, to address some of the conditions and opportunities resulting from the 2008-2012 economic recession and the associated property foreclosure and abandonment crisis.

The City, guided by the Master Plan Steering Committee (MPSC), engaged residents in multiple public forums and through an on-line survey. These public meetings, facilitated by members of the MPSC, city planning staff and citizens, shaped the new Master Plan so that it reflects the current needs and desires of residents and stakeholders. This process helped generate new priorities and initiatives that compliment many of the goals, objectives and policies described in the 2008 Master Plan.

There are five major differences between the 2014 Master Plan and the 2008 Master Plan.

1. **Future Land Use.** In this chapter, and in the map, residential districts have been consolidated into fewer categories and a new category - Entrepreneurial Districts - has been created to provide greater flexibility and creativity for redevelopment within these designated areas. These districts replace the Special Purpose and Potential Intensity Change Areas (PICAs) from the 2008 Plan, which did not provide enough flexibility and were very prescriptive as far as pre-determining land uses for specific parcels and areas. This new approach creates a framework to guide redevelopment, but does not specifically identify a single land use for these properties.
2. **Transportation.** The 2014 Master Plan incorporates the Downtown Pontiac Transportation Study recommendations for reconfiguring the Woodward Ave. Loop (Wide Track Dr.). Furthermore, the recommendations include expansive non-motorized transportation alternatives, a policy of expanded transit services and an emphasis on creating Complete Streets throughout the City. This chapter is the most expansively different when compared with the 2008 Master Plan.
3. **Walkable Urbanism.** Unlike the 2008 Master Plan which continued to emphasize auto-centric planning, the 2014 Master Plan adopts a new approach to redevelopment, one that favors walkable urbanism. Walkable urbanism is, simply put, using the traditional urban Pontiac neighborhood as a model to create self-sustaining neighborhoods that can provide a range of uses and services all within a walkable distance.



The concepts of walkable urbanism and complete streets gained strong support in all of the public meetings.

4. Neighborhood Economic Development.

The 2014 Master Plan expands the Strategic Placemaking emphasized in the City's Economic Development goals and objectives to the neighborhoods. The 2008 Economic Development chapter focused on city-wide placemaking.


The 2014 update includes expansive recommendations for neighborhood-scale economic development. Small businesses are the great job creators, particularly in urban communities. This focus on neighborhood economic development reflects the importance small business plays both within neighborhoods and the City. The City doesn't have the resources to provide seed funding to small business start-ups, but this chapter outlines how the City can help put entrepreneurs together with funding and technical assistance and then establishes neighborhood groups as the groups responsible for promoting neighborhood redevelopment and establishing the acceptable parameters of that development.

5. Parks, Recreation and Natural Features.

This chapter now includes the City's Parks and Recreation 2012-2016 Master Plan.

These major changes are in addition to minor changes that can be found throughout the Goals and Objectives, Demographics and Existing Land Use chapters. The changes to the Goals and Objectives chapter came directly from the MPSC and public input sessions. Changes to demographics and existing Land use reflect changes in conditions since the 2008 Master Plan.

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## CHAPTER 3: GOALS AND OBJECTIVES



# GOALS AND OBJECTIVES

## CHAPTER 3

### SUSTAINABLE PONTIAC

It is a primary goal of this plan to lay the groundwork for a sustainable Pontiac. Sustainability - environmental, economic and cultural – is best described as ensuring the environment, economics and social fabric of the City continues indefinitely to allow for a high quality of life for all residents.

### METHODOLOGY

The process for developing an updated Vision for the City of Pontiac in accordance with the five-year review process from Public Act 33 of 2008 started with two public town meetings sponsored by the MSU Land Policy Institute and MSHDA Community Development Division.

At the meetings, participants were introduced to the key components of Placemaking. They were informed that 95% of the master plan update process would be performed internally by the Planning Department and that the intent of the update process is to make minor adjustments and corrections to the existing Pontiac Master Plan that was adopted in December of 2008. The Master Plan Steering Committee was informed that the 2008 plan is still valid and still in effect. The goal of the current master plan update process will be to adjust the existing master plan to reflect ap-

propriate land use policies related to changes in the economy. Specifically, the updated land use policies will seek to address future land use decisions related to the 2009 General Motors bankruptcy and other significant challenges that resulted from the economic downturn described as the “Great Recession.”

The Steering Committee was asked to research potential property for master plan update consideration and for any other significant changes over the past five years that would warrant potential consideration under the master plan update process.

During March and April of 2014, the Master Plan Steering Committee facilitated more than ten public meetings across the City to solicit input about specific neighborhood conditions and goals and to determine if the City’s Master Plan goals still represent community desires. These sessions affirmed most of the Master Plan objectives and demonstrated a much higher priority for non-motorized transportation and complete streets than was expressed in 2008.

### VISION

Mayor Dr. Deirdre Waterman’s Branding and Visioning Transition Team developed a new vision statement for Pontiac during the spring of 2014.

#### CITY OF PONTIAC VISION:

The City of Pontiac is the County Seat with a strong economic development focus. It is a destination that promotes diversity, is business friendly, vibrant, and an inviting place to live, work and visit. Pontiac is a community with a small town feel, retaining its sense of history while adjusting gracefully to changes in the twenty-first century.

## PLACEMAKING AND SMART GROWTH

Creating a “sense of place” is simply referred to as Placemaking. It describes a certain type of community development based upon common ground where people gather or live, such as housing, squares, streets, green spaces, plazas, parks, and waterfronts. It’s an examination and accounting of the types of places where talented people, entrepreneurs, and businesses want to locate, invest, and expand. Placemaking is based on a single principle - people choose to live in places that offer specific amenities, social networks, resources and opportunities to support thriving lifestyles.

Following the major economic changes from 2009 -2011, the City should employ the key components of both “Placemaking” and “Smart Growth” for future land use decisions and economic development decisions.

The intent of the Goals and Objectives Summary for the Pontiac Master Plan update is to combine and “blend” the economic development strategies of both Placemaking and Smart Growth and to include the best practices of each policy program. The blended strategy approach is detailed here.

### COMPONENTS OF PLACEMAKING AND SMART GROWTH HOUSING

An important component of placemaking is to improve and revitalize homes, neighborhoods, and communities. Rental rehabilitation programs can help renovate second-story housing units in traditional downtown areas to increase pedestrian activity and business revenue. Redevelopment grants can help create low-interest home improvement loans and down payment assistance. Creating a range of quality housing opportunities and quality housing choices is an important part of Smart Growth along with walkable neighborhoods. Having a desirable and walkable place to live and work is a key component of both the Placemaking and Smart Growth strategies.

### TEN PRINCIPLES OF SMART GROWTH

The City should employ the 10 Smart Growth Principles for future land decisions:

1. Create Range of Housing Opportunities and Choices
2. Create Walkable Neighborhoods
3. Encourage Community and Stakeholder Collaboration
4. Foster Distinctive, Attractive Communities with a Strong Sense of Place
5. Make Development Decisions Predictable, Fair and Cost Effective
6. Mix Land Uses
7. Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
8. Provide a Variety of Transportation Choices
9. Strengthen and Direct Development Towards Existing Communities
10. Take Advantage of Compact Building Design

### Transportation

Access to transportation is a prime factor when choosing a place to live and it affects the sustainability and livability of a city. Placemaking seeks to have a positive impact on public transportation by creating commuting alternatives and walkability. Initiatives such as Complete Streets can improve the functionality of roadways within the local context of an area and address the mobility needs of all users. A variety of transportation choices provides people with greater choices for housing, shopping, and employment and is an important component of both the Placemaking and Smart Growth Strategies. Utilizing existing transportation infrastructure and the accompanying resources that existing neighborhoods provide can help conserve open space on the urban fringe and is a key aim for both Smart Growth and Placemaking efforts within a community.

### **Historic Preservation**

Pontiac's historic buildings, downtown, and neighborhoods define the architectural fabric of the community and consequently its sense of "place". It's important to preserve the places that make a community unique. Historic preservation enhances property values, creates jobs, and promotes tourism. Historic places are vibrant and vital community assets and the State of Michigan Historic Preservation Office Tax Credit program can help investors preserve Pontiac's significant inventory of historical assets. In addition, community development and architectural standards foster a distinctive, attractive, and beautiful place to live and work. Strong historic preservation values and well-conceived community development standards are important aspects of Placemaking and Smart Growth strategies.

### **National Main Street Program**

The National Main Street Program provides technical assistance to downtown businesses to help revitalize and preserve their traditional downtown commercial business districts, thereby attracting new residents with mixed-use housing in the downtown area. The enhanced area can further energize Pontiac and attract new businesses, promote investment, and spur economic growth in downtown and beyond. While incorporation of the National Main Street Program is not a specific component of Placemaking or Smart Growth strategies, it is a successful four-point program and dovetails very well with both Placemaking and Smart Growth efforts.

### **Green Space**

Protecting green space is an important component of Placemaking, which relates to protecting the City's natural resources and the economic benefits related to natural resources. City parks and recreation areas have the potential to generate revenue, which can be used to help protect green spaces and park areas near housing and the downtown. Quality green spaces and parks help create sustainability and livability. It is important to support organizations that seek to protect

green assets in Pontiac. Similarly, Smart Growth seeks to enhance the quality of life by preserving open space and directing future development into existing communities with existing public service infrastructure.

### **Talent**

Attracting and acquiring talent is a strategy component that is unique to Placemaking. Our local region is transitioning from a manufacturing-based to a knowledge-based economy and the ability to provide employers with skilled workers is critical to the City of Pontiac's local economy. It's important to work with local colleges, organizations, and high tech businesses to support initiatives that help to ensure talented young and mid-career people choose to live and work in Pontiac. Creating a vibrant and talent-based community will help attract new talent and businesses to the City. Incorporation of Placemaking strategies is critical to attracting skilled talent to move the City forward.

### **Entrepreneurialism**

"Economic Gardening" is the entrepreneurial philosophy of placemaking. It is a growth model based on encouraging the growth and development of local businesses with high growth aspirations and potential versus an outward focus on new business acquisitions. The types of communities that foster this process are often referred to as new urbanism communities and include retail, residential and commercial uses with a dense population, which creates energy and activity. Neighborhoods are within walking distance to restaurants, shops, pubs, and music venues. The philosophy of economic gardening can help cultivate a culture of entrepreneurialism that will provide a stable source of future jobs and opportunities for Pontiac.

### **TIDE (Talent, Innovation, Diversity, Environment)**

TIDE is the community assessment tool designed by the Michigan State University (MSU) Land Policy Institute to assist communities with their asset analysis and strategic

planning for economic growth. TIDE is an economic growth model developed by the Land Policy Institute that conducts an analysis of the four components (talent, innovation, diversity and environment) and helps communities identify specific improvements and how that will correlate with job and economic growth.

During the February 2014 MSU Land Policy Institute Placemaking seminars, a plan was designed for Pontiac to evaluate its assets and establish an assessment profile using TIDE. With a new TIDE assessment, Pontiac will better understand where to focus its attention and resources to create a more prosperous and vibrant community.

## GOALS AND OBJECTIVES:

The City's vision statement sets the policy for land use decisions. Based on that vision statement, the following goals and objectives were created. These terms are defined as follows:

Goals are broad descriptions based on community desires for the future. Goals are long term ends toward which programs or activities are directed.

Objectives are specific and measurable intermediate ends that are achievable and make progress toward achieving a goal, and consequently, affect the realization of the community's vision.

### RESIDENTIAL

#### Goals

1. Strengthen existing residential neighborhoods.
2. Providing new, diverse housing choices.
3. Ensure that residential redevelopment and new infill developments complement and enhance the character of the existing neighborhoods and have a positive effect on property values.

#### Objectives

1. Encourage new residential development, particularly in the downtown district.
  - Transform Lot 9 into mixed-use developments with public open space.
  - Create more live/work and loft-style residential opportunities in the Downtown.
  - Create a high-density, Transit-Oriented Development (TOD) with residential units within ¼ mile of a major mass transit hub.
2. Protect and strengthen existing residential neighborhoods.
  - Identify and remove blighting influences such as abandoned cars, trash, debris, condemned and burned houses and enforce property maintenance standards.
  - Work with banks, savings and loans, credit unions, other private lenders and non-profits to provide affordable home repair and improvements loans to low- and moderate-income residents.
  - Work with neighborhood groups to develop strategies to combat blighted property and to acquire and/or maintain vacant properties.
  - Create opportunities for new infill housing development.
  - Work with Michigan State University Extension Service or other urban agriculture non-profit/provider to develop a small-scale urban farming or community gardening program on vacant and/or blighted property. This may include amending the zoning ordinance to allow agriculture on plots of less than one acre as a permissible use in the City's residential districts.
  - Continue to advocate for an Oakland County Land Bank program.
3. Provide a diverse housing stock appealing to a population with a wide range of incomes.
  - Encourage projects to include a diversity of income ranges.



- Work with non-profits and other groups to help older residents maintain their homes as they age.
- 4. Establish design standards for residential and infill development.
  - Develop appropriate standards for historic districts.
  - Catalog historic home styles by neighborhood.
- 5. Encourage mixed-use development in the downtown district, around downtown and along Woodward Avenue.
  - Create partnerships between the Pontiac Downtown Business Association (PDBA), Oakland County and the Michigan Economic Development Corp. (MEDC) to recruit new downtown development.
- 6. Encourage historic preservation and rehabilitation of historic homes and commercial buildings.
  - Work with Oakland County Planning and Economic Development Services' Historic Preservation Architect to help promote available tax credits, new market credits and historic rehabilitation.
  - Develop a Historic Preservation Plan and produce fact sheet illustrating the economic benefits and incentives for historic preservation and restoration.
  - Work with community groups and Oakland County Planning to update the historic building inventory for each neighborhood and the Downtown District.
  - Develop a pattern book of infill housing styles that is compatible with each historic neighborhood.

## PARKS AND RECREATION

### Goals

1. Provide a complete, connected, universally accessible, and well-maintained non-motorized network.
2. Dedicate resources to remove obsolete and unsafe elements from parks and design all new improvements with crime

prevention and minimal maintenance in mind.

3. Aggressively pursue and seek creative and unique sources and partnerships to increase funding for park maintenance, operation, programs and improvements.
4. Increase staffing levels as funding permits and seek to foster partnerships with organizations and volunteers to maintain a higher level of maintenance and offerings within the City.
5. Ensure access to park and recreation facilities for citizens of all ages, incomes, and abilities.
6. Preserve and protect sensitive natural resources.
7. Reduce the carbon footprint of development in Pontiac.

### Objectives

1. Focus efforts to secure funding for the design and construction of the final segment (Phase IV) of the Clinton River Trail and/or the CN Railroad north spur option.
  - Continue to coordinate and partner with the Friends of the Clinton River Trail to assist with the completion, improvement and maintenance of the system including events, signage, surface improvements, etc.
2. Encourage and facilitate discussions with City staff and consultants to ensure existing and proposed work within public rights-of-way meets the intention of the Complete Streets movement.
3. Establish a Baseball/Softball Commission with appointees from each existing League. Commission would be responsible for organization, scheduling, facility maintenance, improvements and grievances at Aaron Perry and Jaycee Parks. Commission would not be City funded.
4. Seek funds (internally or externally) to increase staffing related to management, operations, programming and maintenance at the parks and senior centers.



5. Continue conversations with Oakland County regarding a possible County Park within the City limits.
6. Foster relationships with the public and private schools to seek opportunities for joint agreements regarding use, maintenance, improvements and long-term youth programs.
7. Consider and be open to partnerships with private organizations for the joint management of facilities.
8. Bolster the Adopt-A-Park program and adoption of right-of-way areas throughout the City.
9. Encourage the establishment of a non-profit “Friends” of Pontiac Parks group that can secure grants and donations that the City is not eligible for and can assist in improvements at City Parks.
10. Remove obsolete fixtures and facilities as outlined in the 2011-2016 Parks & Recreation Plan CIP table with particular focus on community parks such as Aaron Perry, Beaudette, Crystal Lake, Galloway, Oakland and Rotary.
11. Repair facilities that are damaged in a timely manner to encourage use and discourage vandalism.
12. Improvements at parks should adhere to Crime Prevention Through Environmental Design (CPTED) principles and strategies to deter criminal behavior.
13. Design and select materials for minimal maintenance.
14. Modify City code to allow for advertising and signage at City parks.
15. Continue to seek grants from national, state, regional and local agencies and private foundations.
16. Seek to establish endowments for parks to ensure long-term maintenance of existing and/or new facilities.
17. Utilize partnerships with other governmental or school organizations to recognize desired improvements.
18. Provide park and recreation opportunity within walking distance (typically ¼ mile or less) of each residential neighborhood.

## DEVELOPMENT (COMMERCIAL, INDUSTRIAL, MIXED-USE, GREEN)

### Goals

1. Take advantage of Pontiac’s central location and affordability to attract new office, retail, commercial and mixed-use development/redevelopment to Pontiac that works to help recruit “New Economy” businesses and workers.

### Objectives

1. Prioritize pedestrian and human-scale development and redevelopment.
  - Adopt standards to ensure that commercial strip development creates a walkable, pedestrian-friendly experience.
  - Adopt more flexible standards to encourage commercial, industrial, mixed-use and/or green redevelopment of vacant and underutilized buildings.
  - Adopt design standards for corridor commercial developments that require higher quality materials and improve the appearance of traditional strip commercial centers.
2. Encourage mixed-use development along Woodward Avenue.
3. Create opportunities for New Economy (Information Technology (IT), Research and Development, Communications and Medical) development.
  - Develop new standards for the improvement and conversion of former manufacturing land and vacant school buildings to office space for research and development and technology.
  - Work with the PDBA, Pontiac Regional Chamber of Commerce, Committee of 50 and Oakland County PEDS to attract start up businesses and prepare marketing brochures and a development handbook.
  - Work with Oakland County PEDS and MEDC to identify strategies for redeveloping former industrial sites.
  - Work with Oakland County to target

- brownfield sites for redevelopment and develop process to help developers clean up sites.
  - Work with the Pontiac School Board to facilitate the sale and re-use of closed school buildings for redevelopment and adaptive re-use.
  - Work with Oakland County PEDS and MEDC to attract new research, communication and IT businesses to Pontiac.
4. Develop Transit-Oriented Development (TOD) Downtown.
    - Identify potential parcels for a TOD within downtown for a future SMART or Regional Transit Authority (RTA) regional multi-modal transit center
    - Work with the State of Michigan, Oakland County, the Woodward Avenue Action Association (WA3), SMART and the RTA to secure commitment for a northern transit hub in downtown Pontiac.
    - Create density incentives for TOD in the downtown district.

## TRANSPORTATION

### Goals

1. Create a safe and connected multi-modal transportation network that provides a range of transportation options for all residents.
2. Create a northern transit hub in downtown Pontiac.
3. Expand transit alternatives for all residents.

### Objectives

1. Adopt a Complete Streets ordinance and policy.
  - Develop typical street profiles that require the implementation of complete streets. These standards include bicycle and pedestrian facilities and standards.
  - Work with the PDBA and downtown employers to create incentives for

- using public and/or non-motorized transportation.
  - Work with Oakland County and MDOT to update average daily traffic volumes and identify streets and roads that, due to low traffic volumes, should be considered for “road diets”.
2. Create an interconnected network of trails, sidewalks, on-road bike lanes, protected cycle tracks and separated bike paths.
    - Develop a non-motorized transportation plan that identifies both locations for specific non-motorized improvements and standards for different types of non-motorized facilities.
    - Create safe and secure routes to school. Identify the safe routes to all schools and implement necessary improvements to ensure student safety.
    - Work with schools and community groups to create signage identifying safe routes to school.
    - Work with churches, non-profits, community groups and schools to promote walking and non-motorized transportation.
  3. Encourage and implement traffic calming measures to limit the speed and volume of vehicular traffic through residential neighborhoods.
  4. Adopt the Downtown Pontiac Transportation Assessment as city policy.
    - Work with Oakland County to obtain funding to convert the Loop into two-way traffic as described in the Transportation chapter.
  5. Re-connect Saginaw Street to completely restore Downtown.
  6. Work with SEMCOG, Oakland County, the State of Michigan, federal government, SMART and the RTA to create mass a transit hub which includes a Bus Rapid Transit (BRT) line that has a hub in Downtown Pontiac.
    - Work with RTA, SMART, SEMCOG, Oakland County and State officials to identify potential funding to create a transit line between Pontiac and Detroit.

7. Improve wayfinding throughout the City.
  - Develop unique Downtown wayfinding signage.
  - Improve the appearance and function of all gateways into the City.

- deconstruction) in ways that utilize vacant property in Pontiac.
4. Develop a street tree action plan and program.

## GREEN INFRASTRUCTURE, NATURAL RESOURCES AND CLIMATE

### Goals

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1. Reduce Pontiac's carbon footprint and greenhouse gas emissions in measurable ways.
2. Reduce the impact of development-related stormwater runoff on the Clinton River.
3. Reduce the cost of grey infrastructure (traditional storm drains and stormwater conveyance systems) through the implementation of green infrastructure requirements.
4. Adopt clean energy and energy saving practices in all City properties.
5. Adhere to smart growth principles that cluster urban development efficiently.

### Objectives

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1. Encourage innovative stormwater treatment options through the use of stormwater best management practices (BMPs).
2. Work with community groups and schools to monitor the water quality of the Clinton River and lakes within the City.
3. Adopt a vacant land reuse strategy.
  - Work with community groups to create community gardens and urban agriculture plots on vacant and abandoned properties.
  - Develop a post-demolition specification that requires the use of native plants, grasses, wildflowers and trees.
  - Work with non-profits and other agencies (Michigan State University Extension, Growing Hope, Greening of Detroit, Michigan WORKS!) to help develop career training opportunities in green industries (urban gardening, nurseries, architectural salvage/

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## CHAPTER 4: DEMOGRAPHICS



### POPULATION

- Population has continued to decline since 1970, although Pontiac's percentage of all Oakland County population has stabilized at about 5% since 2000.
- Based on 2013 SEMCOG estimates, population declined by less than 1% since the 2010 census. This trend and rate of population decline is expected to continue through 2040.

### HOUSING

- Vacancy continues to be a major issue, with 18% of all housing units reported by the 2010 census and SEMCOG a being vacant.
- Over 20% of the City's housing stock was built between 1950 and 1959.
- In 2012 (most recent year for which data is available), median housing value was \$70,000.

### AGE AND HOUSEHOLD DATA

- The City's median age, 33.5 years, is lower than that of Oakland County, the State, and the US.
- Pontiac's median age has steadily increased over the past 30 years.
- More residents are continuing to live in the City as they age.
- The number of households in Pontiac declined from 24,234 in 2000 to 22,959 in 2010, a decrease of 1,275 or 5.3%.
- The household decline of 5.3% was less than the population decline over the same period of 11.8%, which points to a decrease in the average household size.
- Since 2000, more people graduated from high school, and there was a rise in the

number of persons completing higher education.

- Of the population over 25 years of age, 25.4% did not graduate from high school, but this number fell 5.7% from 2000.
- The City's educational trends are positive, yet clearly indicate a need to remain focused on promoting education.
- 17% of households have no access to a car.

### POPULATION ANALYSIS

This population analysis examines characteristics of the people and households who reside in the City of Pontiac, MI.

#### TOTAL POPULATION

Changes in a community's population affect the area's overall development. Population growth leads to investment and redevelopment, while an unplanned decline in population can result in abandonment and blight. The population trends of a community and the regional context must be understood to develop an effective future land use plan. This section describes the City's historical population trend, analyzes the regional population growth context, and compares the City's population growth to that of neighboring communities.

The City's and Oakland County's historic population trends, based on the decennial census, are presented in Exhibit 1 and Exhibit 2. The City experienced its largest population increases over the 1910 – 1930 time period, and in 1920 accounted for nearly 40% of Oakland County's total population. Population growth increases slowed following World War II, and peaked in 1970. Pontiac has experienced population decline since 1970, although Pontiac's percentage of all Oakland

County population has stabilized at about 5% since 2000.

### COMPARATIVE POPULATION TREND

The comparative population trend is presented in Exhibit 3. The data shows the percent increase in population for each Census from 1980 through 2010. For the entire 30-year period, the City's growth has been significantly lower than the growth rate for the County, the region, the State and the United States (US). From 1980 through 2010, Pontiac and the Detroit Metropolitan Statistical Area (MSA) experienced a decrease in total population,

even though the State as a whole gained population. During this time period, the City of Pontiac lost nearly 30% of its residents, resulting from population redistribution in a region that was experiencing a net decline in total population. Suburbanization saw population shift from older areas such as Pontiac to newer suburbs.

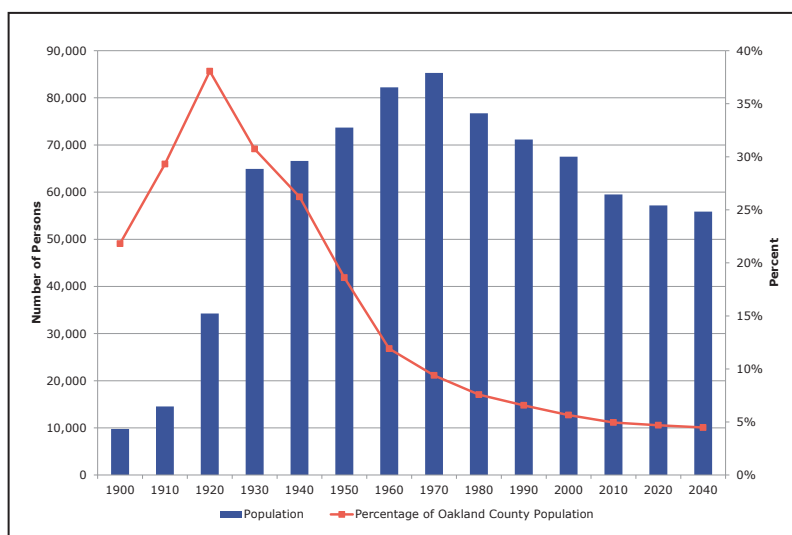
Population and population growth trends for Pontiac and surrounding communities are presented in Exhibit 4. Over the 30-year period from 1980 to 2013, the 6 communities displayed varying rates of growth. Auburn

**Exhibit 1 Historic Population Trend and Projections 1900-2040**

Year	Population	
	City of Pontiac	Oakland County
1900	9,769	44,792
1910	14,532	49,576
1920	34,273	90,050
1930	64,928	211,251
1940	66,626	254,068
1950	73,681	396,001
1960	82,233	690,259
1970	85,279	907,871
1980	76,715	1,011,793
1990	71,166	1,083,592
2000	67,506	1,194,156
2010	59,515	1,202,362
2020	57,180	1,218,449
2040	55,870	1,246,863

Source: SEMCOG, with data from the 2010 US Census

**Exhibit 2 Population and Percentage of Oakland County Population, Pontiac, 1900-2040**



Source: SEMCOG, with data from the 2010 US Census

**Exhibit 3 Percent Increases in Censuses Count of Population**

Year	Pontiac	Oakland County	Detroit MSA <sup>1</sup>	SEMCOG Region <sup>2</sup>	Michigan	US
1980 to 1990	-7.3%	7.1%	-3.3%	-2.0%	0.4%	9.8%
1990 to 2000	-5.1%	10.2%	3.3%	5.3%	6.9%	13.2%
2000 to 2010	-11.8%	0.7%	-4.4%	-2.7%	-0.6%	9.7%
1980 to 2010	-28.9%	15.8%	-4.7%	0.5%	6.3%	26.6%

<sup>1</sup> Detroit MSA includes the counties of Macomb, Oakland, and Wayne

<sup>2</sup> SEMCOG Region includes the counties of Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne

Source: SEMCOG, US Decennial Censuses

Hills and Waterford Township grew over the 33-year period, while the remaining communities lost population.

## AGE

The age of a community's population has very real implications for planning and development. The portion of the population under 18 years of age determines the need for area schools. Empty nesters and elderly residents require housing alternatives that are suitable to their needs. This section analyzes the age of the City's population – based on age structure, median age, and percentage of the population under 18 years of age and over 65 years of age – and assesses the implications of the population's age on land use and development.

The City's median age, 33.5 years, is lower than that of Oakland County, the State, and the US as seen in Exhibit 5. However, Exhibit 6 on the following page displays how Pontiac's median age has steadily increased over the past 30 years. In addition, Exhibit 7, also on the following page, represents how each age group over 55 has experienced recent growth. This evidence suggests that more residents are continuing to live in the City as they age.

## Age Structure

Age structure refers to the portion of a community's population in each age group. This section first compares the City's age structure to that of the region and the surrounding communities.

**Exhibit 4 Total Population and Population Growth Rates, Pontiac and Surrounding Communities, 1980-2010**

Year	Pontiac	Bloomfield Twp.	Auburn Hills <sup>1</sup>	Lake Angelus	Waterford Twp.	Sylvan Lake
1980	76,715	42,876	15,388	397	64,250	1,949
1990	71,136	42,473	17,076	328	66,692	1,914
2000	67,506	43,023	19,837	326	71,981	1,735
2010	59,515	41,070	21,412	290	71,707	1,720
2013 <sup>2</sup>	59,243	41,779	22,000	298	72,166	1,770
Time Period	Percent Increase					
1980 to 1990	-7.3%	-0.9%	11.0%	-17.4%	3.8%	-1.8%
1990 to 2000	-5.1%	1.3%	16.2%	-0.6%	7.9%	-9.4%
2000 to 2010	-11.8%	-4.5%	7.9%	-11.0%	-0.4%	-0.9%
1980 to 2013	-22.8%	-2.6%	43.0%	-24.9%	12.3%	-9.2%

<sup>1</sup> Data represents population of Pontiac Township in 1980, and the City of Auburn Hills for 1990-2013

<sup>2</sup> Data for 2013, SEMCOG's population for July 2013

Source: Pontiac and Surrounding Communities, 1980-2010

**Exhibit 5 Median Age and Percentage of Total Population under 18 years of age and over 65 years of age in Pontiac, Oakland County, Michigan, and the US, 2013**

Age	Pontiac	Oakland County	Michigan	US
Median Age (In Years)	33.5	40.2	38.8	37.2
Under 18 (% of total population)	27.4	23.4	23.7	23.9
65 and older (% of total population)	9.4	13.4	13.9	13.2

Source: 2008-2012 American Community Survey



Exhibit 8 compares age group distributions in Pontiac to national, state, and county averages. The whole of Pontiac is generally younger than the comparison areas. However, Exhibits 6 and 7 support the trend of an aging population in the City.

## EDUCATIONAL ATTAINMENT

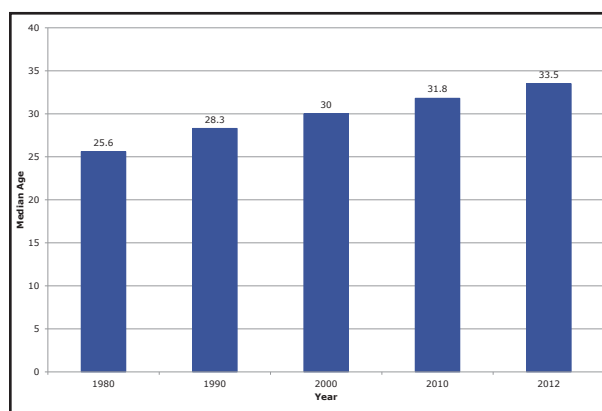
The educational attainment of Pontiac's residents is particularly important for future redevelopment and investment. A strong economy requires a skilled and educated workforce. While Pontiac's workforce is relatively young, the vast majority of adults over the age of 25 lack education beyond the high school level, as seen in Exhibit 9 and Exhibit 10. Since 2000, more people graduated from high school, and there was a rise in the number of persons completing higher educa-

tion. Of the population over 25 years of age, 25.4% did not graduate from high school, but this number fell 5.7% from 2000. The City's educational trends are positive, yet clearly indicate a need to remain focused on promoting education.

## HOUSEHOLD GROWTH AND COMPOSITION

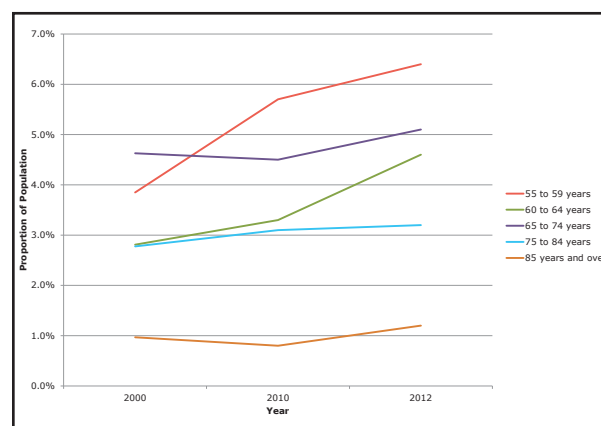
This section of the demographic analysis assesses the growth and composition of households in the City. Households are an important component of analysis because changes in the number of households drive the demand for housing. Households are also the basic purchasing unit that drives demand for retail sales and for retail offices.

**Exhibit 6 Change in Median Age, Pontiac (1980-2012)**



Source: US Decennial Census, 2008-2012 American Community Survey

**Exhibit 7 Change in the Proportion of Age Populations, Pontiac (2000-2012)**



Source: US Decennial Census, 2008-2012 American Community Survey

**Exhibit 8 Comparison of Age Groups, 2012**

Age	Pontiac	Oakland County	Michigan	US
Under 5 (Pre-school)	7.3	5.7	6.0	6.5
5 to 17 (School age)	20.1	17.7	17.7	17.4
18 to 44 (Family forming)	39.7	33.7	34.6	36.5
45 to 64 (Mature families)	23.5	29.5	27.8	26.4
Over 65 (Retirement)	9.4	13.4	13.9	13.2

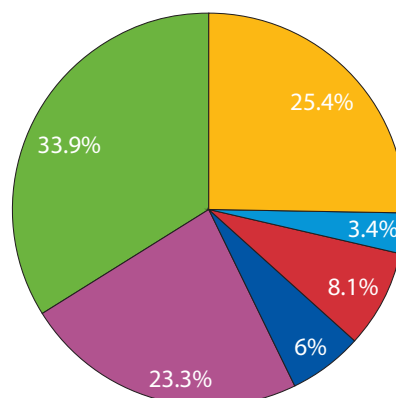
Source: 2008-2012 American Community Survey

**Exhibit 9 Educational Attainment, Population 25 and over, 2010**

Highest Level of Education	Census 2010	Percent Change 2000-2010
Graduate/ Professional Degree	3.4%	0.3%
Bachelor's Degree	8.1%	0.8%
Associate Degrees	6.0%	1.3%
Some College, No Degree	23.3%	1.8%
High School Graduate	33.9%	1.4%
Did Not Graduate High School	25.4%	-5.7%

Source: SEMCOG, with data from the 2010 US Census

**Exhibit 10 Educational Attainment (Population 25 and over), 2010**



Source: SEMCOG, with data from the 2010 US Census

**Exhibit 11 Household Composition Pontiac, Region, and Oakland County, 2012**

Household Composition	Pontiac	SEMCOG Region	Oakland County
Total Households	23,330	1,812,434	482,978
Married Couple Households	6,361	842,121	247,540
Percent of total households	27.3%	46.5%	51.3%
Number of Female Headed Households with No Husband Present	5,731	256,693	53,337
Percent of total households	24.6%	14.2%	11.0%
Householder Living Alone	8,212	541,078	139,581
Percent of total households	35.2%	29.9%	28.9%
Householder 65 and Older Living Alone	2,193	189,079	47,332
Percent of total households	9.4%	10.4%	9.8%
Number of Households with an Individual Under 18	8,305	587,663	155,036
Percent of total households	35.6%	32.4%	32.1%
Number of Households with an Individual 60 or Older	6,462	617,340	161,315
Percent of total households	27.7%	34.1%	33.4%
Average Household Size	2.50	2.63	3.00
Average Family Size	3.29	3.13	3.08

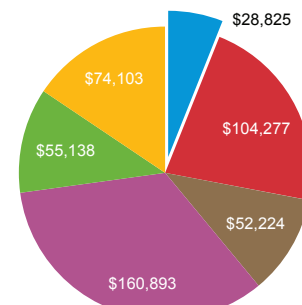
Source: 2008-2012 American Community Survey

**Exhibit 12 Median Household Income, Pontiac, Surrounding Communities and Oakland County**

Year	Oakland County	Pontiac	Bloomfield Twp.	Auburn Hills	Lake Angelus	Waterford Twp.	Sylvan Lake
2000	\$61,907	\$31,207	\$103,897	\$51,376	\$114,524	\$55,008	\$71,875
2010	\$66,390	\$30,753	\$106,778	\$49,558	\$186,667	\$55,573	\$75,694
2012	\$65,637	\$28,825	\$104,277	\$52,224	\$160,893	\$55,138	\$74,103

Source: SEMCOG, 2008-2012 American Community Survey, 2006-2010 American Community Survey

**Exhibit 13 Median Household Income, 2012**



Source: 2008-2012 American Community Survey

## NUMBER OF HOUSEHOLDS

The number of households in Pontiac declined from 24,234 in 2000 to 22,959 in 2010, a decrease of 1,275 or 5.3%. The household decline of 5.3% was less than the population decline over the same period of 11.8%, which points to a decrease in the average household size. The Southeast Michigan Council of Governments (SEMCOG) has a household forecast for Pontiac that projects a slight decrease to 22,418 by 2040.

Exhibit 11 describes the composition of households in Pontiac compared to the region. There is a higher number of households with an individual under 18 years of age. In addition, Pontiac differs from the surrounding area in its household composition. The City has a relatively high number of householders living alone (35.2% of total households), and a relatively low number of married couple households (27.3% of total households). The number of female headed households with no husband is more than double the percentage in Oakland County. This data demonstrates that housing needs in Pontiac differ from surrounding areas.

## HOUSEHOLD INCOME

Median household income is an indicator of the relative wealth of a community. Household income information for Pontiac, Oakland County, and the surrounding communities is presented in Exhibit 12 and Exhibit 13, which

indicates that Pontiac has the lowest median household income.

## HOUSING ANALYSIS

Understanding housing issues is important because the demand and development of houses provide much of the focus for master plans.

## TOTAL HOUSING UNITS

The total number of housing units in the City increased from 26,336 in 2000 to 27,970 in 2010, indicating that more housing units were constructed than were demolished during the 2000s.

## HOUSING TYPE

The available 2010 US Census data on housing is categorized into the following types:

- One-family, detached
- One-family, attached
- Two-family/duplex
- Multi-unit apartment
- Mobile homes
- Other units (includes boats, RVs, etc.)

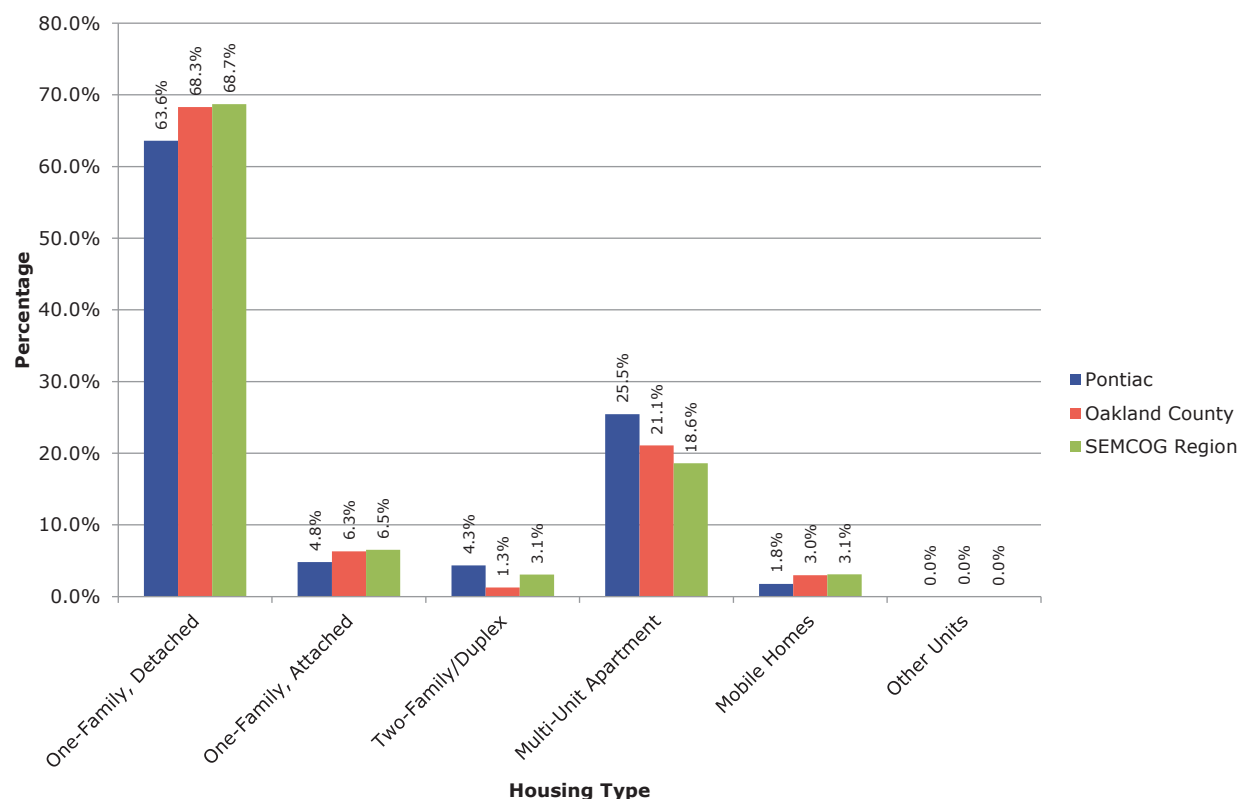
The types of housing in the City are compared to those in the region in Exhibit 14 and Exhibit 15. The City includes a slightly lower proportion of single-family housing and a slightly higher proportion of multiple family housing than Oakland County or the SEMCOG region.

**Exhibit 14 Housing Type Pontiac, Oakland County, and Region, 2010**

Housing Type	Number	Percentage		
	Pontiac	Pontiac	Oakland County	SEMCOG Region
One-Family, Detached	17,791	63.6%	68.3%	68.7%
One-Family, Attached	1,349	4.8%	6.3%	6.5%
Two-Family/Duplex	1,214	4.3%	1.3%	3.1%
Multi-Unit Apartment	7,119	25.5%	21.1%	18.6%
Mobile Homes	497	1.8%	3.0%	3.1%
Other Units	0	0.0%	0.0%	0.0%

Source: SEMCOG, with data from the 2010 US Census

**Exhibit 15 Comparison of Housing Types by Percentage, 2010**



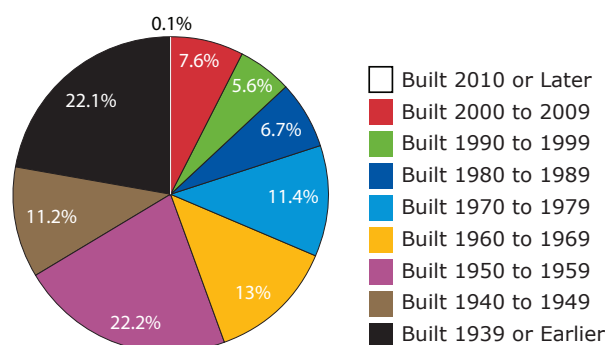
Source: SEMCOG, with data from the 2010 US Census

**Exhibit 16 Housing Occupancy and Tenure  
Pontiac, Oakland County, and Region, 2010**

Housing Occupancy and Tenure	Pontiac	Oakland County	SEMCOG Region
Occupied Housing	82.0%	91.7%	89.5%
Owner Occupied	39.1%	66.6%	62.9%
Renter Occupied	43.0%	25.2%	26.6%
Vacant Housing	18.0%	8.3%	10.5%

Source: SEMCOG, with data from the 2010 US Census

**Exhibit 17 Age of Housing, Pontiac, 2012**



Source: 2008-2012 American Community Survey

**Exhibit 18 Building Permits Issued, Pontiac, 2002-2014**

Building Permits and Demolition	2002-2005	2006-2009	2010-2014	2002-2014
New Units	700	50	194	944
Single-Family	577	44	47	668
Two-Family/Attached Condo	123	6	0	129
Multiple-Family	0	0	147	147
Units Demolished	49	185	526	760
Net Units	651	-135	-332	184

Source: SEMCOG, with data from the 2010 US Census

## HOUSING OCCUPANCY AND TENURE

Occupancy refers to the amount of housing that was used as residences at the time of the 2010 US Census. Housing units that were not used as residences are identified as vacant units. Tenure indicates that housing was occupied by the owner or rented to a tenant. Occupancy and tenure data for the City, the region, and the surrounding communities is presented in Exhibit 16.

Exhibit 16 indicates that Pontiac has a significantly higher percentage of renter occupancy than surrounding areas. More importantly, the data in Exhibit 16 shows that vacancy remains a primary concern for Pontiac, as 18% of City's housing units are considered vacant, which is significantly higher than both Oakland County and the SEMCOG region.

## AGE OF HOUSING

The age of the City's housing stock is presented in Exhibit 17. The largest percentage of the City housing was constructed between 1950 and 1959. Older housing requires more maintenance and possibly replacement after it reaches 50 years of age. Maintaining a vibrant and attractive housing stock will likely be one of the major issues facing the City in the upcoming years.

## BUILDING PERMITS

Building permits and demolition activity in Pontiac over the past 12 years is summarized in Exhibit 18. The table indicates that Pontiac has been increasingly demolishing units in re-

cent years. The growth in new units is fluctuating. The current trend is fewer single-family units and there has been a recent surge in multiple family units during the 2010 to 2014 period.

## VALUE OF HOUSING

Exhibit 20 and 21 on the following page summarize the value of owner-occupied and rental housing. Home values tend to be significantly lower than surrounding communities; the next lowest median home value is in Auburn Hills, and is over \$55,000 more in median value. Rental values are on a smaller scale but remain much closer to area averages.

## TRANSPORTATION

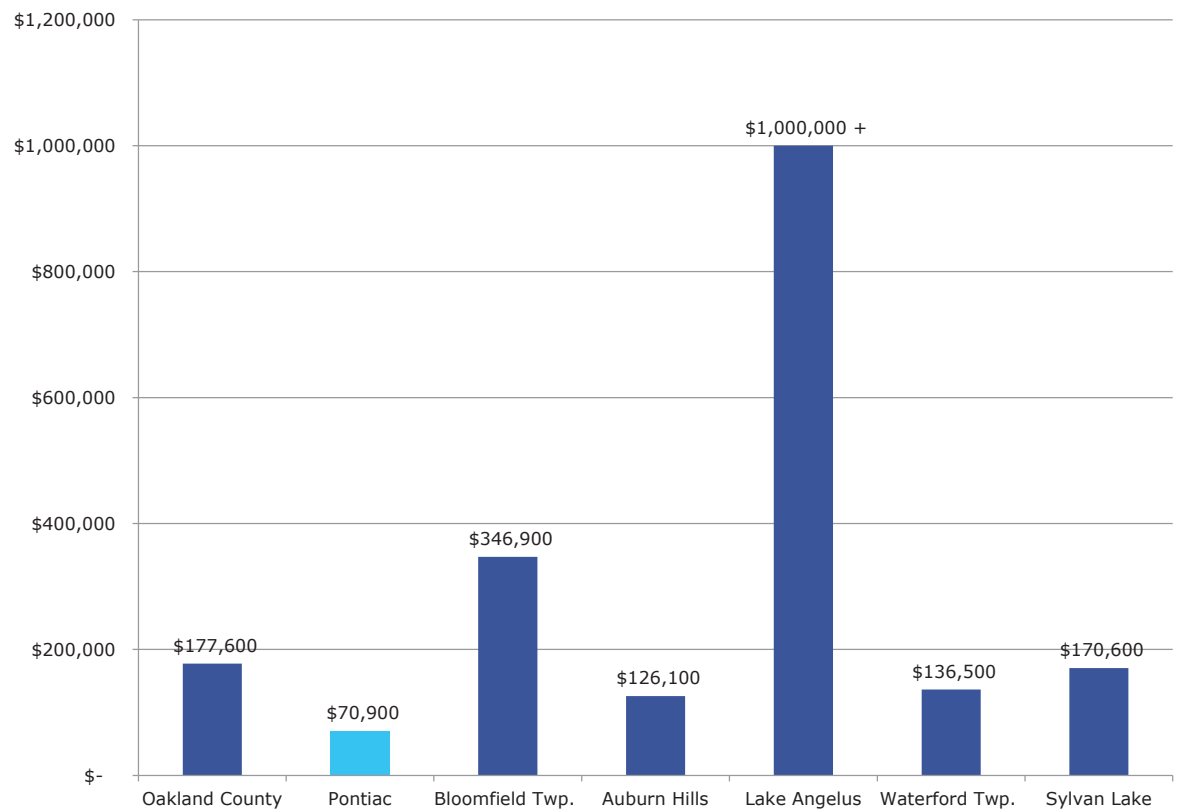
The ease and ability to move from one place to another is an important factor for a community's development. Traffic, parking, and public transportation are all common topics in an area experiencing growth. Southeast Michigan is known as a pioneer in the automotive industry, however many households have limited options for transportation. Exhibit 19 displays the number of vehicles available in an occupied housing unit. At 17.3%, Pontiac has a high percentage of housing units that have no vehicles available for use. The means of transportation used for commuting is shown in Exhibit 22. Pontiac has a higher level of carpooling than most communities and uses public transportation more than the populations of Oakland County or Michigan.

**Exhibit 19 Vehicles Available per Occupied Housing Units, Pontiac, Oakland County, Michigan, and US, 2012**

Vehicle Availability	Pontiac	Oakland County	Michigan	US
No vehicles available	17.3%	5.5%	7.7%	9.0%
1 vehicle available	44.7%	34.1%	34.9%	33.7%
2 vehicles available	28.7%	42.0%	38.9%	37.6%
3 or more vehicles available	9.3%	18.4%	18.5%	19.7%

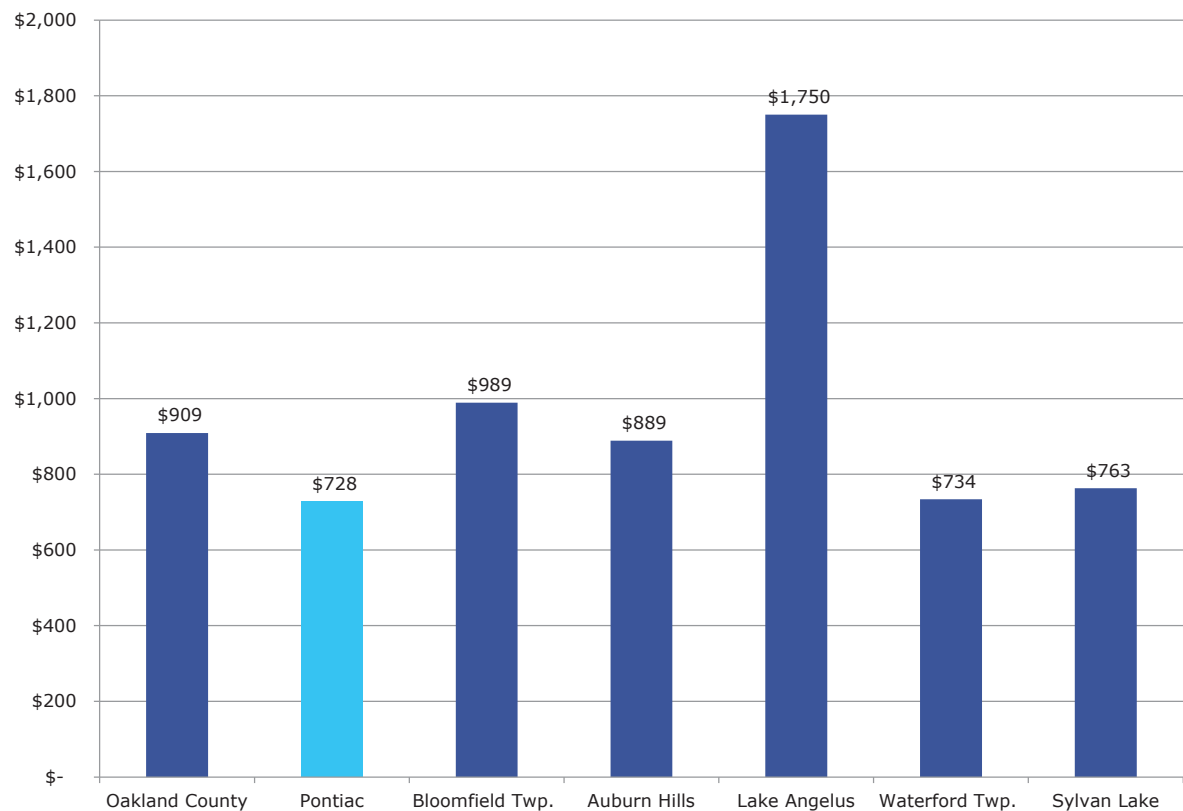
Source: 2008-2012 American Community Survey

## Exhibit 20 Median Home Value Comparison, 2012



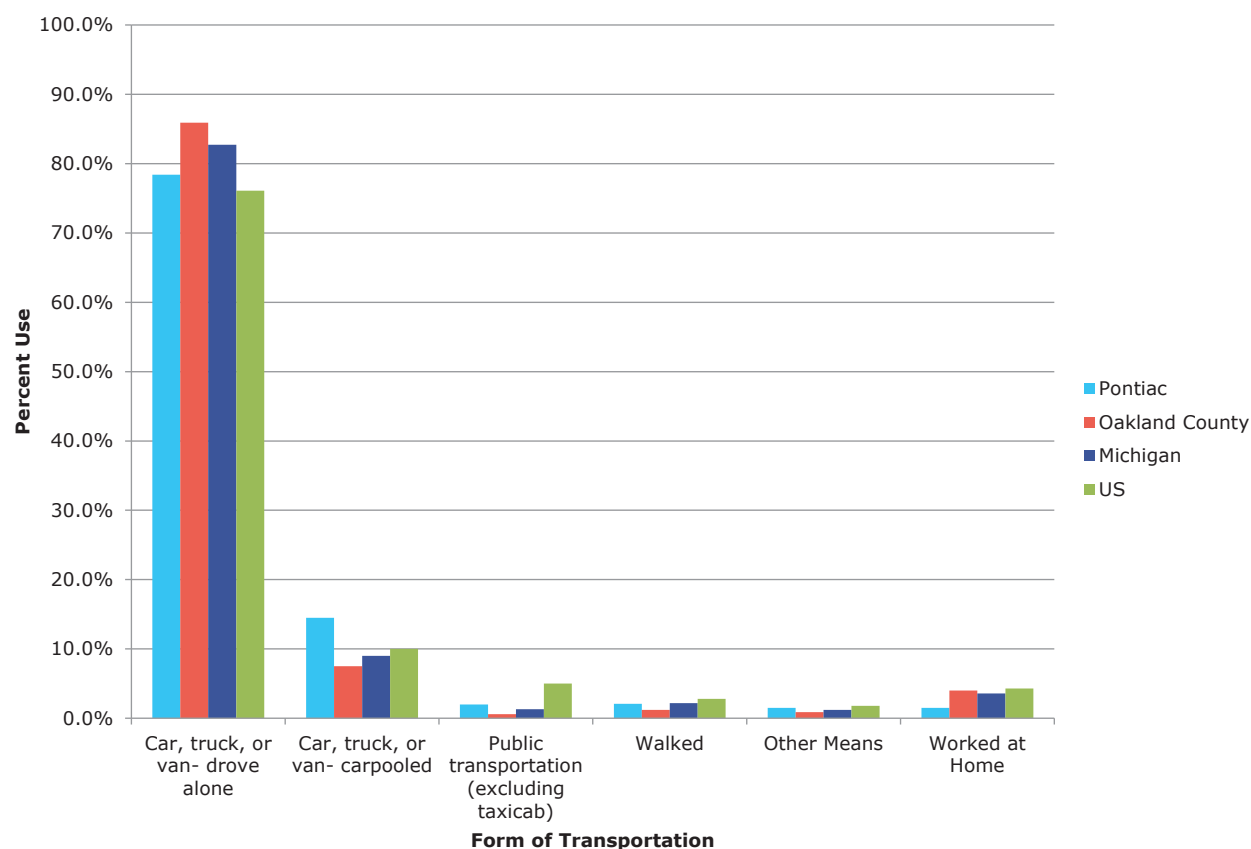
Source: 2008-2012 American Community Survey

## Exhibit 21 Median Rent Comparison, 2012



Source: 2008-2012 American Community Survey

**Exhibit 22 Means of Commute Transportation, 2012**



Source: 2008-2012 American Community Survey

## EMPLOYMENT

Employment status is often examined to determine the strength of a region's economy. Exhibit 23 organizes information about Pontiac's labor force and compares it with the County, State, and the US. The table lists the percentage of the population 16 years

and over in the labor force. Those not in the labor force include students, retirees, disabled persons, and others unable to work. These are people who do not have a job and are not looking for one. The labor force is further divided between the civilian labor force and the armed forces. Percentages of the employed and unemployed refer to the civilian labor force.

**Exhibit 23 Employment Status, Pontiac, Oakland County, MI, US, 2012**

Employment Status	Pontiac	Oakland County	Michigan	US
In Labor Force	60.9%	67.3%	62.3%	64.7%
Civilian Labor Force	100.0%	100.0%	99.9%	99.2%
Employed	78.6%	89.7%	87.3%	90.1%
Unemployed	21.4%	10.2%	12.6%	9.3%
Armed Forces	0.0%	0.0%	0.1%	0.7%
Not in Labor Force	39.1%	32.7%	37.7%	35.3%

Source: 2008-2012 American Community Survey

As previously discussed, the population of Pontiac is generally younger than surrounding areas. However, there is still a much higher percentage of the population not in the labor force. This suggests that there are a high number of students, disabled persons, or retirees in the City. In addition, 21.4% unemployment is considerably higher than the County and State unemployment rates.



## TECHNOLOGY

The Internet has been increasingly used for communication and gathering information. Many people use this technology to search for jobs, real estate, school performance rates, and businesses to patronize. For a community to be competitive in today's market, computers and the Internet must be accessible to its citizens. Exhibits 24 and 25 provide information about Internet availability in Oakland County.

## CENSUS TRACT AREAS

The makeup, character, and health of a community's neighborhoods is a vital component of the City's overall character. Neighborhoods can be residential, commercial, industrial, or mixed-use in character. More specifically, residential neighborhoods are defined by physical characteristics such as small, urban lots or large, suburban or rural lots, and socio-demographic characteristics of the population that lives in each neighborhood.

**Exhibit 24 Internet Accessibility Oakland County, 2011**

Internet Accessibility	Oakland County
Total Population	1,198,791
Population without Access	22,522
Percent Population without Access	1.9%

Source: National Broadband Map Data as of June 2011

**Exhibit 25 Percentage of Housing Units with Access to Broadband, by Technology, Oakland County, 2011**

Internet Accessibility	Oakland County
Fiber	0%
Cable	80%
DSL	96%

Source: National Broadband Map Data as of June 2011

Major roads, natural features, and/or the perceptions of the residents of a community often define the boundaries of a particular neighborhood. For the purposes of this analysis, we have defined neighborhood areas based on 2010 US Census tract boundaries (which generally follow major roads and major natural features such as rivers). There are 17 census tracts inside the City boundaries. We then summarized key physical and demographic characteristics of each neighborhood area.

## INCOME AND HOUSING CHARACTERISTICS

Exhibits 27 and 28 present demographic and housing data for the 17 census tracts shown in Exhibit 26. Data was collected from the 2008-2012 American Community Survey. The shaded cells in the tables indicate outlier values that are more or less than one standard deviation away from the mean. These shaded cells indicate that a neighborhood is different than the City-wide average for all neighborhoods.

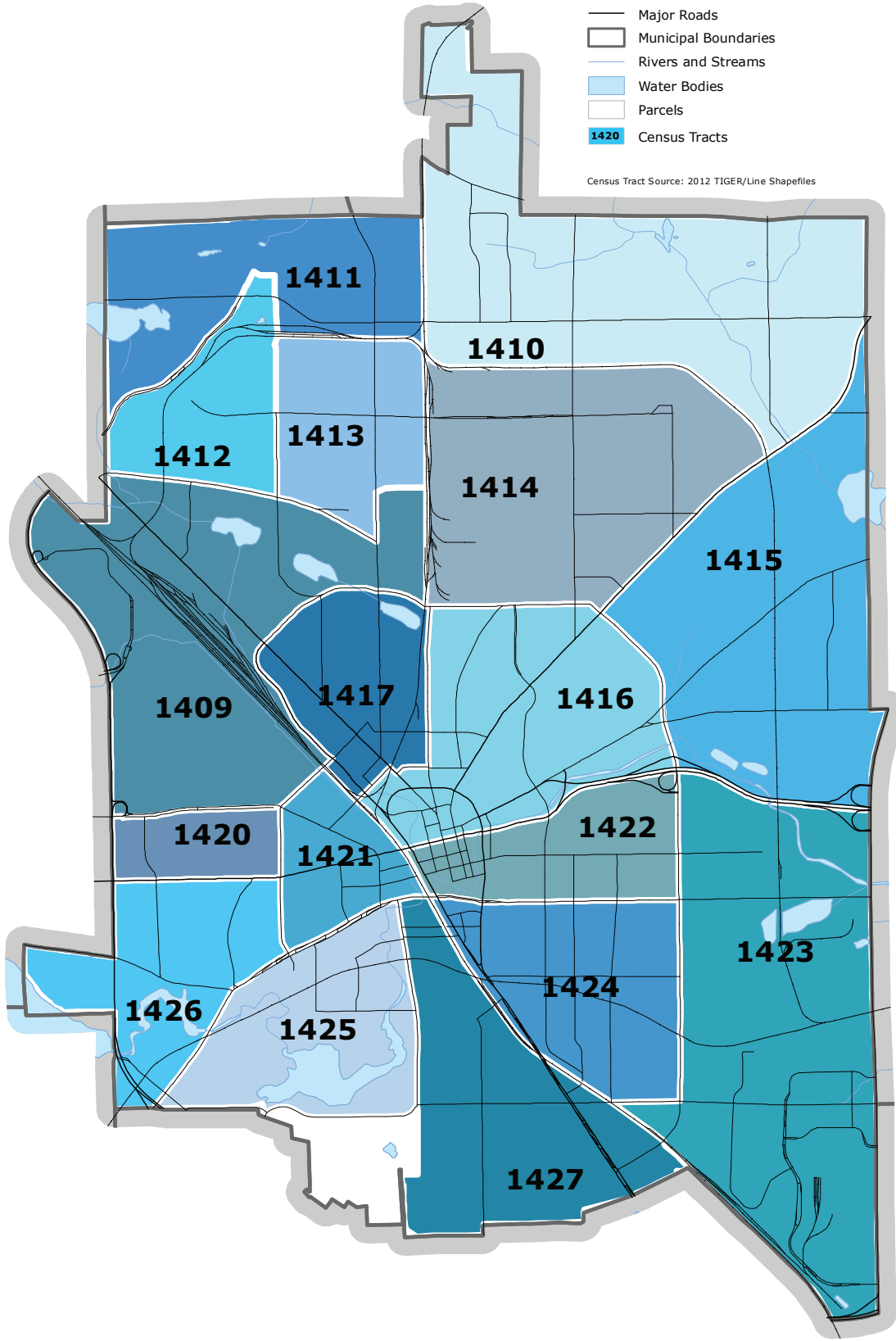
The most populated census tracts, 1410 and 1415, are located in the northeast corner of the City. Census tracts 1421, 1423, and 1425 have the lowest population values and are located in the southeast and central portions of the City. These patterns hold true for the number of households per census tract. Census tracts 1410 and 1415 have the highest number of households, while 1420, 1421, and 1425 have the lowest numbers.

Census tract 1426 is located in the southwest corner of the City and has the highest median owner-occupied housing value at \$88,000. Census tracts 1410 and 1411 have the second and third highest value respectively at \$87,900 and \$77,900.

The oldest houses in the City are located in the central and western census tracts. Census tracts 1421, 1420, and 1417 have the largest percent of housing stock built in 1949 or earlier, at 81.1%, 77.6%, and 62.3%,



## Exhibit 26 Pontiac Census Tracts



8-17-11  
0 7501,500 3,000 Feet

**WADETRIM**  
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**Exhibit 27 Income Characteristics by Census Tract, Pontiac, 2012**

Census Tract	Population	Households	Median Owner-Occupied Housing Value	Median Household Income	
				Less than \$25,000	Greater than \$75,000
1409	4,520	1,068	\$75,900	41.7%	14.4%
1410	5,710	2,288	\$87,900	31.4%	20.8%
1411	3,253	1,280	\$77,900	36.2%	16.8%
1412	3,210	1,479	\$64,700	62.7%	2.7%
1413	3,573	1,465	\$47,500	36.7%	9.5%
1414	3,889	1,466	\$70,300	53.6%	16.2%
1415	5,789	2,189	\$68,800	45.6%	16.7%
1416	4,603	1,626	\$55,200	49.4%	7.5%
1417	3,442	1,086	\$71,500	55.9%	5.0%
1420	2,547	896	\$58,100	45.6%	17.6%
1421	1,539	591	\$42,700	54.5%	7.7%
1422	3,704	1,531	\$67,500	68.5%	3.6%
1423	2,317	1,117	\$69,500	64.2%	12.8%
1424	3,061	1,243	\$49,800	44.9%	11.7%
1425	1,527	697	\$76,600	39.3%	13.5%
1426	3,491	1,678	\$88,000	19.2%	23.8%
1427	3,690	1,549	\$72,000	31.9%	23.7%

Source: 2008-2012 American Community Survey

**Exhibit 28 Housing Characteristics by Census Tract, Pontiac, 2012**

Census Tract	Population	Households	Housing Age			Housing Vacancy	Owner-Occupied Housing
			Built 2000 or Later	Built 1950 to 1999	Built 1949 or Earlier		
1409	4,520	1,068	20.2%	47.3%	32.5%	14.6%	60.6%
1410	5,710	2,288	23.4%	72.1%	4.5%	14.7%	48.6%
1411	3,253	1,280	27.9%	53.8%	18.3%	14.6%	43.3%
1412	3,210	1,479	2.9%	84.3%	12.8%	14.5%	20.2%
1413	3,573	1,465	3.4%	78.8%	17.8%	11.1%	62.1%
1414	3,889	1,466	1.6%	69.0%	29.4%	22.4%	67.2%
1415	5,789	2,189	4.2%	77.4%	18.4%	18.9%	51.3%
1416	4,603	1,626	0.0%	48.8%	51.2%	20.1%	54.9%
1417	3,442	1,086	2.5%	35.2%	62.3%	20.6%	32.9%
1420	2,547	896	0.0%	22.4%	77.6%	35.5%	55.9%
1421	1,539	591	0.0%	18.9%	81.1%	35.2%	30.3%
1422	3,704	1,531	6.5%	60.6%	32.9%	14.4%	34.5%
1423	2,317	1,117	16.8%	63.4%	19.8%	11.6%	29.9%
1424	3,061	1,243	10.5%	44.3%	45.2%	23.9%	59.3%
1425	1,527	697	4.9%	65.6%	29.5%	19.0%	56.4%
1426	3,491	1,678	0.0%	46.0%	54.0%	11.3%	79.1%
1427	3,690	1,549	3.0%	62.3%	34.7%	21.4%	59.5%

Source: 2008-2012 American Community Survey

respectively. Newer houses have been built in the northern and northwestern parts of the City in census tracts 1411, 1410, and 1409. The percentage of homes constructed in 2000 or later is 27.9%, 23.4% and 20.2%, respectively.

Occupancy rates affect the appearance of a neighborhood and the feeling of safety it portrays. Census tracts 1420 and 1421 have the highest vacancy rates at 35.5% and 35.2%, respectively. The highest numbers of owner-occupied houses occur in census tracts 1426 and 1414 at 79.1% and 67.2%, respectively.

### RACE AND ETHNICITY

The diversity of Pontiac is apparent in both the number of different races and ethnicities and their distribution throughout the City. In Exhibit 29, census tracts 1409, 1410, 1416, 1420, 1421, and 1426 have a similar percentage of black and white residents. Generally, these census tracts are located in the western and central portions of the City. The highest percentage of white residents is located

in the northwest part of the City, in census tracts 1413 and 1417 at 78.1% and 75.5%, respectively. The highest percentage of black residents is located in the south-central portion of the City, 93.0% of census tract 1427 is black; this is followed by census tracts 1424 (84.1%), 1422 (83.0%), and 1425 (78.7%). The highest percentage of Hispanic residents is in census tract 1417 with 47.7%, and in census tract 1414 with 29.1%.

**Exhibit 29 Income and Housing Characteristics by Census Tract, Pontiac, 2012**

Census Tract	White	Black	Asian	Other	2+ Races	Hispanic
1409	46.2%	43.2%	1.2%	1.8%	7.6%	12.6%
1410	46.0%	42.6%	4.9%	2.5%	4.0%	12.9%
1411	60.0%	30.6%	4.2%	2.5%	2.7%	21.9%
1412	50.3%	35.1%	6.8%	2.3%	5.5%	26.6%
1413	78.1%	13.2%	0.0%	3.4%	5.3%	31.2%
1414	51.5%	26.2%	2.1%	9.8%	10.4%	29.1%
1415	22.4%	70.7%	1.0%	2.7%	3.2%	11.1%
1416	34.8%	44.5%	7.7%	6.9%	6.1%	14.9%
1417	75.5%	14.7%	0.0%	4.5%	5.3%	47.7%
1420	42.7%	41.7%	3.5%	0.5%	11.6%	22.6%
1421	36.3%	44.3%	0.0%	2.2%	17.2%	23.1%
1422	9.0%	83.0%	0.0%	1.2%	6.8%	5.8%
1423	15.1%	74.3%	1.4%	1.9%	7.3%	1.9%
1424	6.1%	84.1%	0.0%	3.8%	6.0%	6.4%
1425	18.9%	78.7%	0.9%	0.1%	1.4%	6.9%
1426	47.7%	44.9%	5.3%	0.4%	1.7%	8.5%
1427	3.9%	93.0%	0.0%	0.9%	2.2%	3.5%

Source: 2008-2012 American Community Survey

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## CHAPTER 5: EXISTING LAND USE



### EXISTING LAND USE

The existing land use map shown in Exhibit 30 displays the current usage of all parcels in the City of Pontiac. Exhibit 31 documents the current 12 land uses in Pontiac, and further breaks down the single-family residential use category by lot size.

Single-family residential use is the highest use, both when measured by area (24%) and in number of parcels (17,321 parcels or 70% of total parcels in Pontiac).

The overwhelming majority of single-family residential parcels are less than 8,000 sq. ft., which is consistent with patterns of mature, urban places. There are very few homes on lots greater than one acre - just 107 total parcels.

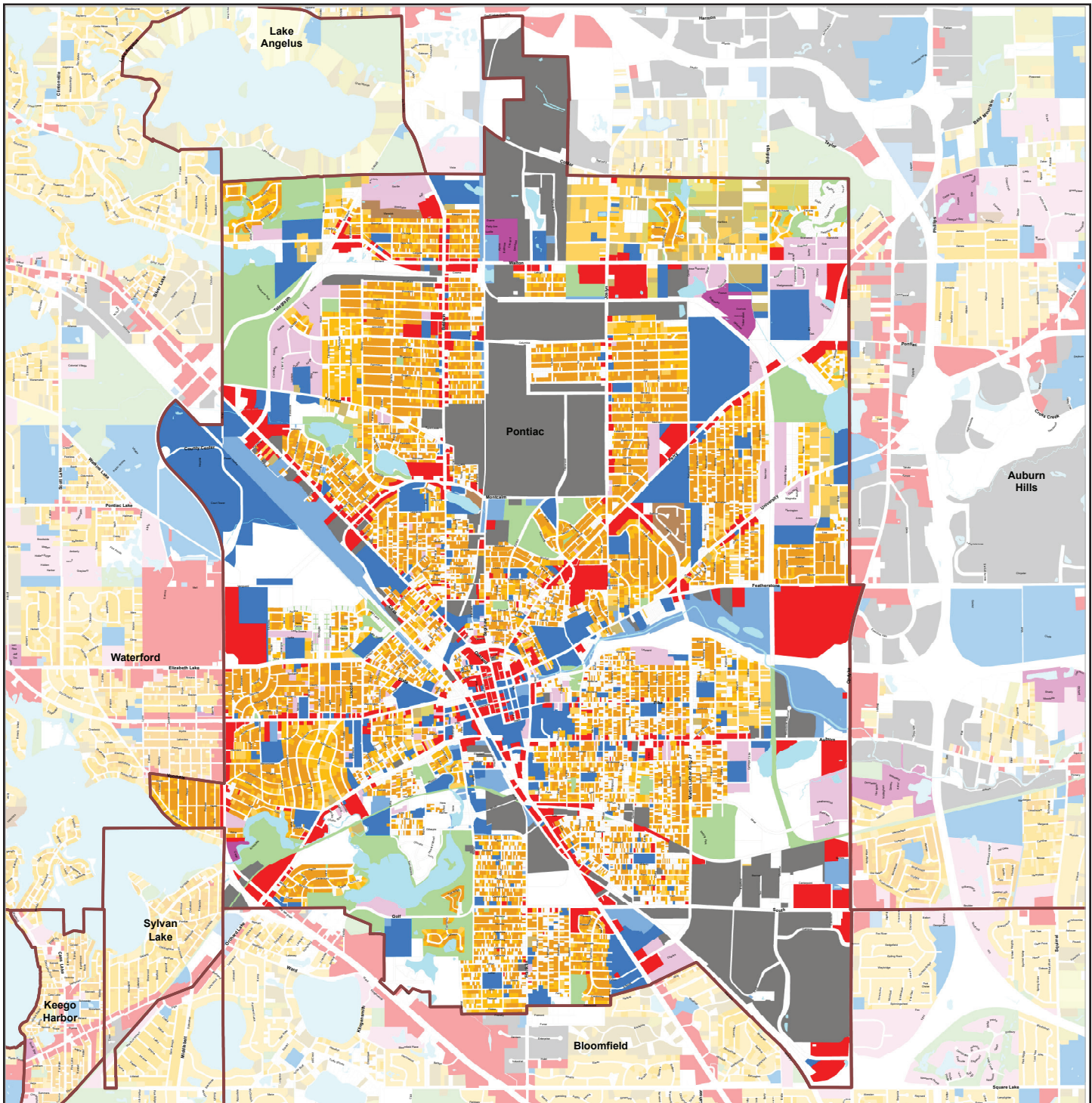
What is somewhat unusual for an urban community like Pontiac is the relative lack of multiple-family housing. Multiple-family housing, which includes apartments, attached single-family buildings, and townhomes), accounts for just 4.1% of the total land area, or 527 acres. This signifies a lack of adequate housing type choice in Pontiac.

The second largest percentage use category is road right-of-way (ROW). The 2,125 acres of land used for road ROW accounts for 16.4% of all land area in Pontiac. This is important, considering this land is public space and critical to creating an image for the City. These spaces do not have to be limited to vehicle uses, and should be more human-scale to provide better mobility for non-motorized users and pedestrians.

The City has over 1,600 acres or 12% of the total land area dedicated to industrial use and 875 acres or 6.7% of total land area for commercial or office use. The amount of land for commercial and office use is somewhat low, due to the fact that Pontiac is the Oakland County seat and public/institutional space includes the vast Oakland County campus, Pontiac School District property and the water treatment facility. Presently, 1,238 acres or 9.5% of the City's total land base is used for public or institutional purposes.



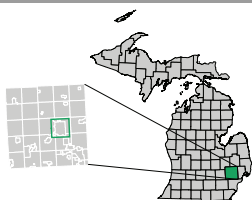
**Exhibit 30 Pontiac, 2013 Land Use Map**



The information provided herein has been compiled from recorded deeds, plats, tax maps, surveys and other public records. It is not a legally recorded map or survey and is not intended to be used as one. Users should consult the information sources mentioned above when questions arise.

## 2013 Land Use

*City of Pontiac*



Map Created on February 14, 2013



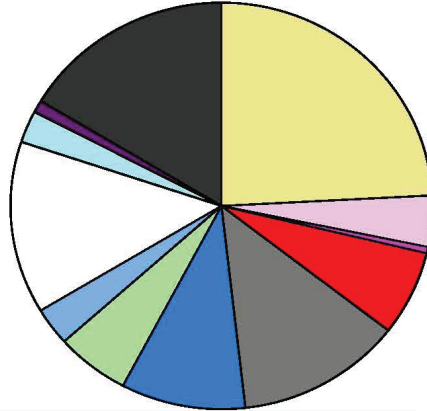
L. Brooks Patterson County Executive  
Executive Office Building  
2100 Pontiac Lake Road, Bldg. 41W  
Waterford, MI 48328-0412  
248.858.0721  
[www.AdvantageOakland.com](http://www.AdvantageOakland.com)

## Exhibit 31 Pontiac, 2013 Land Use Statistics

Land Use	Area (ac.)	Area (%)	Parcels	Parcels (%)
Agricultural				
Single Family Residential	3,139.2	24.2%	17,321	70.1%
Multiple Family	527.2	4.1%	322	1.3%
Mobile Home Park	65.8	0.5%	6	0.0%
Commercial/Office	875.1	6.7%	1,075	4.4%
Industrial	1,649.5	12.7%	199	0.8%
Public/Institutional	1,238.1	9.5%	389	1.6%
Recreation/Conservation	733.9	5.7%	152	0.6%
Transp./Utility/Comm.	391.3	3.0%	143	0.6%
Extractive				
Vacant	1,781.2	13.7%	5,087	20.6%
Water	329.8	2.5%		
Railroad Right-of-Way	127.4	1.0%		
Road Right-of-Way	2,125.3	16.4%		
<b>Total</b>	<b>12,983.8</b>	<b>100.0%</b>	<b>24,694</b>	<b>100.0%</b>

### Land Use by Area

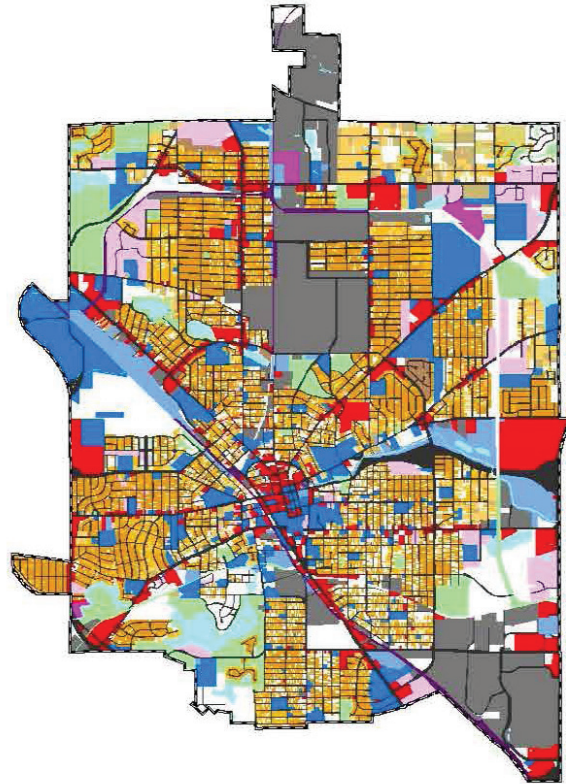
- Agricultural
- Single Family Residential
- Multiple Family
- Mobile Home Park
- Commercial/Office
- Industrial
- Public/Institutional
- Recreation/Conservation
- Transp./Utility/Comm.
- Extractive
- Vacant
- Water
- Railroad Right-of-Way
- Road Right-of-Way



For more information, maps, or questions about this data, please contact the Oakland County One Stop Shop at (248) 858-0720.

*This Oakland County land use data has been compiled from recorded deeds, plats, tax maps, surveys, assessing records and other public records.*

Single Family By Lot Size	Area (ac.)	Area (%)	Parcels	Parcels (%)
10 acres or greater				
5 to 9.9 acres	11.4	0.4%	2	0.0%
2.5 to 4.9 acres	60.7	1.9%	18	0.1%
1 to 2.4 acres	133.9	4.3%	87	0.5%
14,000 to 43,559 sq. ft.	435.5	13.9%	883	5.1%
8,000 to 13,999 sq. ft.	730.0	23.3%	3,159	18.2%
Less than 8,000 sq. ft.	1,722.9	54.9%	13,161	76.0%
More than one unit per parcel	45.0	1.4%	11	0.1%
<b>Single Family Sub-total</b>	<b>3,139.2</b>	<b>100.0%</b>	<b>17,321</b>	<b>100.0%</b>







## CHAPTER 6: TRANSPORTATION



# TRANSPORTATION

## CHAPTER 6

### OVERVIEW

Pontiac's transportation network is primarily vehicular and motorized with streets and roads as the main transportation routes. Pedestrian and non-motorized transportation has not been developed in conjunction with the motorized network. Therefore, pedestrians and non-motorized transportation alternatives are currently limited to the Clinton River Trail west of downtown and the existing sidewalk network.

### VEHICULAR CIRCULATION

The road network in Pontiac is developed in a loose radial pattern, centered on the terminus of Woodward Avenue (M-1), and the Veterans Memorial Freeway/Huron Street (M-59) in the Downtown area. Woodward Avenue (M-1) connects the City of Pontiac with other key areas of southern Oakland County, including Birmingham, Royal Oak, Ferndale, and further continues southward to Downtown Detroit. Further, Veterans Memorial Freeway/Huron Street connects the City to Interstate 75.

The northern terminus of Telegraph Road (US-24) is located within the City, which provides further connection to southern Oakland County (including the City of Southfield) and Wayne County. Woodward Avenue becomes a five lane, one-way loop around Downtown Pontiac formerly called Wide Track Drive.

In addition to the roads noted above, other major north-south roads in the community include Opdyke, Baldwin and Joslyn. Both Baldwin and Joslyn Roads lead north towards Auburn Hills and the Great Lakes Crossing regional mall. Other major east-west roads in the community include South Boulevard, Walton Boulevard, and Auburn Road. University Drive leads eastward to the Oakland University Campus.

### ROAD JURISDICTION

Public roads in Pontiac are under the jurisdiction of one of three agencies: the City of Pontiac (COP), the Road Commission for Oakland County (RCOC), or the Michigan Department of Transportation (MDOT). MDOT has jurisdiction over State Trunklines as they pass through the City. These roads include: Veterans Memorial Freeway (M-59), Woodward Avenue (M-1), Telegraph Road (US-24), Perry Street (Business 75), Cesar Chavez (Business 24) and University Drive from M-59 to Woodward.

The RCOC has jurisdiction over County Primary Roads, which includes only the road through the County government complex off of Telegraph Road, and Opdyke Road.

The City has jurisdiction over all remaining roads within the community and for the purposes of Act 51, they are classified as City Major Roads and City Local Roads. In all there are 70 miles of City Major Roads and 159 miles of City Local Roads.

### COMPLETE STREETS

Complete streets, as defined by the National Complete Streets Coalition, are “designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and public transportation users of all ages and abilities are able to safely move along and across a complete street.”<sup>1</sup>

“There is no one design prescription for complete streets. Ingredients that may be found on a complete street include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public

<sup>1</sup> National Complete Streets Coalition. <http://www.completestreets.org/complete-streets-fundamentals/>

transportation stops, frequent crossing opportunities, median islands, accessible pedestrian signals, curb extensions, and more. A complete street in a rural area will look quite different from a complete street in a highly urban area. But both are designed to balance safety and convenience for everyone using the road.”<sup>2</sup>

In both the Downtown Pontiac Transportation Assessment outreach and public input process for the Master Plan update, Pontiac residents have repeatedly stressed their desire to improve pedestrian conditions and non-motorized connectivity throughout the City.

Developing a Complete Streets policy and ordinance, a Pontiac Non-Motorized Transportation Plan and identifying appropriate road section profiles that accommodate all users will ensure that Pontiac will become a truly pedestrian-friendly community. All future street improvements should be based upon complete street principles. The majority of the Complete Streets Section beginning below is taken directly from the Pontiac Downtown Transportation Assessment Appendix - C.

### BENEFITS OF COMPLETE STREETS

Complete streets offer many benefits to communities from economic, environmental and social perspectives. These benefits extend to all members of the population from children to the elderly. They can also involve cost factors. Experience has demonstrated the importance of identifying the benefits and costs of complete streets when considering policies, guidelines and specific projects, and to communicate these benefits and costs to the community. The following benefits are drawn from a number of existing literature sources:

- **Encourage walking and bicycling.** In addition to the obvious transportation, energy and environmental benefits of walking and bicycling as an alternative to motorized travel, public health experts are encouraging walking and bicycling as a way of improving health, including

a response to the obesity “epidemic.” Literature shows that states with higher levels of bicycling and walking also have a greater percentage of adults who meet the recommended 30-plus minutes of daily physical activity.<sup>3</sup>

- **Improve economic health.** A balanced transportation system that includes complete streets can bolster economic growth and stability by providing accessible and efficient connections between residences, schools, parks, public transportation, offices, and retail destinations.
- **Improve Safety.** Attention to travel speed and facilities for all modes can help improve safety. Separated lanes, crosswalks, pedestrian refuge medians, and pedestrian walk signals are all measures that may help improve safety. Depending on the type of measure implemented and speed reductions achieved, traffic calming has reduced collisions by 20% to 70%.<sup>4</sup>
- **Expand the efficiency of transportation modes.** Streets that provide travel choices can increase the overall capacity of the transportation network and move people more efficiently.<sup>5</sup> On a project-by-project level, a holistic approach to incorporating all modes can reduce the need to retrofit streets at a later date, which saves valuable time and resources.<sup>6</sup>
- **Enhance safety for children and the elderly.** Complete streets are beneficial for all segments of the population, but particularly for children and the elderly. Youth under age 16 ride bicycles more than any other segment of the population.<sup>7</sup>

3 Alliance for Biking and Walking, *Bicycling and Walking in the US 2012 Benchmarking Report*, 2012. Page 18.

4 Ernst, M. and Shoup, L. *Dangerous By Design*. 2009. Page 9.

5 ITE Recommended Practice, *Designing Walkable Urban Thoroughfares: A Context Sensitive Approach*. 2010. Page 29.

6 National Complete Streets Coalition: [www.completestreets.org](http://www.completestreets.org)

7 Alliance for Biking and Walking, *Bicycling and Walking in the US 2010 Benchmarking Report*, 2010. Page 12.

2 Ibid

Thus, it is important to provide a safe and well-connected network for children to get to school by walking and bicycling. Mobility for the elderly is an increasing need, particularly for those without access to a vehicle or for those who feel less safe driving.<sup>8</sup>

- **Protect the environment.** Walking, bicycling and taking transit are no or low-emission options for traveling. Statistics show that by using transit instead of driving to work, a commuter can reduce their carbon-dioxide emissions by 20 pounds per day, or more than 4,800 pounds per year.<sup>9</sup>

### Key Principles:

The following provide the basis for a local program that sets forth more specific goals and actions considering local contexts, traveling needs, and demographics.

1. **Provide a Variety of Travel Routes.** Those walking or biking are more likely to do so when they feel safe and comfortable. Therefore, a variety of routes should be provided so non-motorized facilities are planned along streets with travel conditions that would naturally attract such activity. This involves providing connections to adjacent neighborhoods, re-routing bike traffic to secondary roads, or designing roadside facilities that include buffers and other elements to improve comfort levels.
2. **Provide for Safe Travel Along the Street.** A variety of options may be considered to facilitate non-motorized and transit travel, in addition to moving vehicular traffic. Depending on the context, bike lanes, cycle tracks, sidewalks and pathways can all assist in moving pedestrian and bicycle traffic.
3. **Provide for Safe Travel Across the Street.** Where travel along the street is often considered in non-motorized planning, it is often the travel across the street that can deter non-motorized activity.

<sup>8</sup> AARP Public Policy Institute Planning Complete Streets for an Aging America. May 2009. Page 3.

<sup>9</sup> McCann and Rynne, Complete Streets: Best Policy and Implementation Practices. 2010. Page 6.

### National Complete Streets Coalition's 10 Key Principles

1. Set the vision
2. Accommodate all legal roadway users
3. Emphasize interconnected networks
4. Address all roadways and interjurisdictional issues
5. Integrate into all project types
6. Define process for exceptions
7. Integrate best practices
8. Context-sensitive design
9. Establish performance standards
10. Develop an implementation plan

## TRAVEL ROUTE IMPROVEMENTS

Travel route improvements are those that will increase awareness of pathway locations, provide a more fulfilling experience for users, or that will improve the physical environment, comfort and safety of all users.

### SIGNAGE AND PAVEMENT MARKINGS

Signage and pavement markings are most commonly used to identify crosswalk locations. Use of pavement markings are being expanded to define areas designated for specific users, such as painting of bike and bus lanes, staggered stop bars, and warning messages. They are especially common due to their low cost. Textured concrete or alternative materials can also be used to provide tactile indicators for those with visibility limitations.

### WAYFINDING

Wayfinding should be simple to understand, and clearly direct traffic to desired destinations.

### BIKE BOULEVARDS

Bike boulevards and neighborhood connectors can be used to connect residential areas to commercial centers and other destinations. Bike boulevards are most prevalent on low speed, low volume roads and provide an

alternative route to high volume roads which may be intimidating to pedestrians and bicyclists. They can provide an element of traffic calming by narrowing the roadway, providing speed tables and pavement markings. Bike boulevards often include landscaped diverters, traffic circles and other elements, like signal activation strips and advance stop bars that help prioritize bicycle traffic on local roads.

## CONTEXT SENSITIVE SOLUTIONS

Other improvements can be made to match the facilities provided to the local context. Context-sensitive solutions are those that improve the comfort and experience of users so that they feel safe and are encouraged to use modes other than their personal vehicle.

### TRANSIT STOP CONNECTIONS

Providing accessible connections to and amenities at transit stop locations can improve ridership.

### BICYCLE PARKING

Bicycle parking is needed at key destinations throughout the community to encourage bicycling as a mode of transportation. The safety, location, and type of bicycle parking facility is important to encouraging cyclists to use it. Parking should be located where it is close to entrances, have metal framing that is secured to the ground, and allow for bicycle frames to be locked to the rack in addition to front wheels.

## STREET STANDARDS AND DESIGN PRINCIPLES

All City streets should be constructed or reconstructed using Complete Street principles, using the sample street profiles and cross sections as a guideline for street standards. These standards are based upon “Complete Street” principles and best traffic management practices.

These principles should be used to guide street reconstruction, renovation and new construction. Going forward, these design principles will provide a template the City should use to guide these activities. These design principles and recommended templates are not intended to be constructed immediately, rather they are to be used as a guideline for rebuilding streets when they are reconstructed (either as part of scheduled, on-going maintenance, or as a result of reconstruction due to other infrastructure activity).

## RECOMMENDATIONS

- Adopt a Pontiac Complete Streets Ordinance.
- Develop engineering specifications for on-lane bike lanes, separated bicycle tracks and bicycle boulevards, and shared roadways.
- Develop a Pontiac Non-Motorized Plan that identifies the specific routes, facilities, amenities and implementation schedule for sidewalks and both on-road and off-road bicycle facilities.

## DOWNTOWN PONTIAC TRANSPORTATION ASSESSMENT

The purpose of this study is to improve the connectivity between downtown Pontiac, the adjacent neighborhoods, and the broader community by adapting the Woodward Loop transportation network. This transportation network includes the street, sidewalk, and bike path system. It is envisioned that adapting the network will improve livability and the long term economic health of the downtown and surrounding neighborhoods.

Oakland County Planning & Economic Development Services, in partnership with the City of Pontiac, applied for and was awarded a grant from the TIGER II program of the United States Department of Transportation (USDOT) in October 2010, from which this study is funded. The Downtown Transportation



Assessment report summarizes the downtown project process and recommendations that arose from the assessment.

In short, the report recommended that the Woodward Loop be converted to two-way traffic, in keeping with the recommendations of the 2008 Pontiac Master Plan. The report also includes recommendations for complete streets, and street profiles as well as a timeline for implementation. All of these recommendations are included in this Transportation Chapter.

## PROJECT BACKGROUND

In the middle of the 20th Century, the vision for growth in the region and the need to increase automobile throughput surrounding Pontiac drove the design of the Woodward Loop. However, demographics and economic conditions changed and traffic has decreased along this arterial. Today, rather than connecting Pontiac's neighborhoods and destinations, as a key transportation corridor should, the Loop segregates downtown Pontiac from surrounding communities – hindering economic growth, cutting off downtown from surrounding neighborhoods, and leaving small residential pockets isolated from community context and amenities.

Early in this Downtown Transportation Assessment, the Pontiac community identified the Loop as a major barrier to both access and activity in downtown Pontiac. The four lane built right-of-way is a physical barrier to pedestrians. The one-way direction of the Loop promotes high-speed travel, and in some areas makes it difficult and confusing for motorists to access the Downtown. The Loop is a roadway that circles Downtown Pontiac in a counter clockwise direction. These two four-lane, one-way arterials are very effective at moving traffic quickly around downtown Pontiac; however the configuration forces motorists to go out of their way and double-back to access Downtown. A series of one-way streets and limited wayfinding further hinder access. The result is that a once vibrant economic center has become

isolated from the adjacent neighborhoods and surrounding communities. Additionally, there are no adequately signed, or appropriately treated, entrances to downtown Pontiac from the Loop.

## PUBLIC INVOLVEMENT

The Public Involvement Report (Appendix B of the Downtown Pontiac Transportation Assessment) documents Oakland County's and the City of Pontiac's commitment to public involvement and identifies the array of public involvement activities focused on informing the broad range of stakeholders at specific stages during the study. The report identifies the methods relied upon to invite public inquiry and comment. A comprehensive outreach program was used to inform residents and project stakeholders of the study's progress questions and comments reviewed as part of the decision-making process. Since February 2012, over 400 stakeholders including residents and nearly 30 groups have participated in the Project Advisory Team (PAT), Community Advisory Group (CAG), community workshops, planning charrette and other local meetings.

Oakland County has presented the project findings and recommended improvements to the Pontiac City Council, Pontiac Downtown Business Association, Pontiac Planning Commission and to numerous Pontiac groups including, Golden Opportunity Club, Pastoral Alliance and Rotary.

The evaluation methodology in the Public Involvement Plan was divided into three evaluation stages, with three community workshops:

- Explain the study and identify alternatives for the Woodward Loop–March 17, 2012
- Three day charrette to refine the alternatives–June 11-13, 2012
- Present the recommended improvements–September 26, 2012

Prior to the public meetings and at key stages in the project schedule, the PAT held five meetings to brief Oakland County, MDOT, SEMCOG, and other agencies. Additionally,

Community Advisory Group (CAG) meetings were held open to the public seven times at the Crofoot in downtown Pontiac. An agency meeting was held on September 26, 2012, in the morning prior to Public Workshop #3. Project updates and public meeting presentations were posted at [www.pontiaclivability.org](http://www.pontiaclivability.org).

Public survey and comment forms were provided at Public Meetings #1, #2 and #3. The same survey was also made available at other meetings and on the project web site. As of October 5, 2012, more than 180 surveys have been collected. Survey respondents supported the following objectives:

- Make it easier and safer for pedestrians to cross Woodward
- Improve sidewalks and bike paths
- Improve the connection between the neighborhoods and downtown
- Improve transit
- Convert the Loop to two-way traffic
- Connect Saginaw to the Loop

Objectives derived from meetings include:

- Improve navigation for drivers into and out of downtown
- Improve accessibility to the downtown, as the Loop serves the interest of pass through drivers better than local drivers

## WOODWARD LOOP ALTERNATIVES

A total of 11 Woodward Alternatives were initially developed based on previous plans and stakeholder and public input received at Public Meeting #1. The alternatives included variations of the following options:

- One-way (as it exists)
- Partial two-way Loop
- Convert whole Loop to two-way
- Remove the Loop

Based on the analysis, three alternatives were feasible and remained for further study. In May 2012, based on broad stakeholder input, the PAT, the CAG and a detailed traffic analysis, one alternative was eliminated. The two

remaining, feasible alternatives were recommended to the public at the charrette/ Public Meeting #2:

- Woodward Two Way with Road Diet, Saginaw Reconnected (Alt. 7 or A)
- Woodward Two Way with “Local” and “Main” Routes, Saginaw Reconnected (10 or B)

On June 26, 2012, alternative (Alt. 10 or B) was recommended to the CAG. The map and graphic of the recommended alternative is on the following page.

## RECOMMENDED IMPROVEMENTS

Alternative 10 or B was chosen as ‘the Recommended Alternative’ from the original 11 alternatives developed. The Recommended Alternative is a balanced improvement that serves the needs of all including Pontiac, the State, surrounding communities, DBA, and neighborhoods. The Recommended Alternative consists of:

- A two-way conversion of the entire Woodward Loop
  - a four-to five-lane cross section on the west side serving as a through route
  - a two-to three- lane cross section with parking (where appropriate) on the east side serving as a local street. This type of facility fits the downtown and neighborhood context and functions as a local street with an on-road cycle track and some on-street parking.
- Enhanced bicycle and pedestrian amenities
  - completion of the sidewalk network
  - two-way on-road cycle track on east side
  - two-way shared use path on the west side
  - addition of a narrow landscaped median
  - rerouting the Clinton River Trail through downtown Pontiac using Pike Street
- Connection of Wesson Street across Woodward Avenue
- Creation of a “Gateway” at the southern end of the Woodward Loop

Exhibit 32 shows the minimum number of through travel lanes required on each section to accommodate the 2035 traffic on the network (each lane is represented by an arrow), as well as proposed locations for the cycle track, and areas requiring reconstruction to implement the recommendations. Conceptual cross sections were developed for each unique portion of the existing Woodward Loop.

The Recommended Alternative could be implemented with or without changes to Saginaw Street. For the purposes of the Recommended Alternative, the west side of the Loop is referred to as Woodward Avenue, and the east side is referred to as Parke Street. Parke Street is proposed in reference to the City street that existed in this location before the Loop was completed in the 1960s.

All the proposed modifications to Woodward Avenue are expected to fit within the existing right-of-way, with the exception of the extended 400 foot right-turn storage length needed for southbound Woodward Avenue at West Huron Street.

### DOWNTOWN - SOUTHERN GATEWAY RECOMMENDATION

With Woodward Avenue converted for two-way traffic around the Loop, the southern connection would need to be rebuilt. A number of concepts, including a roundabout and more traditional intersection configurations, were explored during the three day charrettes (Public Meeting #2). A traditional three-legged “T” intersection was recommended. A traffic signal warrant analysis would need to be performed to determine if this intersection should be signalized. Exhibit 32 show the existing and proposed geometry in this area.

The through route on Woodward Avenue (on the west side of the Loop) remains straight, to help keep through traffic flowing. Parke Street, the narrower “local” road on the east side would curve around and meet Woodward Avenue as a T-intersection at the southern gateway. This design will encourage through

traffic to stay on Woodward Avenue, while creating a gateway entrance via Parke Street and Saginaw Street. The 90-degree right turn onto Parke Street will serve to slow traffic and modify driver behavior as they transition from the through route to the local route along the east side of the Loop.

It is also proposed that Wesson Street be extended across Woodward Avenue to Parke Street to improve the grid system in the southern downtown area and improve access to the parcels for potential development. Traffic volumes were not available for Wesson Street, so this connection was not included in the travel demand forecasting model or Synchro traffic models. Wesson Street has an at-grade railroad crossing west of Woodward Avenue. Building this connection would increase the accessibility to the southern portion of downtown Pontiac. The southern gateway lies across the street from the newly renovated AMTRAK Station. Long term plans for the southern portion of Downtown includes the potential for Bus Rapid Transit (BRT), enhancing the notion that the Southern Gateway could be a regional transit-connected node. This BRT station should be part of downtown with easy access to the existing AMTRAK station. With improved access, visibility, and a stop for both rail and BRT, this area could become a strong gateway into Pontiac from the south.

## PUBLIC TRANSIT

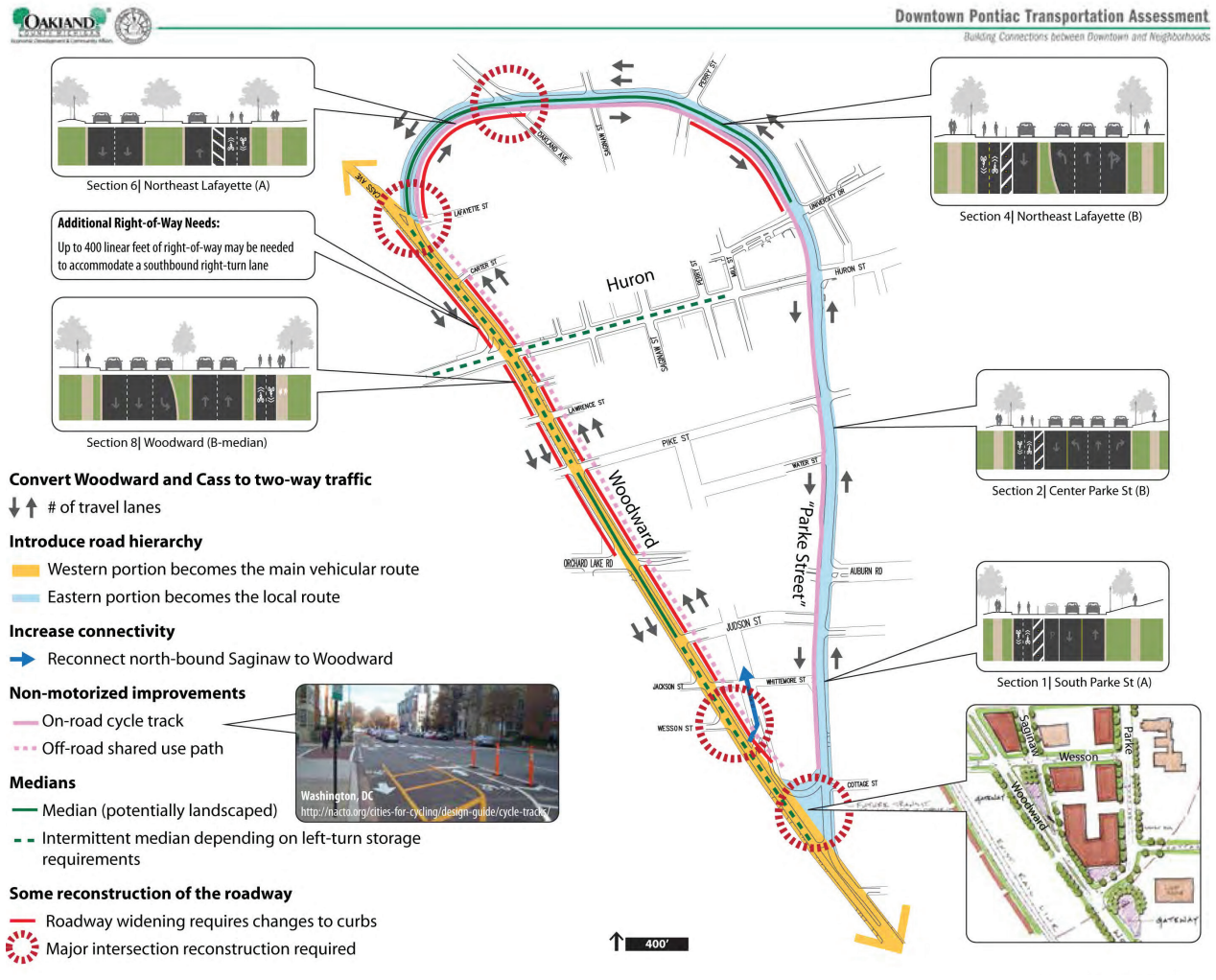
### SMART

Public Transit is provided by the Suburban Mobility Authority for Regional Transportation (SMART). SMART bus provides fixed route transit in Oakland, Macomb and Wayne Counties that connects to Midtown and Downtown Detroit. As shown in Exhibit 33.

The primary SMART station/transfer point is located on Water Street, in front of the Phoenix Center. The “depot” consists of two small shelters. This is a high traffic transit stop and the current location and configuration of the



## Exhibit 32 Preferred Alternative - Pontiac Downtown Transportation Assessment



site is problematic for transit users, downtown businesses and customers.

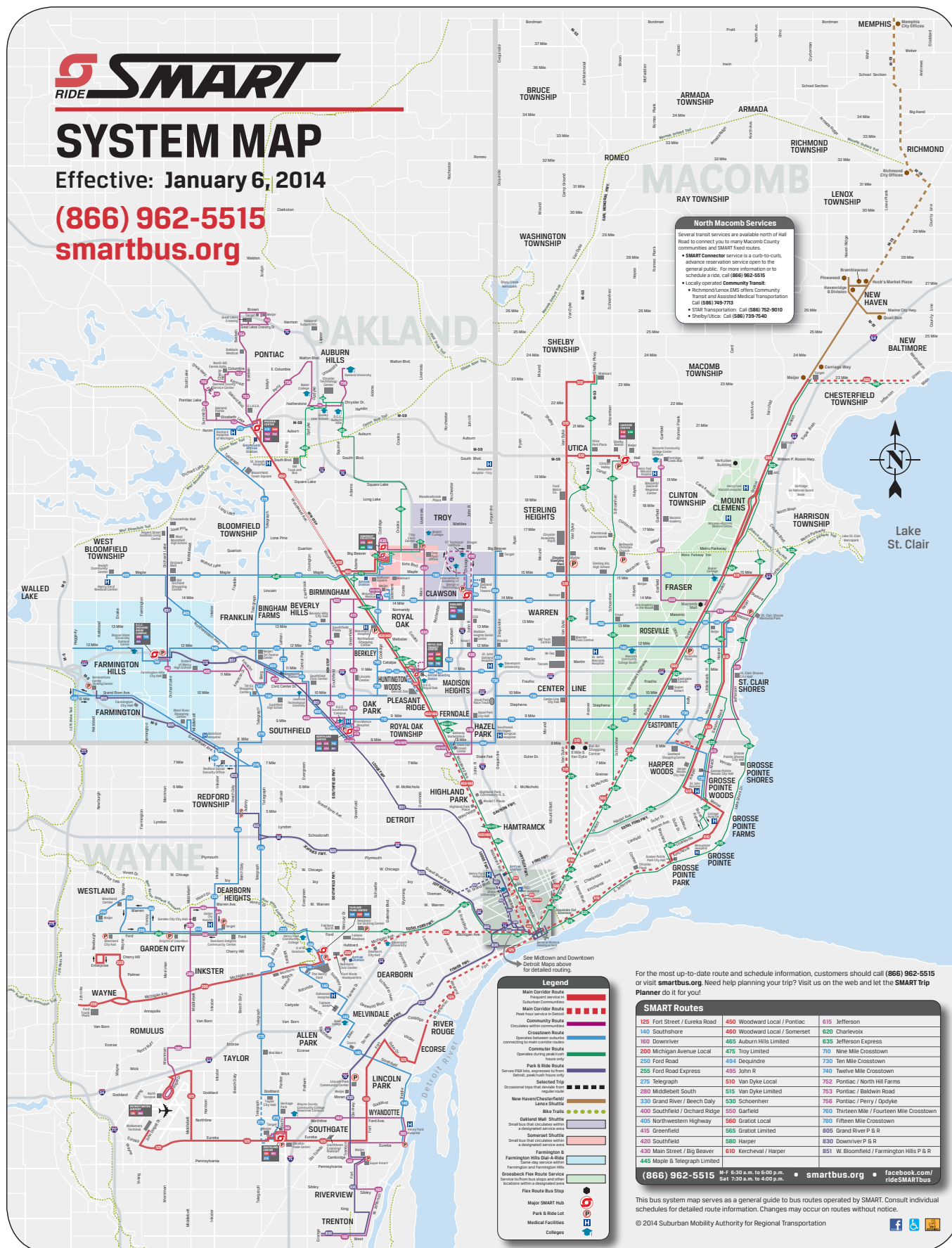
Currently, SMART provides six different fixed routes that service a portion of the City. Route 752 is a loop connecting Downtown with the Oakland County Government Center, Baldwin and Downtown Pontiac; Route 753 provides service between the Phoenix Center and Great Lakes Crossing; Route 756 provides service between Oakland University and Downtown Pontiac; Route 465 provides service between the eastern edge of the City (Opdyke Road), Auburn Hills and Troy; Route 275 connects Downtown Pontiac and Southfield; Route 450 is the Woodward Avenue local service, connecting Pontiac and Downtown Detroit. Service hours are currently limited,

generally running hourly between 6 am and 8 pm with reduced hours on weekends. The 756 route is only Monday through Saturday service and the 465 service is Monday through Friday and only operates during rush hours.

SMART also provides curb-to-curb trips of less than ten miles within the county, to any suburb that is a member of the SMART bus system. This does not include opt-out communities or the City of Detroit. You may obtain a transfer from a Connector to a Fixed Route bus or from Fixed Route to Connector bus. If you live outside the SMART service area and can secure a ride to a pick-up address within the service area, SMART will pick you up from there. The same holds true at the destination end of the trip.

**Effective: January 6, 2014**

**(866) 962-5515**  
**smartbus.org**



SMART provides ADA Service which mimics available Fixed Route service in days and time of operation and will pick-up/drop-off within  $\frac{3}{4}$  of a mile of each side of a Fixed Route. ADA trips are premium fare, \$3.00 each way and personal care attendants ride for free.

### AMTRAK

Rail service in Pontiac is provided by AM-TRAK via the station at the Pontiac Transportation Center (51000 Woodward Avenue) and connects Pontiac with Chicago via the Wolverine route. In addition, this route has stops in Birmingham, Royal Oak, Detroit, Dearborn, Ann Arbor, Jackson, Battle Creek and Kalamazoo. The Wolverine has three daily departures and arrivals in Pontiac.

The station, while recently completed, offers few passenger amenities.

### RECOMMENDATIONS

Public transit services are limited for Pontiac residents. Over 17% of households in Pontiac have no access to a car and rely on either public transit or non-motorized transportation. The hours, frequency and routes offered in Pontiac are insufficient given the great need of residents for transit options.

The City, neighborhood groups, non-profits and major employers should continue to advocate for expanded service alternatives in Pontiac. Expanded hours and service along Walton Blvd. are two major short-term improvements that would provide a tremendous benefit for residents.

Additionally, the City and the Pontiac Downtown Business Association (PDBA) should work with SMART on a long-term plan for a permanent station/facility in downtown that accommodates both local buses and BRT.

## NON-MOTORIZED TRANSPORTATION

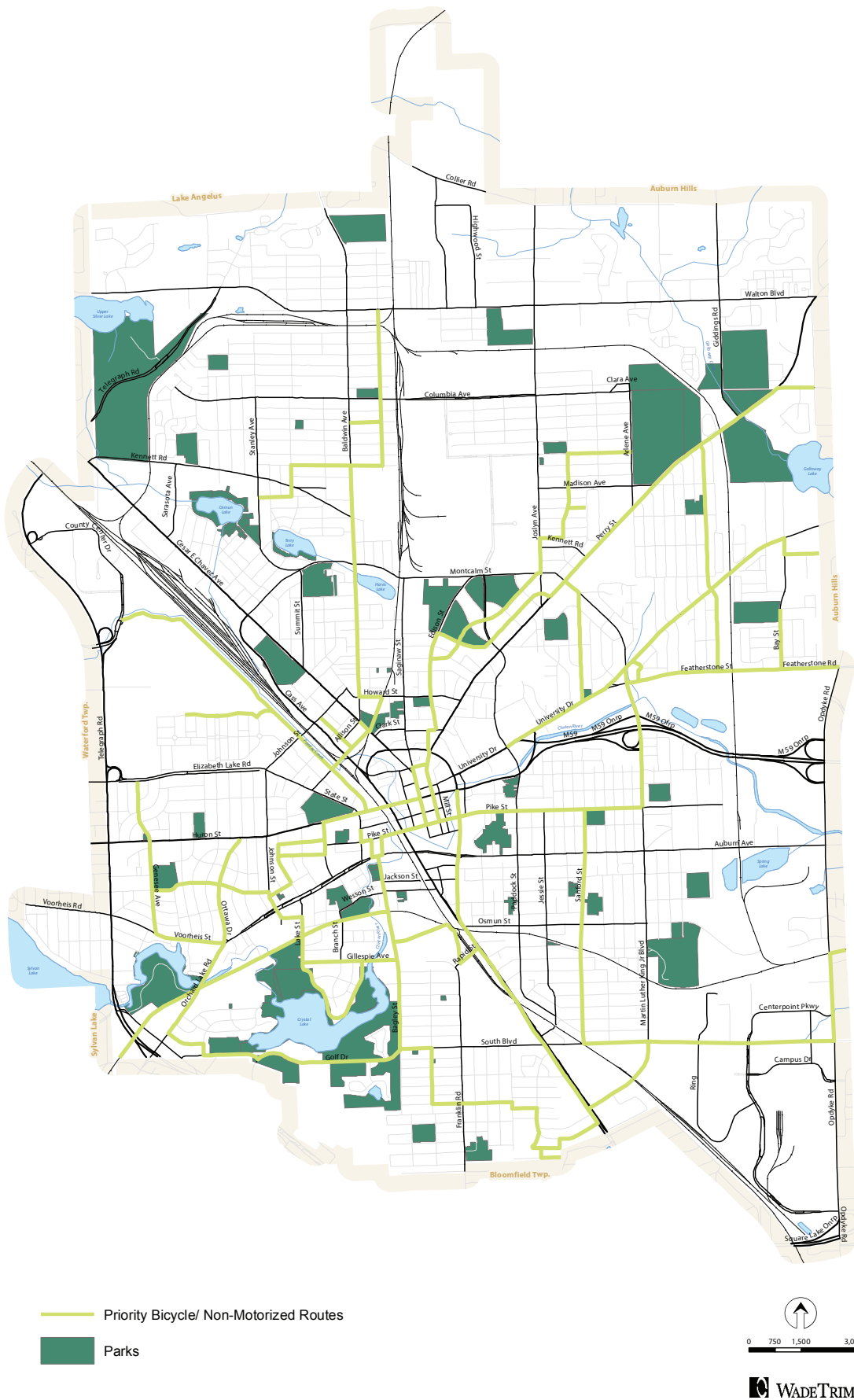
The extensive public input generated as a part of the Pontiac Downtown Transportation Assessment identified several important non-motorized improvements as part of the Loop reconfiguration. These improvements mirror what was said during the numerous community meetings held during March and April 2014 - there is a need for more non-motorized transportation alternatives and a big need for city-wide non-motorized improvements that include separated, off-road bike paths, on-road bike lanes, bicycle boulevards and others. Exhibit 34 depicts priority bicycle and non-motorized routes, as identified by the public during the spring 2014 workshops.

### RECOMMENDATIONS

The City should seek funding for the development of a Pontiac Non-Motorized Transportation Plan. Such a plan identifies the different types of and locations for non-motorized transportation enhancements. It also identifies complete street design standards that can become the City's street engineering standard detail.

All new street replacement/improvements should include non-motorized transportation enhancements.

## Exhibit 34 Priority Non-Motorized Routes Map





## CHAPTER 7: PARKS, RECREATION AND NATURAL FEATURES





# PARKS, RECREATION AND NATURAL FEATURES

## CHAPTER 7

### PARKS AND RECREATION FACILITIES

This section includes information directly from the Pontiac 2012-2016 Parks and Recreation Master Plan. Rather than simply include this information by reference, this section contains key sections of that Plan. For additional information, the 2012-2016 Parks and Recreation Master Plan is available online at

[http://www.pontiac.mi.us/council/city\\_documents/index.php](http://www.pontiac.mi.us/council/city_documents/index.php)

### RECREATION INVENTORY

Developing a complete inventory of recreation facilities, programs, and events is an essential component of a Parks and Recreation Master Plan. It provides a base of information to use in developing the Action Plan. Understanding what facilities, programs, and events are available to the residents of the City of Pontiac will assist in the future decision-making process.

This section of the plan includes several components. The first component is a description of the recreation facilities and programs that are owned and operated by the City. Recreational, social and cultural facilities located within the City but owned and operated by outside agencies such as the public school district are also inventoried. A description of regional recreation facilities is also provided. The recreation facilities inventory is followed by an assessment of the barrier-free compliance status of City-owned park facilities. Lastly, this section includes a description of the facilities that were partially or completely developed using State recreation grant funding.

To include the most up-to-date facility information, a field survey of parks and recreation facilities was conducted by City staff and Wade

Trim in April of 2011. After the field survey, recreation inventory tables were prepared and are provided on the following pages. The location of each recreation facility is shown on the Recreation Inventory Map, Exhibit 35.

### City-Owned Parks or Facilities

In total, the City of Pontiac owns 29 public parks and/or recreation facilities, totaling 505.82 acres of land. These include 9 community parks, 9 neighborhood parks and 11 mini parks. A profile of each community park is included in Exhibit 36, while brief descriptions of the neighborhood and mini parks are also provided.

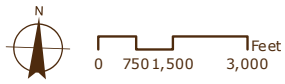
Note: Since the 2012-2016 Parks and Recreation Master Plan was adopted, the City sold the Pontiac Municipal Golf Course, which is being re-branded as the “Links at Crystal Lake”.

### Community Parks

Pontiac has 9 community parks, providing a variety of active and passive recreational opportunities. These parks total 445.9 acres in size and provide access to 12 ball fields, 16 basketball hoops, two tennis courts, four volleyball courts and four picnic shelters. Four parks provide access for fishing.

- Aaron Perry Park
- Beaudette Park
- Crystal Lake Park
- Galloway Park
- Hawthorne Park
- Jaycee Park
- Murphy Park
- Oakland Park
- Rotary Park

## Exhibit 35 Recreation Inventory Map



### 1 Municipal Parks or Facilities:

1. Aaron Perry Park
2. Beaudette Park
3. Crystal Lake Park
4. Galloway Park
5. Hawthorne Park
6. Jaycee Park
7. Murphy Park
8. Oakland Park
9. Rotary Park
10. Art Heaton Park
11. Baldwin Park
12. Cherrylawn Park
13. Charlie Harrison Park
14. Lakeside Park
15. Neighborhood Park
16. North Kiwanis Park
17. Richardson Park
18. South Kiwanis Park
19. Art Dunlop Park
20. Dawson Pond Park
21. Fisher Street Park
22. Indian Village Park
23. Madge Burt Park
24. Motor & Montana Park
25. Pontiac Optimist Park
26. Shirley & Willard Park
27. Steed Park
28. Stout Street Park
29. Washington Park Tot Lot
30. Bowen's Senior Center
31. Peterson Senior Center
32. Pontiac Municipal Golf Course

### A Educational Institutions:

- A. Alcott E.S.
- B. Bethune CHANCE School
- C. Crofoot School (Former)
- D. Edison Perdue Academy (Former)
- E. Emerson School (Former)
- F. Franklin School (Former)
- G. Frost Preschool (P.E.A.C.E. Academy)
- H. Herrington E.S.
- I. Jefferson Whittier E.S.
- J. Kennedy Center/Owen E.S.
- K. Le Baron School (Former)
- L. Longfellow School (Former)
- M. McCarroll School (Former)
- N. Owen School (Former)
- O. Pontiac H.S./Pontiac M.S.
- P. Pontiac Central H.S. (Former)
- Q. Twain School (Former)
- R. Washington School (Former)
- S. Webster School (Former)
- T. Whitman E.S.
- U. WHRC E.S./Int'l Tech Academy
- V. Wisner Center
- W. Notre Dame Prep. H.S.
- X. Pontiac Academy Charter Sch.
- Y. Trinity Christian Academy

- State or U.S. Highways
- Railroads
- ▭ Municipal Boundaries
- Rivers and Streams
- Water Bodies
- ▭ Parcels

Source: City of Pontiac; Oakland County

■ Municipal Park or Facility

Educational Facilities:

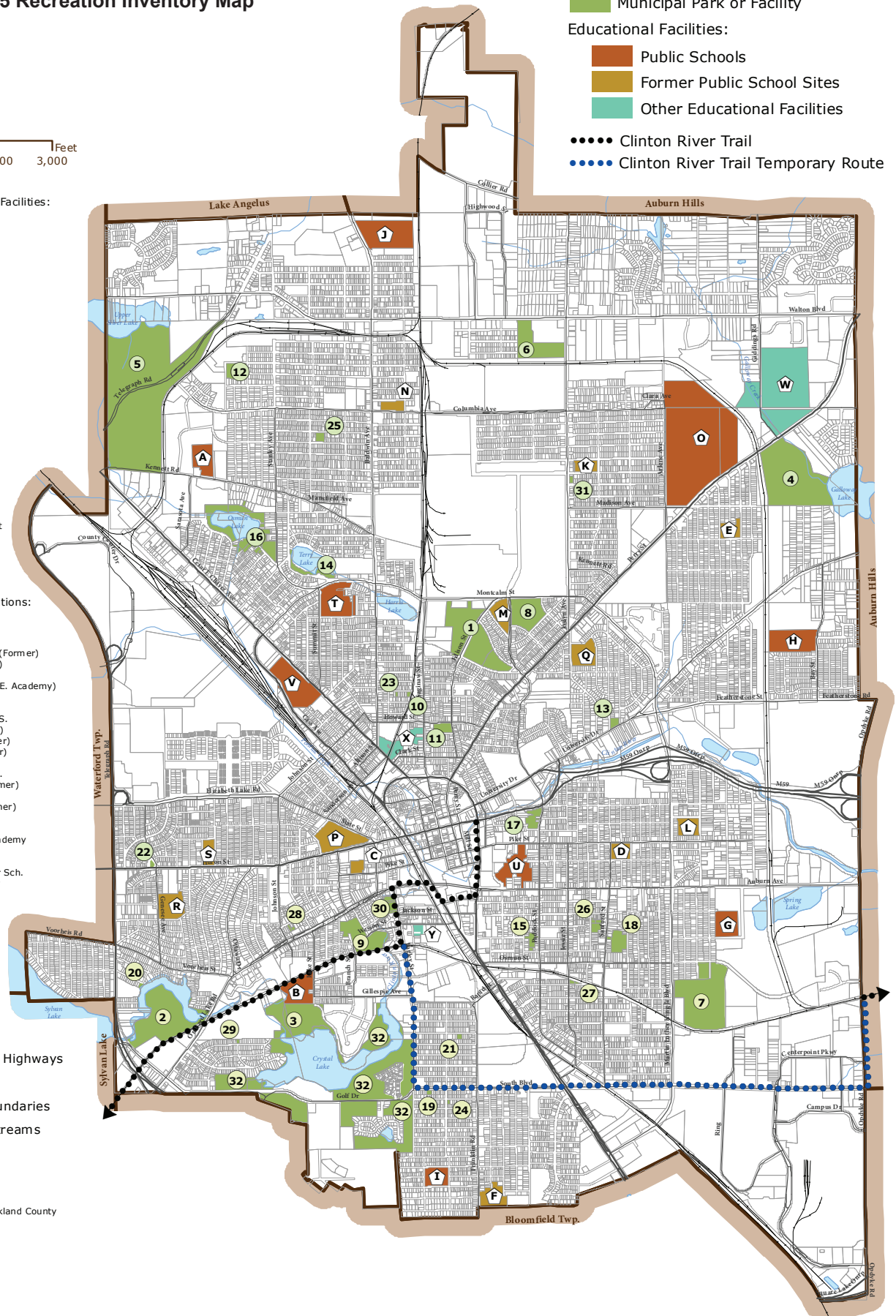
■ Public Schools

■ Former Public School Sites

■ Other Educational Facilities

●●●● Clinton River Trail

●●●● Clinton River Trail Temporary Route



# Exhibit 36 Recreation Facility Inventory

Recreation Facilities Inventory: City-Owned Parks														
Map No.	Name	Type	Acres	Playgrounds	Ball Fields	Basketball Rims	Tennis Courts	Football Fields	Soccer Fields	Volleyball Courts	Shelters/Pavilions	Picnic Area (Y/N)	Parking Area (Y/N)	Notes
<b>Community Parks</b>														
1	Aaron Perry Park	CP	36.68	1	6				1			Y	Y	Dell Community Center has been leased to Playmaker University. Restroom is closed.
2	Beaudette Park	CP	55.23	1	1	4	1			1	1	Y	Y	Y
3	Crystal Lake Park	CP	29.90	1							1	Y	Y	Y
4	Galloway Park	CP	63.86	1	2	4						Y	Y	Y
5	Hawthorne Park	CP	166.58	1							1	Y	Y	Y
6	Jaycee Park	CP	18.22	1	1					2		Y	Y	Y
7	Murphy Park	CP	45.54	1	1					1	1	Y	Y	Y
8	Oakland Park	CP	15.01	1	1	4					Y	Y	Y	Y
9	Rotary Park	CP	14.88	1	4	1						Y	Y	Y
<b>Community Parks Subtotal</b>			445.90	9	12	16	2	0	1	4	4	-	-	-
<b>Neighborhood Parks</b>														
10	Art Heaton Park	NP	0.31			2								
11	Baldwin Park	NP	2.90	1				1			Y			
12	Cherrylaw Park	NP	5.21	1	1	2					Y			
13	Charlie Harrison Park	NP	1.37	1	2						Y			
14	Lakeside Park	NP	4.35	2							Y			
15	Neighborhood Park	NP	1.93	1		2				1	Y			Y
16	North Kiwanis Park	NP	27.05	1	1									
17	Richardson Park	NP	4.04	1							Y			
18	South Kiwanis Park	NP	5.59	1	2						Y			
<b>Neighborhood Parks Subtotal</b>			52.75	9	2	11	0	0	1	0	1	-	-	-
<b>Mini Parks</b>														
19	Art Dunlop Park	MP	0.43	1		4								
20	Dawson Pond Park	MP	0.39								Y			
21	Fisher Street Park	MP	0.43	1										
22	Indian Village Park	MP	0.39	1							Y			
23	Madge Burt Park	MP	0.18	1										
24	Motor & Montana Park	MP	0.19	1										
25	Pontiac Optimist Park	MP	1.26	1										
26	Shirley & Willard Park	MP	2.14	1		2					Y			
27	Steed Park	MP	0.45	1										
28	Stout Street Park	MP	1.07	1										
29	Washington Park Tot Lot	MP	0.24	1										
<b>Mini Parks Subtotal</b>			7.17	10	0	6	0	0	0	0	0	-	-	-
<b>Other Facilities</b>														
30	Bowen's Senior Center	n/a	3.00									Y		Y
31	Peterson Community Center	n/a	0.46									Y		
32	Pontiac Municipal Golf Course	n/a	191.01									Y		
<b>Other Facilities Subtotal</b>			194.47	0	0	0	0	0	0	0	0	-	-	-
<b>Trail Facilities</b>														
<b>Clinton River Trail</b>			n/a									Y		Y
<b>Trail Facilities Subtotal</b>				0	0	0	0	0	0	0	0	-	-	-
<b>All Parks Totals</b>			700.29	28	14	33	2	0	2	4	5	-	-	-

Legend: NP = Mini-Park; NP = Neighborhood Park; CP = Community Park; Y = Yes  
Recreation Inventory Source: Wade Trim field survey, April 2011.



### **Neighborhood Parks**

A total of 9 neighborhood parks are located in Pontiac, serving the residents of the surrounding area and providing a variety of active and passive recreational facilities. Listed below, these neighborhood parks total 52.75 acres of land and offer 9 playgrounds, two ball fields, 11 basketball hoops, and one soccer field.

- Art Heaton Park
- Baldwin Park
- Cherrylawn Park
- Charlie Harrison Park
- Lakeside Park
- Neighborhood Park
- North Kiwanis Park
- Richardson Park
- South Kiwanis Park

### **Mini Parks**

Mini parks are small parks, typically consisting of a playground and open space, that serve the citizens living in the immediate vicinity. In total, 11 mini parks are located in Pontiac, each ranging between one-fifth of an acre to two acres in size. Mini parks in the City include:

- Art Dunlop Park
- Dawson Pond Park
- Fisher Street Park
- Indian Village Park
- Madge Burt Park
- Motor & Montana Park
- Pontiac Optimist Park
- Shirley & Willard Park
- Steed Park
- Stout Street Park
- Washington Park Tot Lot

### **Other Facilities**

A description of additional City-owned recreation facilities is provided below.

#### ***Bowen's Senior Center***

The Robert W. Bowen's Senior Center is located on Bagley Street near Orchard Lake Road just outside of Downtown Pontiac. Indoor facilities include a computer room, meeting room, hall, and kitchen. This center offers a variety of programs and activities for the

City's senior citizens. It is currently utilized by groups such as the Golden Opportunity Club, Red Hats Society and the Visually Impaired Person (VIP) group.

#### ***Peterson Senior Center***

The Ruth Peterson Senior Center is located on Joslyn Avenue in the north central portion of the City. Indoor facilities include meeting rooms, kitchen, lunchroom, exercise area, offices and a stage for plays and other performances. Similar to Bowen's Senior Center, the Peterson Center offers programming and a meeting location for various senior groups.

#### ***Clinton River Trail***

The Clinton River Trail is a 16-mile trail within an abandoned rail line traversing through the heart of Oakland County, including the Cities of Pontiac, Sylvan Lake, Auburn Hills, Rochester Hills and Rochester. It connects with the existing West Bloomfield Trail to the west, the Macomb Orchard Trail to the east, and Paint Creek Trail to the north. The Grand Trunk Railroad (originally called the Michigan Air Line) established the rail corridor in 1879. In 1998, when the railroad divested this portion of the railroad, the City of Auburn Hills purchased a 2-mile section which was the catalyst for the formation of the Friends of the Clinton River Trail group and future acquisitions of the property for use as a public trail. Each community manages/maintains their own portion of the trail, while the Clinton River Trail Alliance (comprised of representatives from each community) meets monthly to plan and coordinate trail activities.

As shown on the Recreation Inventory Map, the City of Pontiac's portion of the Clinton River Trail begins at the Bloomfield Township border and runs northeast toward downtown Pontiac. While traveling along this section, trail users cross over Telegraph Road (US 24) by way of a new pedestrian bridge, pass by Beaudette Park, and cross over the Clinton River. A newly constructed "Downtown Pontiac Spur" then extends from Bagley Street and ends at downtown Pontiac. Currently, a

“temporary route” is in place along Bagley Street and South Boulevard, which connects to the Auburn Hills portion of the Clinton River Trail at Opdyke Road. However, this sidewalk-based route is a non-recreational feature and serves only as a temporary connection. Ultimately, a new “northern route” is planned to be constructed, which will connect the Downtown Pontiac Spur with the Auburn Hills portion of the Clinton River Trail at Opdyke Road.

The historical and proposed development of the Clinton River Trail in Pontiac is part of an ongoing four phase approach, as follows:

- Phase 1 – Original acquisition under grant TF01-115 (completed)
- Phase 2 – Downton spur via MDOT/ Pontiac funding (completed)
- Phase 3 – Bridge over Telegraph (completed)
- Phase 4 – Connection from downtown to Clinton River Trail at Auburn Hills (future)

### **Educational Facilities**

A variety of educational facilities are located within the City of Pontiac that offer recreational opportunities, such as playgrounds and ball fields, for residents in the vicinity. These include public school facilities owned and operated by the Pontiac City School District, as well as private schools. The Recreation Inventory Map, included earlier in this chapter, shows the location of each school facility. As shown on the map, active school facilities are differentiated from closed school facilities.

A listing of the educational facilities within the City of Pontiac and the recreational facilities located at each school site is provided on the following page. A brief description of each educational facility is provided.

#### ***Pontiac City School District Facilities*** ***Alcott Elementary School***

Alcott Elementary School is located on Kennett Road in the northwestern portion of the City. The school is situated on a 10.12-acre property and features one playground, one

ball field and two basketball rims.

#### ***Bethune CHANCE School***

This grades 7-12 alternative education school is located on Lake Street in the southwestern portion of the City. Situated on a 12.96-acre site, the school facility offers one playground and four basketball rims.

#### ***Crofoot School (Former)***

The former Crofoot School site is located on Pike Street, west of Downtown. No recreation facilities are located at the 3.05-acre site.

#### ***Edison Perdue Academy (Former)***

The former Edison Perdue Academy site is located on Pike Street, east of downtown. The 5-acre site features a playground and basketball hoops.

#### ***Emerson School (Former)***

The former Emerson School site, located in the northeastern portion of the City, features one playground, one ball field and one basketball hoop.

#### ***Franklin School (Former)***

The former Franklin School site is located on the southern border of the City. The site includes two playgrounds.

#### ***Frost Preschool (P.E.A.C.E. Academy)***

Located in the east central portion of the City, this site features a playground and basketball hoop.

#### ***Herrington Elementary School***

This school is located on Bay Street in the east central portion of the City. Recreation facilities include two playgrounds, one ball field and one basketball hoop.

#### ***Jefferson Whittier Elementary School***

Jefferson Whittier Elementary School is located in the southern portion of the City. Recreational amenities include two playgrounds, one ball field, one multi-use soccer/football field, and five basketball courts.

#### Kennedy Center/Owen Elementary School

The Kennedy Center and Owen Elementary School site is located along Baldwin Avenue in the northern portion of the City. The 25-acre site includes two playgrounds and walking paths.

#### Le Baron School (Former)

Featuring one playground, the former Le Baron School site is located off Joslyn Avenue in the north central portion of the City.

#### Longfellow School (Former)

The former Longfellow School site, located in the east central portion of the City, includes a playground and ball field.

#### McCarroll School (Former)

With one ball field on 7 acres, the former McCarroll School site is located between Aaron Perry Park and Oakland Park.

#### Owen School (Former)

Located on Columbia Avenue, the former Owen School site features a playground on approximately 4 acres of land.

#### Pontiac High School/Pontiac Middle School

The 120-acre Pontiac High School and Middle School campus is located in the northeastern portion of the City. In addition to indoor recreation facilities, the site offers a variety of outdoor facilities including 9 tennis courts, one ball field, two football fields, and one soccer field.

#### Pontiac Central High School (Former)

The former Pontiac Central High School site, located west of downtown, features one football field and six tennis courts (no nets).

#### Twain School (Former)

Offering a playground and basketball court, the former Twain School site is located northeast of downtown.

#### Washington School (Former)

The former Washington School site is located on Genesee Avenue along the western edge

of the City. The 11-acre site features one multi-purpose soccer/football field.

#### Webster School (Former)

The former Webster School site, located on Huron Street west of downtown, features a playground and ball field.

#### Whitman Elementary School

Located in the north central portion of the City, numerous facilities are found at Whitman Elementary School, including three playgrounds, two basketball courts and one soccer field.

#### WHRC Elementary School/International Technical Academy

This 14-acre facility is located just east of downtown and features one playground.

#### **Wisner Center**

The 21-acre Wisner Center site is home to Wisner Stadium (football), where Pontiac High School games are played. According to World Stadiums.com, Wisner Stadium was constructed in 1941 and can accommodate 6,600 spectators. Other facilities at the Wisner Center, located along Chavez Avenue, include one ball field, one soccer field, outdoor bathrooms and a walking track.

#### **Other Schools**

Several private school facilities are located in the City of Pontiac, which may offer recreational opportunities for nearby residents. These include:

- Notre Dame Preparatory High School
- Pontiac Academy Charter School
- Trinity Christian Academy

#### **Regional Recreation Facilities**

Several regional recreation facilities are located within or near the City of Pontiac. A brief description of these facilities is provided.

#### **State Recreation Areas**

Several state operated recreation areas are located outside of Pontiac. These large facilities offer a variety of activities, such as camping, fishing and hunting, to area residents.

The following state recreation areas are located in close proximity to Pontiac:

- Dodge #4 State Park  
(approx. 5 miles west of Pontiac)
- Pontiac Lake State Recreation Area  
(approx. 10 miles west of Pontiac)
- Bald Mountain State Recreation Area  
(approx. 10 miles north of Pontiac)
- Proud Lake State Recreation Area  
(approx. 15 miles west of Pontiac)
- Highland Recreation Area  
(approx. 15 miles west of Pontiac)

### ***Huron-Clinton Metroparks***

The Huron-Clinton Metropark system maintains numerous major park facilities in Southeast Michigan. The closest Metroparks to Pontiac include:

- Kensington Metropark  
(approx. 20 miles southwest of Pontiac)
- Indian Springs Metropark  
(approx. 10 miles northwest of Pontiac)
- Stony Creek Metropark  
(approx. 15 miles northeast of Pontiac)

### ***Oakland County Parks***

A total of 11 parks are owned and operated by Oakland County. These parks provide a variety of recreational opportunities and specialized facilities. The closest Oakland County park to Pontiac is Waterford Oaks, located just west of the City limits. The other Oakland County parks include:

- Addison Oaks
- Catalpa Oaks
- Groveland Oaks
- Highland Oaks
- Independence Oaks
- Lyon Oaks
- Orion Oaks
- Red Oaks
- Rose Oaks
- Springfield Oaks

### ***Non-Motorized Trails***

As mentioned earlier in this chapter, the Clinton River Trail passes through the City of Pontiac, connecting to several other regional non-motorized trail systems in the county and region.

The Oakland County trail system is a vision to link pathways and greenways throughout Oakland County and Southeast Michigan. The County concept includes a hierarchy of pathways. The primary corridors in the system consist of trails such as the Clinton River Trail. Other major existing trails in Oakland County include:

- Paint Creek Trail
- Polly Ann Trail
- Lakes Community Trail
- Headwaters Trails
- West Bloomfield Trail
- Huron Valley Trail
- Milford Trail
- I-275 & M-5 Metro Trails

## **ACTION PLAN**

The Action Plan details the priorities and direction for the City of Pontiac parks and recreation facilities and services over the next five years (2012 – 2016). Like many Michigan communities, the City of Pontiac is experiencing severe financial constraints. In fact, the City has been under the direction of a state-appointed Emergency Manager since 2009. In the near term, City funding for any major redesign or renovation of park facilities is not in the realm of possibility (unless significant outside funding and/or grants are received). This Action Plan was prepared with these realities in mind. However, as Pontiac has done in years past, there are a number of opportunities for partnerships and cooperative ventures, as well as opportunities to leverage the little funding that the City does have budgeted for parks and recreation with other grants and donations.

The Action Plan includes priority goal statements and related objectives as well as a table summarizing priority capital improvements for the next five years.

## **GOALS AND OBJECTIVES**

Goals and objectives were developed to assist in providing direction to City management, Council and staff. Goals are long-term ideals

or end products that are desired. Objectives for each goal have been developed to outline more specific actions that will assist in meeting the goal. The goals and objectives are intended to be as important as the capital improvement priorities. They are listed in no particular order of importance or priority.

### **Maintenance and Crime Prevention**

The condition and level of vandalism at many of the Parks is a continual reminder of the state of the City. There are a number of facilities such as light poles, dugouts and comfort stations throughout the park system that are either obsolete or have been vandalized to the point where repair is not cost effective. Not addressing these issues in a timely manner degrades the aesthetics of the parks, is a strain on thinly-stretched maintenance personnel and budgets, discourages use by law abiding citizens and families, and many times can attract more criminal activity.

#### **Goal**

Dedicate resources to remove obsolete and unsafe elements from parks and design all new improvements with crime prevention and minimal maintenance in mind.

#### **Objectives**

- Remove obsolete fixtures and facilities as outlined in the CIP table with particular focus on Community Parks such as Aaron Perry, Beaudette, Crystal Lake, Galloway, Oakland and Rotary.
- Repair facilities that are damaged in a timely manner to encourage use and discourage vandalism.
- Improvements at parks should adhere to Crime Prevention Through Environmental Design (CPTED) principles and strategies to deter criminal behavior.
- Design and select materials for minimal maintenance

### **Funding**

With the City under the supervision of an Emergency Financial Manager, funding continues to be a critical issue.

#### **Goal**

Aggressively pursue and seek creative and unique sources and partnerships to increase funding for park maintenance, operation, programs and improvements.

#### **Objectives**

- Modify City code to allow for advertising and signage at City parks.
- Continue to seek grants from national, state, regional and local agencies and private foundations.
- Seek to establish endowments for parks to ensure long-term maintenance of existing and/or new facilities.
- Utilize partnerships with other governmental or school organizations to recognize desired improvements.

### **Staffing and Partnerships**

Staffing dedicated to maintenance, improvements, operations and programming for parks and recreation facilities has declined significantly over the last several years. While it is desirable to increase the number of staff for parks and recreation, it is recognized that partnerships with other organizations and volunteers will be essential to move the parks and programs forward.

#### **Goal**

Increase staffing levels as funding permits and seek to foster partnerships with organizations and volunteers to maintain a higher level of maintenance and offerings within the City.

#### **Objectives**

- Establish a Baseball/Softball Commission with appointees from each existing League. Commission would be



responsible for organization, schedule, facility maintenance, improvements and grievances at Aaron Perry and Jaycee Parks. Commission would not be City funded.

- Seek funds (internally or externally) to increase staffing related to management, operations, programming and maintenance at the parks and senior centers.
- Continue conversations with Oakland County regarding a possible County Park within the City limits.
- Foster relationships with the Public and Private schools to seek opportunities for joint agreements regarding use, maintenance, improvements and long-term youth programs.
- Consider and be open to partnerships with private organizations for the joint management of facilities.
- Bolster the Adopt-A-Park program and adoption of right-of-way areas throughout the City.
- Encourage the establishment of a non-profit “Friends” of Pontiac Parks group that can secure grants and donations that the City is not eligible for and can assist in improvements at City Parks.

### Non-Motorized Improvements

The ability to maneuver in and around the City without a vehicle is not only desirable, but for many people, essential. In addition to walking or bicycling as a means to get to various destinations within the community, a complete and connected, well-maintained non-motorized system is beneficial to residents’ health, fosters a sense of community, encourages economic development, and provides safe routes to school, etc.

### Goal

Provide a complete, connected, universally accessible, and well-maintained non-motorized network.

### Objectives

- Focus efforts to secure funding for the design and construction of the final segment (Phase IV) of the Clinton River Trail and/or the CN Railroad north spur option.
- Continue to coordinate and partner with the Friends of the Clinton River Trail to assist with the completion, improvement and maintenance of the system including events, signage, surface improvements, etc.
- Encourage and facilitate discussions with City staff and consultants to ensure existing and proposed work within public rights-of-way meets the intention of the Complete Streets movement.
- Support the recommendations of the Downtown Pontiac Transportation Assessment.

## NATURAL FEATURES

Few natural features remain in the City of Pontiac. The City was developed well before any of the environmental protections were put into place over the past 30 years, meaning that most natural features that did exist have long since been altered by human development.

The remaining natural features in the City are located primarily along the periphery:

- A system of wetlands, natural areas, and streams is located in the northeast corner of the City.
- A large natural area consisting of wetlands and limited floodplain is located in the southeast corner of the City between Auburn and South Boulevard and Martin Luther King Boulevard and Opdyke Road.
- A small pocket of wetlands and a natural area is located at the west side of Crystal Lake, where the Clinton River enters the impoundment.
- A natural features area is identified in the northern extension of the City.
- An extensive system of lakes and streams

extends throughout the City. Many of these streams and the Clinton River are diverted through pipes as they pass through downtown and dense urban neighborhoods.

- The City has two Priority Two Michigan Natural Features Inventory sites located in the northeastern corner of Pontiac, north of Walton Boulevard and east of Giddings. Pontiac has seven Priority Three MNFI sites, five in the northeast corner of the City, one including the Clinton River and Crystal Lake, and one just south of the Silverdome site. Priority One sites are natural areas sites and ecosystem communities that need immediate protection measures, Priority Two sites are medium priorities and Priority Three sites are natural areas with the lowest priority status.

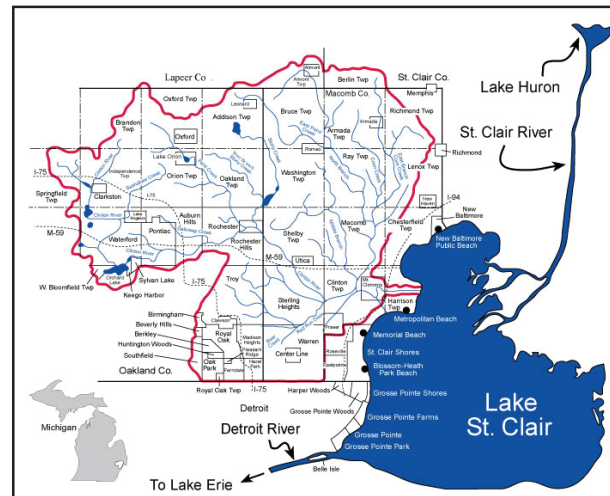
## NATURAL AREAS

The Natural Areas shown on the Natural Features map were derived from the 2004 Oakland County Natural Areas Report update. Natural Areas are identified based on the existence of wetlands or water features such as lakes, rivers and streams. The map of Natural Areas is on the following page.

### Clinton River Watershed

The Clinton River is the one of the most, if not the most, significant natural feature in Pontiac. The Clinton River watershed covers approximately 760 square miles in four Southeast Michigan counties including 40% of eastern Oakland County, most of Macomb County, and small portions of southern Lapeer and St. Clair Counties as illustrated in Exhibit 37. The Clinton River and its tributaries flow through 60 rural, suburban, and urban communities with a total population of more than 1.6 million. The river's headwaters are located in Springfield and Independence Townships, and it flows into Lake St. Clair in Harrison Township. The watershed harbors several high-quality trout streams, including Paint Creek, East Pond Creek, and the North Branch. Many inland lakes characterize the

**Exhibit 37 Clinton River Watershed**



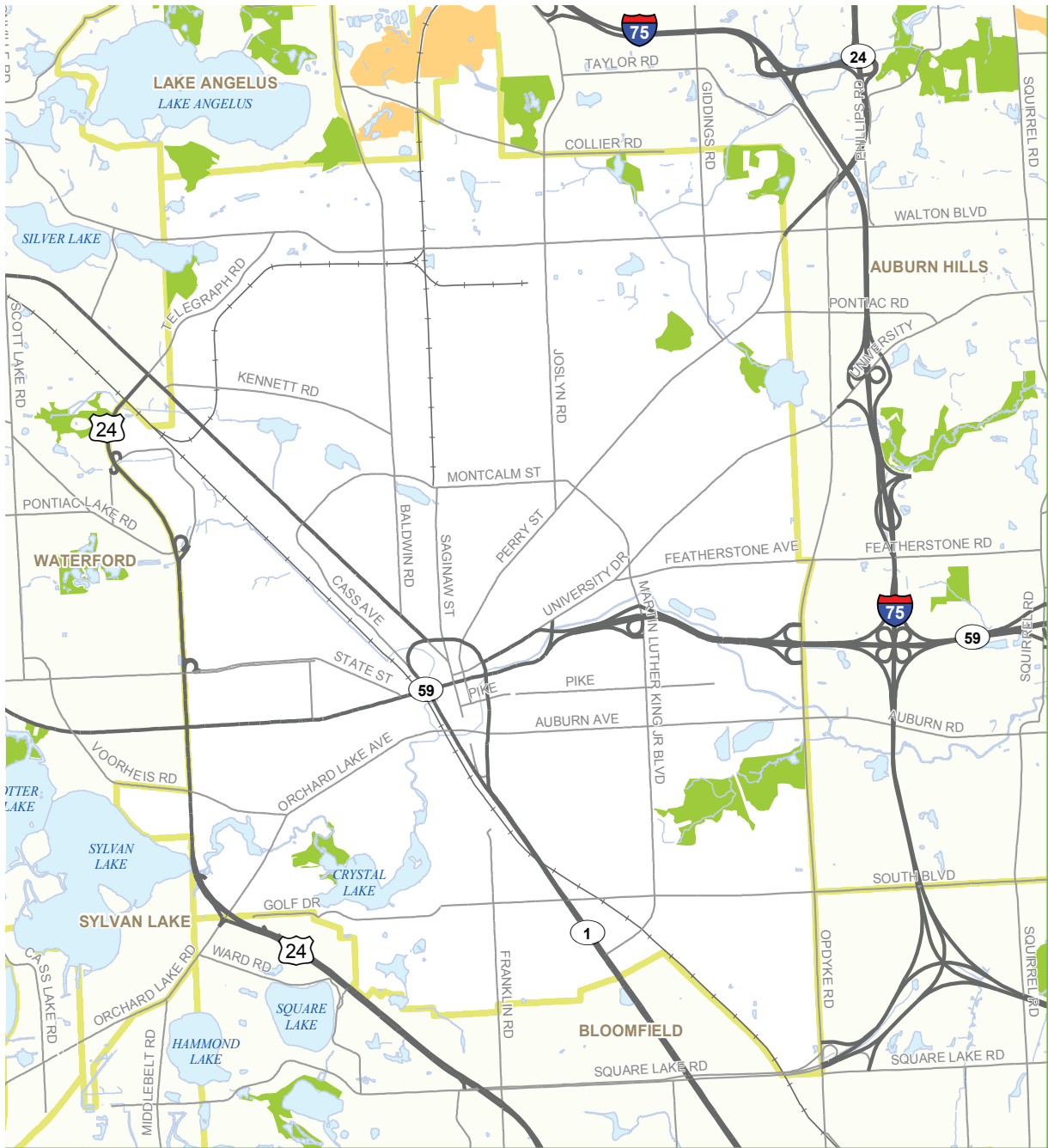
western portion of the watershed, and the river basin is home to a variety of wetland and other ecosystem types, from open marshes rich with waterfowl to hardwood forests sheltering rare wildflowers.

Pontiac is part of three different sub-watersheds – the Upper Clinton, Clinton Main and Rouge Main 1-2.

## LAND USE AND IMPERVIOUSNESS

Land use ultimately determines the fate of water resources. One way to measure the impacts of land development on water resources is to evaluate the amount of impervious surface covering the land. Scientists have linked changes in the hydrology, habitat structure, water quality, and bio-diversity of aquatic systems to the amount of impervious surfaces. Imperviousness consists of primarily two components, (1) rooftops, and (2) transportation networks. Rooftops account for 30% to 40% of the imperviousness and include our homes and businesses, and the places where we shop and dine. The transportation network consists of roadways, driveways, parking lots and sidewalks, and accounts for 60% to 70% of total imperviousness in some residential suburban areas. Low-impact development standards such as limits on impervious surface and buffers around wetlands and sensitive woodlands should guide any new development or redevelopment project.

## Exhibit 38 MNFI Natural Areas Map



### Green Infrastructure



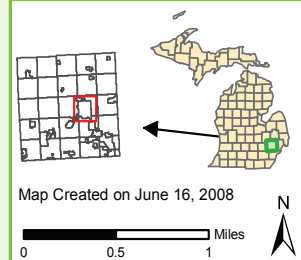
L. Brooks Patterson, County Executive

Environmental Stewardship Program  
Planning & Economic Development Services

"The information provided herewith has been compiled from recorded deeds, plats, tax maps, surveys and other public records. It is not a legally recorded map or survey and is not intended to be used as one. Users should consult the information sources mentioned above when questions arise."

### City of Pontiac 2004 MNFI Natural Areas

- Municipal Boundaries
- 2004 MNFI Natural Area**
- Priority One Natural Area
- Priority Two Natural Area
- Priority Three Natural Area





## WETLANDS

Pontiac is blessed with a system of inland lakes connected by a network of rivers and streams. This network of wetlands and surface water play a crucial and irreplaceable part in protecting City residents' health, safety and welfare from problems such as flooding and poor water quality. It is important to think of these features as an interconnected hydrological system. If only parts of this network are protected, the entire system begins to break down, ultimately resulting in flooding and water quality issues.

## WOODLANDS AND TREES

Woodlands act as natural air purifiers and provide protection from wind and soil erosion. In addition, woodlands can significantly reduce noise associated with industry and heavily traveled highways.

Woodlands bring aesthetic benefits and value to the community by providing attractive sites for parks and recreational activities, buffers from and between less compatible land uses, and educational opportunities for residents, young and old. As a mature and developed community, most of Pontiac's woodlands are concentrated in small pockets along the Clinton River and other inland lakes.

These pockets should be preserved to the greatest extent possible. Developing mechanisms for the protection or replacement of quality trees and woodlands throughout the City would promote woodlands preservation.

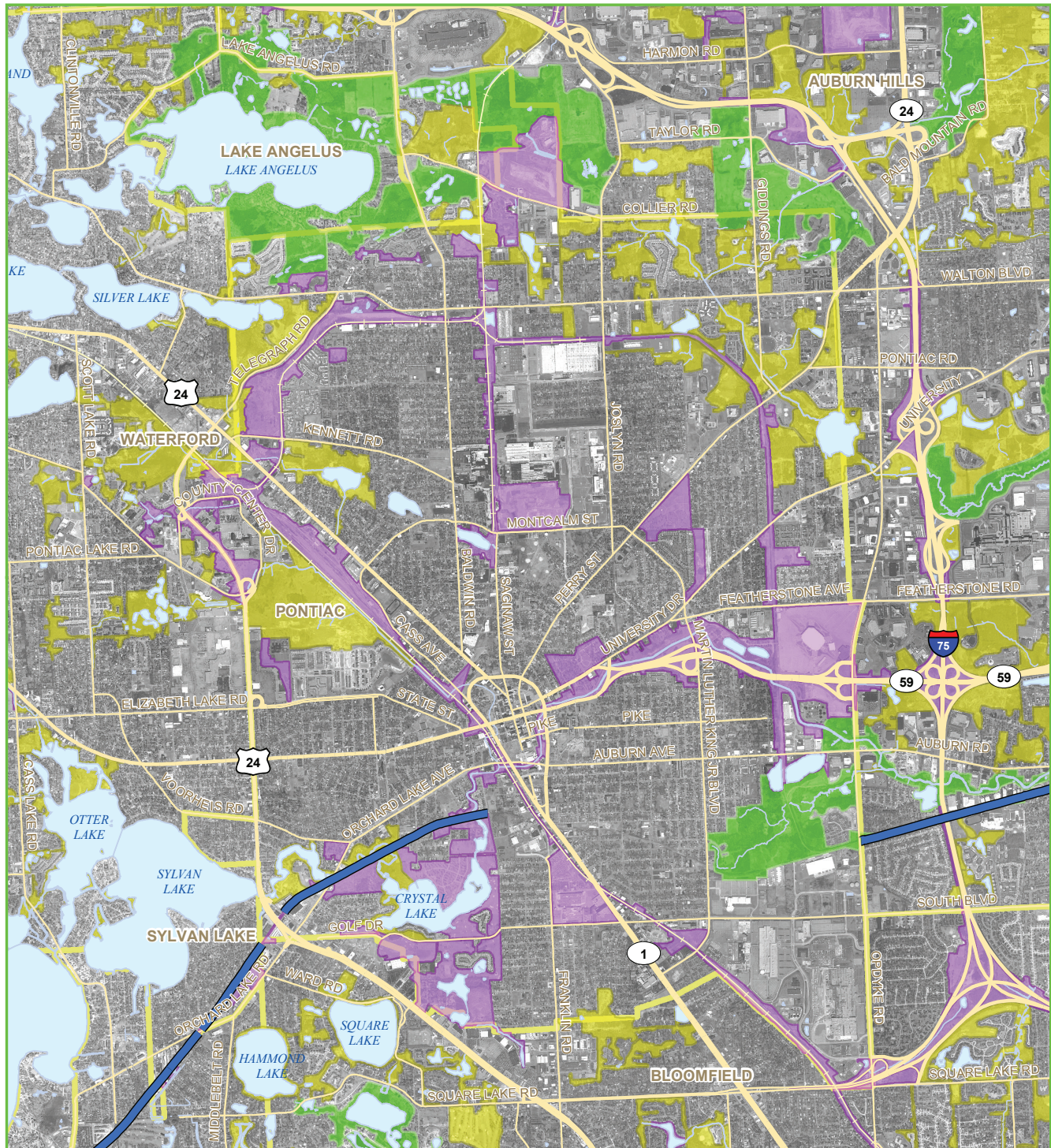
## SOILS AND TOPOGRAPHY

The great majority of Pontiac has been developed and these soils are classified as Urban Land by the Natural Resources Conservation Service. Urban Land with Marlette and Capac soil complexes with slopes of less than 8% make up the two largest concentrations of urban soils. Soils create some constraints on urban development – around wetlands and in some other isolated spots. However, soils are largely able to support urban development.

The City's topography slopes gently toward the southeast. Most of Pontiac is fairly flat with slopes of less than 10%, but the northern and northwestern portions of the City are characterized by more rolling hills. Nevertheless, topography does not limit urban development within the City of Pontiac.



**Figure 39 Pontiac Green Infrastructure Map**



## Green Infrastructure



L. Brooks Patterson, County Executive

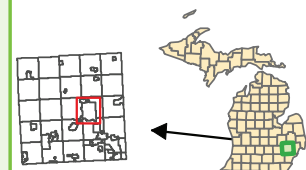
**Environmental Stewardship Program  
Planning & Economic Development Services**

\*\*The information provided herewith has been compiled from recorded deeds, plats, tax maps, surveys and other public records. It is not a legally recorded map or survey and is not intended to be used as one. Users should consult the information sources mentioned above when questions arise.\*\*

## City of Pontiac Green Infrastructure-DRAFT

- Hub
- Link
- Other Restoration Link
- Municipal Boundaries
- Recreational Link

2006 B&W Orthophotography



Map Created on June 16, 2008

0 0.25 0.5 0.75 1 Miles







## CHAPTER 8: ECONOMIC DEVELOPMENT - PLACEMAKING AND THE NEW ECONOMY



# ECONOMIC DEVELOPMENT - PLACEMAKING AND THE NEW ECONOMY

## CHAPTER 8

### THE NEW ECONOMY

A critical understanding of what the New Economy is, and the new set of rules that have dictated a shift from an “old” manufacturing economy to a “new” knowledge-based economy are necessary to successfully pursue the amazing opportunities and potential that Pontiac has to offer.

The world economy is in a state of transition and the rules of the game have changed. In the mid 1990's, the onset of new information and communication technologies leveled the playing field, which allowed countries from all over the world to compete in a rapidly expanding global marketplace. International transactions that once took weeks, if not months to execute, can now be completed in seconds. Seemingly, infinite sources of information are now being concentrated in one network that is accessible to all.

Widespread technology and information innovations have shifted the relevance of economic production from a local market to a global market. Countries with low labor costs and few regulations can manufacture products and distribute them to international markets at a fraction of the cost when compared to countries like the United States. The availability of investment dollars and capital which used to be place-based is now global as capital has become fungible. Today, areas seeking economic prosperity are focused on creating a climate known for producing new ideas, enabling productive partnerships and attracting talented people rather than manufactured goods and services, which almost any country can now do. Communities committed to helping build the New Economy are finding that prosperity comes if the right mix

of economic development and placemaking strategies are in place.

The City of Pontiac, like many older industrial cities in America, has struggled with trying to succeed using Old Economy principles rather than focusing on how to transition from the old manufacturing economy to the new knowledge economy. A paradigm shift, or a new way of thinking, that characterizes this fundamental shift in economic processes is an appropriate starting point for rethinking Pontiac's future in the global market place. A paradigm is a framework or set of principles that forms the basis of behavior and attitude and is a determinant of world view and community vision. A paradigm shift is the “aha moment!” when something (in this case the community) is seen in a whole new way.

The differences between the Old and New Economies are glaring and suggest a whole new mindset for growth and prosperity. Talent driven small entrepreneurial companies are replacing large, stable companies as engines of economic prosperity. Personalized quality products are replacing mass produced quantity products as the products of choice in the market place and for a community to support. A changing dynamic environment is more attractive to knowledge workers than the rigid and predictive environment that old economy manufacturing plants demanded. Finally, information, innovation and empowerment are replacing control and discipline as the modus operandi for success and prosperity.

### THE ROLE OF TALENT IN THE NEW ECONOMY

The formula for success in the New Economy begins first and foremost with investing in people and attracting talent. Talented, hard

working people who bring new ideas and innovations to bear in the marketplace are the number one asset for growing a New Economy.

*"In attracting young talent, place matters! In a recent national survey, about two-thirds of recent college graduates said they decide where they want to live first, then find a job. For a surprising portion of young talent a vibrant central city is the place they are looking for. According to Laurie Volk, of the national planning firm Zimmerman Volk, about 45% of the Millennials without children are choosing to live in high density urban neighborhoods.*

*These neighborhoods are safe, have high densities, a mix of residential and commercial uses, an active arts and entertainment scene and a walkable environment. These high activity neighborhoods are largely, but not exclusively, located in and near central city downtowns.*

*There are a number of neighborhoods in Michigan's central cities and some of its older suburbs which are moving towards these kind of characteristics. [\*\*\*] it is fair to say though that none have achieved the density of residents or establishments that is required of neighborhoods that are competitive nationally as magnets for young talent."*

~ Lou Glazer, Michigan Future, Inc.

## THE ROLE OF CLUSTERS IN THE NEW ECONOMY

Another key component of the New Economy is the emergence of clusters of similar economic activities in close proximity to one another. This permits talent to move easily between jobs and makes it easy for employers to hire qualified people. Consumers have long seen this at the retail level with clusters of auto sales establishments or furniture and home furnishing establishments in close

proximity to facilitate comparison shopping. Southeast Michigan was one of the first places in the world to exemplify the importance of clusters with its concentration first on auto manufacturing and now on auto research and development (R&D) activities. Oakland County in general, and Pontiac and its neighbors specifically, are the home of several significant New Economy clusters

## A FUTURE OF PROSPERITY

The City of Pontiac is poised for a future of prosperity. Located within a region rich with a history of manufacturing innovation and entrepreneurship, by making the right decisions, Pontiac has the opportunity to quickly join the New Economy. The City of Pontiac with about 57,000 residents is the heart of one of the wealthiest counties in America, with its nearly 1.2 million inhabitants.

Historic downtown Pontiac is located at the center of the County, and can be the home to a vibrant and diverse 24-hour urban environment complete with a bustling art and culture scene, state-of-the-art hospitals and a medical research center, promising new entrepreneurial opportunities and some of the best investment sites in all of southeast Michigan. Pontiac has one of the best workforces in the nation, capable of bringing new products and ideas to market at highly competitive rates. The region employs the third highest number of high-tech workers in the nation while maintaining a strong blue-collar manufacturing workforce. Creating a structure for business innovation and economic vitality is a regional specialty.

More than 42,000 companies, over half of the top 100 Global Fortune 500 companies, and more than one third of the state's R&D facilities are located in and surrounding Pontiac.

Pontiac is strategically located in Automation Alley, a prime high-tech consortium of more than 600 high-tech and industrial firms. Oakland County maintains one of the most technically advanced countywide economic development departments in the nation,

with the capacity to leverage local, state and federal partnerships and resources to promote economic growth of virtually any kind. Highly adaptable and diverse sites located within the City limits hold the potential for expanding high-tech manufacturing, a cutting-edge IT sector and an emerging medical cluster.

The region provides a vast array of living options for people of all incomes. Downtown Pontiac provides opportunities for additional loft apartments and condos to accommodate talented young professionals and empty nesters. Pontiac neighborhoods offer affordable new and existing rental and homeowner opportunities with superior access to regional jobs and amenities while its suburban neighbors maintain some of the most luxurious real estate developments in the state today.

Oakland County embraces a life-long learning philosophy. Educational initiatives that range from a world-class robotics program in public schools to weekly business training seminars are located throughout the County. Through public, private, and vocational schools, 15 institutes of higher education and an array of professional and personal development seminars, the Pontiac region is continually seeking improvement by providing specialized and relevant education for success in the New Economy.

Adopting a clear and strategic vision for people-based economic development initiatives will foster meaningful partnerships with the greatest capacity to translate motivation, knowledge and skills into positive change. When provided with the appropriate resources to grow and flourish, the people of Pontiac can lead an economic transformation so great and so meaningful that it will redefine Pontiac's historic status as an "All-American City," to the center of a "New Economy Region," leading the way in urban revitalization and a new center for economic growth across southeast Michigan.

As the name suggests, the "New Economy Region," provides equitable opportunities

and prosperity for both urban and suburban communities. Proactive regional partnerships build on the strengths and assets of cities and surrounding suburbs and focus on creating a region in which the whole is greater than the sum of its parts. In today's ever changing global marketplace, interdependent regional communities are the most adaptable, resilient and competitive players. Pontiac can play a major role in the transformation of Southeast Michigan to the New Economy.

Both the City of Pontiac and Oakland County stand to gain tremendously from enhancing regional partnerships. Similarly the consequences of not adopting a regional strategy will lead to reduced economic competitiveness and a lower quality of life for all.

## STRATEGIC PLACEMAKING AND THE NEW ECONOMY

If talent is the currency of the New Economy, then placemaking is the primary strategy for cities and communities in the New Economy. Talent is attracted to high amenity communities with energy, opportunities, green infrastructure (parks, trails, bike paths, etc.). The richness of diverse places in Oakland County is therefore an asset to be leveraged for greater success in Pontiac.

### STRATEGY CATEGORIES

The greatest opportunities for Pontiac to join the New Economy are organized into the following ten strategy categories:

1. Creating a world-class education system that ensures students in the City get an education that prepares them for the New Economy and that helps attract new talent to the City.
2. Connect to the New Economy by leveraging the assets of regional talent and emerging high-tech manufacturing, medical and information technology sectors.
3. Prioritizing high potential – high impact redevelopment sites as a great place

to invest and utilize regional resources accordingly.

4. Continue building a “destination” downtown, by supporting a 24-hour, seven day a week population and activity that appeals to a wide-variety of people.
5. Create local entrepreneurs through education, public support, business incubation and equal opportunities.
6. Polish the image of Pontiac by marketing the strengths and potential of the City and County while reducing crime and blight and other drivers of negative perceptions.
7. Restore healthy, safe and attractive neighborhoods with a range of uses and housing opportunities for people with different incomes, needs and preferences.
8. Provide quality community services for all to ensure equitable opportunities for a high quality of life regardless of socioeconomic status.
9. Leverage public and private partnerships with stakeholders in the City, and Oakland County and with regional business leaders to improve the ability of the City and County to compete in the New Economy.
10. Maintain a high-performance government that is fiscally responsible and fosters strategic investment in people and partnerships.

Pontiac has all the ingredients for success. A future of prosperity is largely a matter of crafting a strategic vision, leveraging assets, building on strengths and working in partnerships with what is already in place. These ten strategy categories focus on opportunities to invest in people and partnerships and allow for the greatest flexibility and adaptation to change in the future. The opportunities under the above strategies will allow Pontiac to transition from the Old Economy to the New Economy by building a place that talent wants to come to and existing citizens will thrive in.

## NEIGHBORHOOD ECONOMIC DEVELOPMENT STRATEGY

The goal of the Neighborhood Economic Development Strategy is to foster economic opportunity and neighborhood vitality throughout Pontiac.

Achieving the goal of this strategy requires connecting people to living-wage jobs, supporting neighborhood business growth, and growing vibrant commercial areas. If successful, this strategy will produce a measurable rise in household incomes and a reduction in poverty rates in Pontiac, grow revenues for Pontiac’s neighborhood businesses, and result in an increase in new business formation in neighborhood commercial districts across the City.

These outcomes must be achieved while building on the character and composition of existing neighborhoods (strategic placemaking); the wealth attained through our work must flow to current residents and businesses.

Fostering economic opportunity requires that economic development efforts focus not only on geographic communities, but hold high the needs of communities of color. Investments and initiatives designed specifically to address disparities among communities of color – including poverty, unemployment, business ownership, and the benefits of public investments — will be a critical component of this work citywide.

The work articulated in the Neighborhood Economic Development Strategy cannot, by itself, achieve the objectives of economic opportunity and neighborhood vitality. Continued progress on other elements articulated within the Pontiac Master Plan are required as well: business retention and recruitment initiatives will help grow the regional economy and provide job opportunities for neighborhood residents; transportation infrastructure, housing choices, parks and green space investments



will powerfully influence neighborhood vitality; and education-focused initiatives designed to strengthen neighborhood schools and prepare Pontiac's workforce will dramatically impact neighborhood and individual prosperity.

Clear metrics and measurable outcomes will help evaluate and support progress towards achieving the goals of this strategy.

### THE COMMUNITY-DRIVEN NEIGHBORHOOD ECONOMIC DEVELOPMENT APPROACH

Neighborhood scale economic development strategies seek to successfully position neighborhoods, local businesses and residents to better connect to and compete in the regional economy. However, to ensure that the benefits of increased economic activity flow to those communities most disconnected from the regional economy, a community-led partnership is necessary to develop and carry out the strategy.

Community-driven neighborhood economic development is a holistic approach that seeks to improve the quality of life and economic prospects of residents and neighborhood businesses. It starts from the assumption that communities and Community Based Organizations (CBOs) are best suited to drive the process of neighborhood economic development in a way that addresses the unique conditions of each neighborhood or community.

This approach begins with conversations among residents, business owners, and other stakeholders, and a clear assessment of a community's assets and challenges within the regional context. Neighborhood-specific strategies then build on specific strengths and address the particular challenges businesses and residents face in the context of the regional economy. Adopting this community-driven, best practice-supported approach to neighborhood economic development provides the greatest opportunity for partners to foster communities that support existing residents and businesses, and address issues

such as gentrification and displacement.

The **best-practice approach** of community-driven neighborhood economic development comprises the following steps:

- Articulating individual, business, and community wealth-creation goals
- Understanding the neighborhood in the regional context
- Identifying current and underutilized assets – from people, to real estate, to business opportunities, to consumer markets – within the regional context
- Creating a neighborhood-level economic development plan
- Prioritizing implementation actions
- Investing in programs and projects to achieve the goals within the strategic framework

As needs and priorities are identified, implementation plans can include activities to support economic development such as:

- Small business assistance
- Business recruitment
- Redevelopment
- Business district management and revitalization
- Marketing and branding
- Workforce development

As implementation begins, partners refine the approach and objectives as quickly as possible in the ongoing process to reach the community's strategic objectives.

### ACTION PLAN

To successfully apply a **comprehensive, community-led approach** and connect people to living-wage jobs, support small business growth, and grow vibrant commercial areas, the strategy proposes objectives that accomplish these goals within the social, economic and environmental context in each of Pontiac's neighborhoods. The City of Pontiac, along with business and community partners, will work to achieve the following objectives:

- Build Local Capacity to Achieve Economic Development Outcomes

- Drive Neighborhood Businesses Growth
- Align and Coordinate Resources to Support Neighborhood Economic Development

Given this strategy's focus on communities of color and priority neighborhoods, a job creation and equity lens will guide every action, investment and program. Funding levels, community initiatives, and partnership will determine the scale and timeline of their implementation.

## OBJECTIVE I

### **Build Local Capacity to Achieve Economic Development Outcomes**

With the right tools and know-how, community intermediaries – from CBOs and non-profits to culturally-specific organizations (religious institutions, social and neighborhood organizations) to business district associations – can most effectively drive neighborhood economic development efforts. The best practice approach begins with a strategic neighborhood economic development plan to help businesses and residents, connect to and compete in the regional economy. The following actions are intended to support community intermediaries to establish shared goals, align resources, and foster the leadership and organizational infrastructure to drive execution of neighborhood economic development plans.

#### **A. Strengthen Community Capacity to Develop Neighborhood Economic Development Plans**

1. **Create a Focus Area Program for mixed-use and commercial areas within neighborhoods** that are interested in creating and implementing a neighborhood economic development plan suited for their needs. These areas are designated as Neighborhood Entrepreneurial Zones and will have a range of permitted land uses reflective of the neighborhood context and residents' desires.

2. **Build on existing partnerships with Non-Profits and Community Based Organizations (CBOs), Oakland County and the State of Michigan (MSHDA and MEDC)** to develop complementary/joint initiatives to support implementation of NED. Seek opportunities to expand the role of housing and workforce training-focused CBOs into business districts and small business technical assistance. Specific areas of current and future work with partners include support for organizational capacity among business districts citywide, regular training and technical assistance workshops, administration of grant programs and increased visibility of districts through marketing support.

#### **B. Increase City-wide Community and Organizational Capacity**

1. **Partner with MEDC to Offer City-wide Neighborhood Economic Development Training.** NED training for communities throughout the City will focus on strategic and business planning process, market dynamics, key trends, best practice interventions, and organizational development. This training will complement and be coordinated with efforts to strengthen community capacity within specific neighborhoods.
2. **Improve awareness of business-support tools and resources** among public and private organizations to increase use among small businesses by:
  - Developing and distributing new brochures, web-based information, videos and other collateral material about small business tools and how they can assist with neighborhood economic development
  - Prioritizing education of leaders and small businesses owned by people of color and/or located in under-served neighborhoods.

3. **Expand the capacity of inexperienced property owners and developers.**  
Focusing on local owners and people of color, mentoring partnerships with experienced neighborhood developers and a new technical assistance training program will help develop wealth within communities facing gentrification pressures and jump-start market activity in underperforming markets.

Partnership Opportunities: Oakland County Treasurer's Office, Michigan Fast Track Land Bank Authority, Grace Centers of Hope, private sector developers, private lenders and financial institutions, higher education institutions, Division of Community Development.

## OBJECTIVE II

### **Drive Neighborhood Business Growth**

Strategic public-private initiatives and partnerships to drive neighborhood business growth can help leverage and influence larger market forces. Business development efforts should be tailored to address neighborhood-specific challenges by attracting employers, fostering retail or residential development in underserved markets or providing opportunities for businesses facing displacement to strengthen their local or regional competitiveness.

#### **A. Connect Traded Sector and Neighborhood Work**

1. **Proactively connect neighborhoods to jobs** in high growth, high demand industries by partnering with Michigan Works!, community based workforce development providers, and local four-year and two-year colleges.
2. **Prioritize business development in neighborhood employment areas** by connecting regional business retention and expansion work to land in neighborhood commercial corridors zoned for employment (mixed-use or commercial). This entails proactively

identifying institutions and traded sector businesses that can thrive in the neighborhood employment area and marketing key sites as business expansion and development opportunities. Work will focus both within the Target Industries (New Economy businesses) and within sectors that provide high-growth/high-demand job opportunities so that CBOs, non-profits and other organizations can effectively communicate with and attract these businesses.

3. **Facilitate commercial site readiness.**  
Support investments in demolition, transportation, sewer, water and other infrastructure that are necessary to attract development to other key neighborhood commercial sites. Concurrently, pursue One-Stop Ready Certification and Redevelopment Ready Community certification.

Partnership Opportunities: Michigan Works!, SCORE, Pontiac Regional Chamber of Commerce, the Pontiac Downtown Business Association, Oakland County Planning and Economic Development, MEDC, local colleges and universities.

#### **B. Expand City-wide Financial Tools for Neighborhood Businesses**

Supporting wealth creation and job opportunities within priority neighborhoods and communities of color requires continued and expanded support for neighborhood businesses.

1. **Develop partnerships to expand funding for small business working capital** and tenant improvement loans. Partnerships among community development financial institutions, foundations, banks, and other financial institutions could involve linking financial resources to business technical assistance or formulating alternative ways to evaluate risk when making lending decisions. Emphasis should be on loan

funds to minority-owned firms and others who have difficulty accessing capital through traditional means.

2. **Work with Oakland County to provide support for organizations serving low-income microenterprise business owners** to drive wealth and job creation among communities of color and within neighborhoods. Key areas of focus include increasing availability of one-on-one, on-site business technical assistance available to owners and assisting successful small entrepreneurs in growing/expanding their operations (such as from home-based to a permanent storefront, or from one store to multiple stores).
3. **Support city-wide small business technical assistance to fill gaps in available services.** Contracts with qualified non-profit business development organizations will focus on stabilizing and growing small businesses with modest incomes, businesses located in priority neighborhoods, and businesses whose owners may need services provided in languages other than English.

Partnership Opportunities: Oakland County Planning & Economic Development Services, Oakland County Treasurers Office, Community development financial institutions, foundations, private lenders, higher education institutions, business development organizations, community-based organizations, the Pontiac Regional Chamber of Commerce, area foundations, and key corporations.

### ***C. Increase Tools to Support City-wide Neighborhood Development Projects***

Pontiac's municipal financial situation and limited staff resources limit the City's ability to lead neighborhood development projects. Also, due to historical mismanagement of the City's DDA and TIF districts, traditional neighborhood and community redevelopment tools

are not likely to be available for use in Pontiac. Therefore the City will have to look at both traditional partnerships (partnerships with Oakland County and the State of Michigan) and less traditional partnership models.

1. **Identify and package a wider range of funding sources** to fill the gap between development costs and investment supported by market rents by meeting with potential public, private and non-profit partners to identify and assess opportunities for developing collaboration to expand funding for commercial development. Emphasis should be on economically challenged areas outside Downtown and projects that are community-led.
2. **Promote catalytic neighborhood investments that provide greater community benefits** through public/private partnership. As available, public supports could include an array of tools - from reduced permitting fees, tax abatement, technical assistance, contribution of land, reduced interest loans, working capital loans, assistance with unconventional financing such as New Market Tax Credits and/or Storefront Improvements Grants.

Partnership Opportunities: City bureaus (housing, transportation, parks, development services), Metro, community development financial institutions, federal government departments, higher education institutions, foundations, key corporations, and CBOs.

## **OBJECTIVE III**

### **Align and Coordinate Resources to Support Neighborhood Economic Development**

Unfortunately, Pontiac has limited access to many of the tools, programs, and organizations that support neighborhood economic development. Amplifying the problems, the city lacks a coordinated, strategic approach

that involves all of the necessary public and private sector partners. Reaching the goals of this strategy in Pontiac will necessarily involve numerous public and private entities all working in the same direction to achieve agreed-upon goals, including:

- Community-based, religious and/or culturally-specific organizations with specializations ranging from real estate to small business development
- Private sector leaders and local foundations
- Financial institutions (including community development financial institutions, community lenders, and financial intermediaries)
- Workforce training organizations (including Michigan Works!, universities and community colleges, schools and higher education institutions, and community-based workforce development providers)
- State and County agencies including MEDC, MSHDA and Oakland County Planning and Economic Development

The experience of other cities indicates that this coordination and alignment develop in phases over ten or more years. Most successful NED efforts begin with pilot projects that build momentum and gain traction as programs expand and resources increase.

#### ***A. Align Efforts to Support Community-Driven Neighborhood Economic Development Plans & Equity Objectives***

To support implementation of the NED Strategy, the City and its partners will orient its work in neighborhoods in collaboration with partners to develop and implement neighborhood economic development plans and pro-actively address issues of equity in community engagement, financial products, business development and real estate development work.

1. **Make budget and project investment decisions that support the goals** of neighborhood economic development plans. Ensure the annual budget

development process, development of the six-year capital improvements plan and the annual CDBG action plan support community-led, equity, and economic vitality objectives.

2. **Conduct outreach in concert with community partners to small businesses** – especially those owned by ethnic minorities and by people with limited English proficiency – to retain and grow existing businesses and increase awareness of small business and start-up products and services available from partner agencies.
3. **Establish first source hiring agreements and other types of community benefit agreements** with businesses and real estate developers that have been awarded sizable grants or loans from City-administered funds (for example, CDBG). Recipients of these loans would commit to working with the local Michigan Works! office or qualified CBOs to hire local residents who have completed skills training. Community benefit agreements would stipulate desired outcomes, including hiring of neighborhood residents and employees of color, and the use of local businesses and businesses of color as suppliers.

#### ***B. Support Small Business Needs by Coordinating Assistance Efforts***

Pontiac's technical and financial assistance providers serve a wide variety of businesses and entrepreneurs. However, without city-wide coordination some business needs are extremely well served while more tailored assistance can be hard to find or unavailable.

1. **Work with Oakland County to Convene public and nonprofit business technical assistance providers** quarterly to discuss small business needs, identify services gaps, pursue new funding, share performance measures, and increase



access to assistance for historically underserved small business owners.

2. **Develop a website to be hosted by the City or a partner** to communicate and market NED tools and act as an online information clearinghouse for small businesses and neighborhood commercial districts.
3. **Assemble business lenders to coordinate and develop a continuum of services and referral protocols**, create working relationships between various organizations and staff, and fill service and language gaps in lending. This organizing will complement, inform and sometimes be combined with the quarterly gathering of business technical assistance providers.

Partnership Opportunities: Oakland County, PDBA, business development organizations, Pontiac Regional Chambers of Commerce, private lenders, community development financial institutions, community development organizations, and higher education institutions.

## ENTREPRENEURIAL DISTRICTS

Formerly called Potential Intensity Change Areas or PICAs (see 2008 Master Plan), these zones include properties that meet any of the following criteria:

- Have been identified by the community for neighborhood economic development
- Are large enough to accommodate significant redevelopment
- Are under-utilized or unused schools, industrial or manufacturing facilities
- Were historic neighborhood commercial nodes

In the 2008 Plan, these areas were “identified using the principles described in the Asset-Based Economic Development Strategy developed by the Land Policy Institute at

Michigan State University. Intensity and uses within these PICAs focus on attracting New Economy development – information technology (IT), medical and research, research and development, and leisure and entertainment. As detailed in the Asset-Based Economic Development Strategy, New Economy business seeks areas rich in talent – educated workers. These workers are able to choose where they live, work and play, thus it is quality of life elements that become critical recruitment tools. To put it simply, place matters! Attracting this talent requires a focus on creating a “high-amenity” community in Pontiac – that is one with vibrancy, opportunity, green infrastructure (parks, trails, bike paths etc.), culture, and diversity.”

The proposed Entrepreneurial Districts provide greater flexibility in land use and design criteria so that redevelopment activities can be both context sensitive and market driven.

Many of the PICAs from the 2008 Plan remain undeveloped. For many of these, the goals for redevelopment remain the same. For others, more flexibility is needed to encourage redevelopment. Others still have to be completely rethought because of either market conditions or feasibility.

### 1. WOODWARD AVENUE/ DOWNTOWN/NEAR DOWNTOWN

As discussed extensively in the Transportation chapter, the re-configuration of the Loop as recommended in the Downtown Pontiac Transportation Assessment is an on-going and long-term redevelopment project. As the City and County pursue state and federal funds necessary for construction, the entire perimeter of the Loop becomes an opportunity for redevelopment. Similarly, this project will have a positive and synergistic effect on the Downtown. Therefore, the entire Downtown and near-downtown neighborhoods are considered Entrepreneurial Districts.

This Entrepreneurial Zone includes specific redevelopment opportunities that were called

out individually in the 2008 Master Plan, including Lot 9, the Clinton River, the Phoenix Center and the Bagley-Congress Transit Oriented Development District. While these sites all remain important redevelopment opportunities, the context for potential redevelopment has changed.

### **Clinton River**

The Urban Land Institute (ULI) prepared a feasibility study for daylighting (otherwise known as restoring to a more natural state and flow) the Clinton River through Downtown Pontiac. This study used the cost estimates developed in 2009 by the Oakland County Water Resources Commission, which pegged the cost for restoration at over \$47 million. The ULI study examined the potential economic and environmental benefits of daylighting and concluded that restoring the river through Downtown is not economically feasible. Instead, the study recommended a symbolic restoration of the river through downtown via a combination of public and privately-owned open space.

### **Regional Transit and Transit Oriented Development**

The 2008 Master Plan identified the area west of the current AMTRAK station for Transit Oriented Development, which is higher density mixed-use development adjacent to a transit station. Since the 2008 Plan was adopted, the discussion of regional mass transit has focused on creating a Bus Rapid Transit (BRT) route connecting Pontiac to the M-1 rail line in Detroit. During the last six years, the City has sold its facility at 55 Wessen Street and the adjacent Hayes Jones Center has become the Wessen Lawn Tennis Club. Furthermore, public input has expressed a clear consensus that any regional transit hub should be in or immediately adjacent to Downtown Pontiac.

For these reasons, the southern gateway portion of Downtown is a more realistic and appropriate location for a regional transit hub and associated Transit Oriented Development. The 2008 recommendation for the re-

development of the Phoenix Center becomes more vital to connecting a potential regional transit hub, new housing and retail to Downtown. As in the 2008 Master Plan, there is no clear public consensus about the future of the Phoenix Center, however, re-connecting Saginaw Street remains an important long-term goal.

### **Lafayette Square**

The Lafayette Square District is another underutilized portion of Downtown. This area in the northwest corner of Downtown presents an opportunity for higher density and mixed use development. The previously discussed conversion of the Loop to two-way traffic will create considerable opportunity for commercial redevelopment, particularly along Woodward Avenue.

There is also considerable positive activity happening in this part of Downtown. Lafayette Place Lofts, in the old Sears building, was completed in 2011 and is fully occupied. Included in this development are the Lafayette Market, a grocery store, and Anytime Fitness.

The existing building stock on Woodward Avenue (both sides) presents opportunities for a range of redevelopment activities. Potential uses may include (but are not limited to) retail, office, artisan studios, community kitchen, restaurant, and multi-family residential. This part of Downtown needs to expand and include property on the west side of Woodward east of the railroad right-of-way. It also needs a greater amount of flexibility so that entrepreneurs can better respond to changing market dynamics.

## **2. PONTIAC SCHOOL DISTRICT PROPERTY**

As of the writing of this Plan, the Pontiac School District is operating under a consent agreement with the State of Michigan to resolve a deficit in excess of \$50 million. Over the last decade, Pontiac Public Schools have closed and consolidated a number of schools. The closed schools, in most cases, present



wonderful opportunities for neighborhood economic development. Some of the facilities offer an opportunity for adaptive reuse of historic structures, while others are beyond salvaging.

All of the 17 school properties listed in Exhibit 38 can be better utilized to serve the residents of Pontiac. Redevelopment of these properties will take the vision of a committed group or developer and cooperation of the School District, State of Michigan and City officials. Funding will likely pull from several public and private sources. Flexibility is key in determining potential future uses for these sites, and the context of the neighborhood and the input of neighbors determines what will be appropriate uses and activities.

Moving forward, the City and School District must become partners and work together to market these properties for redevelopment. The City also needs to provide greater flexibility in use and site design regulations to allow for a greater range of options for potential redevelopment partners. Many of the 17 facilities were originally conceived and designed as the center of neighborhood activity. This history and context must be considered in evaluating potential reuse of these properties.

### 3. FORMER CRYSTAL LAKES HOMES/ PONTIAC HOUSING COMMISSION PROPERTY

The former Crystal Lake Homes public housing site is located along Crystal Lake, south of Gillespie and west of Bagley. The site still has the remnants of the original road network and infrastructure, though the condition of the underground utilities is unknown. This site has been the subject of much speculation over the last ten years. The Pontiac Housing Commission (PHC) funded the preparation of several potential site plans in 2006, each showing large lot, single family homes in a gated subdivision. None of these plans were ever implemented and the PHC began the process of getting approval from the US Department of Housing and Urban Development (HUD)

to sell the property. Approval of the property disposition is expected during 2014.

This site is ideal for development of a traditional residential neighborhood. That is walkable, pedestrian-friendly and has a range of housing types. The neighborhood design needs to provide public access to the waterfront and should reflect the historic development pattern of traditional Pontiac neighborhoods. New Bethel Missionary Baptist, Providence Missionary Baptist, Newman AME and Trinity Missionary Baptist are four strong cultural and social anchors for the neighborhood and the location adjacent to Washington Park and the Links at Crystal Lake, less than a half-mile walk from Downtown encourages walkable urbanism. The foundation is here for a solid, well developed traditional neighborhood and future redevelopment needs to embrace these principles.

### 4. THE PONTIAC SILVERDOME

The long and complicated history of the Silverdome is tied to the City's financial decline. The facility was once a state-of-the-art arena that was the home of the Lions, the site of World Cup games and hundreds of concerts and other events, but once the Lions left in 2002, the building became a financial liability for the City, costing over a million dollars a year in maintenance and utilities alone. The City sold the facility in 2012 and the current owners have failed to maintain the structure. The building's seats, fixtures and equipment is being sold via auction signaling impending demolition.

The site retains considerable value for a wide range of potential uses. The location and ease of access to I-75 and M-59 makes it a desirable location for office, retail, and industrial/manufacturing uses. It could also include residential uses. This Master Plan will not identify one specific use for this site, rather flexibility will be built into the future land use map and plan so that the site may be redeveloped more quickly.

**Exhibit 40 Pontiac School District Building Data**

General Building Information				Building Structure Data				Building Site Data		
Facility Name	Address	Year Built	Year Additions	Building Footprint (SF)	Roof Footprint (SF)	Gross Footprint	Net Useable Square Footage	Gross Land Area (Acres)	Gross Land Area (SF)	Gross Area (SF)
Bethune	154 Lake	1968	1978	37,423	41,893	37,423	34,018	13.69	596,154	324,561
Jefferson	600 Motor	1929	1959 / 1962	74,787	77,727	85,566	73,222	7.31	318,585	179,765
Pontiac Central	300 W Huron	1973	-	87,026	143,887	478,210	407,339	20.32	885,306	460,398
Lincoln	131 Hillisdale	1929	1974	60,445	61,822	93,738	79,234	8.16	355,558	199,187
Crofoot	250 W Pike	1972	-	34,652	35,694	49,583	43,401	12.04	524,428	322,567
Franklin	661 Franklin	1957	1960 / 1966	42,327	44,990	42,327	38,439	8.40	366,034	269,696
LeBaron	1033 Barkell	1944	1945 / 1949 / 1953 / 1956	24,154	26,117	44,219	38,987	4.59	200,008	96,693
Longfellow	31 N Astor	1928	1952	17,297	17,336	38,461	31,762	6.68	291,040	201,694
Mark Twain	729 Linda Vista	1955	1960 / 1964 / 1972	46,418	50,650	46,418	42,799	9.56	416,550	318,638
Owen	43 E Columbia	1927	1951 / 1957 / 1966	31,664	32,742	38,086	32,315	3.78	164,453	105,667
McCarroll	191 N Glenwood	1924	1956	23,539	26,010	36,625	28,628	6.61	287,752	215,784
Webster	640 W Huron	1921	1922	50,657	50,657	57,496	50,972	4.81	209,731	109,835
Washington	710 Menominee	-	1978 / 1986	57,795	59,212	107,828	105,080	10.77	469,449	324,093
Perdue	25 S Sanford	1924	1928 / 1968 / 1969	37,305	39,515	95,983	82,270	5.07	221,028	127,186
Fairlawn	120 Elizabeth Lake	1966	1991					28.17		
Whitfield	2000 Orchard Lake	-	-					11.53		
Wisner Center	441 Casar Chavez	1911	1925	11,852	13,446	34,498	27,425	16.48	717,720	92,859
<b>Totals</b>				<b>637,341</b>	<b>721,698</b>	<b>1,286,461</b>	<b>1,115,891</b>	<b>178</b>	<b>6,023,796</b>	<b>3,348,623</b>

## 5. THE “DIAMOND TRIANGLE”

Over the past decade or so, the property owned by GM in the Centerpoint area and dedicated to manufacturing has undergone a major shift. The GM bankruptcy in 2009 marked a significant shift in the use and potential future use of the property.

Since 2009, major portions of the Diamond Triangle have been acquired by various private interests. New tenants include the Michigan Motion Picture Studio, Hewlett Packard, Ultimate Soccer as well as expanded GM research and development buildings. These new uses and tenants have reinvigorated the Centerpoint area and have become catalysts for other new investment and development.

To better facilitate additional redevelopment in and around the Diamond Triangle, more flexibility is needed in the use and site plan requirements.

## 6. VACANT RESIDENTIAL AND COMMERCIAL PROPERTY

Pontiac is both blessed and cursed to have an ample amount of vacant property, particularly within neighborhoods and at key intersections. These vacant parcels are the result of demolition activity. The parcels are either privately owned or owned by the Oakland County Treasurer or State Fast Track Land Bank Authority.

Regardless of ownership, these parcels become a detriment to the neighborhood if unmaintained. The City has limited funds available to maintain vacant lots, and is therefore not likely to provide basic maintenance. Therefore, Pontiac will take a less traditional approach to maintaining this inventory of vacant property. Instead of seeding and mowing, the City should work with Oakland County and the State Land Bank to develop alternative post-demolition specifications that use native plant and grass seed mixes to reduce the need for continual mowing.

Additionally, these lots may have short-term potential to be used for neighborhood-scale community gardens, which can serve as small neighborhood economic incubators. The City should encourage the CDCs and individual neighborhood organizations and non-profits to acquire or lease vacant properties to develop community gardens.

Community gardens are not the only agricultural-related activity that's appropriate for these lots. Many lots, particularly if there are several contiguous properties, are ripe locations for forestry operations. These lots can be planted with appropriate species of trees which can be harvested and replaced on a regular schedule. Fruit and nut trees can also be planted to complement community garden efforts.

These (and other) types of unique approaches to vacant land management accomplish several goals. First, they put land that otherwise may become a blighting influence to productive use that benefits the entire neighborhood. Second, these operations provide food for neighborhood residents. Third, these operations also provide job training and capacity building for neighborhood residents. Finally, these types of interim uses provide a profound ecological benefit for the entire community.

To empower residents and organizations to activate these spaces, the City needs to develop more flexible use regulations. Pontiac needs better articulated urban gardening/farming guidelines and it needs to partner with the Treasurer's office, MLBFTA service to develop post-demolition alternative specifications that do not result in lots simply being seeded with grass seed. Finally, the City should partner with MSU Extension and other non-profits (Growing Hope in Ypsilanti, the Greening of Detroit) to provide start-up resources and assistance.

Based on the inventory of vacant land within neighborhoods, Pontiac should be a leader when it comes to local food production and alternative land management strategies. These types of gardens and urban agricultural practices create positive experiences in spaces that have historically been negative spaces. This is “little ‘p’” placemaking and helps to both improve quality of life for neighborhood residents and create new economic opportunities in distressed areas.



## CHAPTER 9: FUTURE LAND USE



### FUTURE LAND USE POLICY

Land use decisions should be guided by the principles that are outlined in the Economic Development Chapter and throughout this plan. When considering a proposed zoning or land use change in the community, the Planning Commission and City Council should CONSIDER the following factors.

#### PLACEMAKING

What defines a community? It's the common ground where people gather – from housing, squares, streets and plazas to parks, green spaces and waterfronts. By revitalizing communities and rebuilding neighborhoods, we can strengthen our neighborhoods, our cities and the entire state.

To revitalize our communities we must examine our city through a new lens, taking into account the types of places where New Economy workers, entrepreneurs and businesses want to locate, invest and expand. This is well articulated in the Economic Development chapter.

The approach advocated by both this Master Plan and the State of Michigan through the Mi-Place Partnership is best described as creating a “sense of place” or just “placemaking.” It's a simple concept, based on a single principle – people choose to settle in places that offer the amenities, social and professional networks, resources and opportunities to support thriving lifestyles. Pontiac can attract and retain talent – especially young, knowledge-based talent – by focusing on how best to take advantage of the unique placemaking assets of our regional communities. The policies in this chapter, as well as the strategies described in the previous chapter contribute to placemaking.

#### TRANSPORTATION

Perhaps the most significant physical changes recommended in this plan are changes to the public realm in the street right-of-way. As described extensively in the Transportation Chapter, the City should adopt a Complete Streets ordinance and develop street standards that ensure safe, comfortable access for all users.

Additionally, the City must take a leadership role in working with SMART and the Regional Transit Authority (RTA) to make the Woodward Avenue Bus Rapid Transit (BRT) line happen. More importantly, the City must create the opportunity for a new bus hub downtown, around which higher density Transit-Oriented Development may occur.

The BRT is just one component of public transit. Current SMART routes (as of May 2014) do not adequately serve the needs of residents in the northeast or northwest portions of the City. The City needs to advocate for additional routes within Pontiac to provide a more robust transportation network for citizens.

#### GREEN INFRASTRUCTURE AND NATURAL FEATURES

Green infrastructure – the connected network of natural areas, wetlands, streams, lakes, woodlands, parks, and open space – is critical to a city's sustainability, sense of place and livability. Pontiac needs to strengthen and enhance its green spine.

To improve the City's green infrastructure, Pontiac should:

- Create opportunities for new connections between green nodes like parks and natural areas.
- Allow residents, community groups and



non-profits to claim vacant lots for use as urban gardens.

- Designate key natural areas and limit development on these sites.
- Incorporate new pocket parks and urban plazas in the Downtown.

The City has no excess parkland and, therefore, should not consider disposing of existing parkland for development. Under-utilized park areas may become ‘no-mow’ areas and the City should work with Oakland County to develop long-term management strategies for under-utilized parks that may be better suited for more passive recreation and natural areas.

Additionally, Pontiac should work with Oakland County Planning and Economic Development Services, IT department and the Michigan Natural Features Inventory (MNFI) to identify and map sensitive land, resources and habitats. The Planning Commission and City Council should use the information to create a Natural Features/Future Land Use overlay map as a guide when considering the potential impacts of zoning changes or development in areas where natural features are located.

The City should form a strategic alliance with adjoining communities and Oakland County to complete the Clinton River Trail through Pontiac.

### ENERGY EFFICIENCY AND ENVIRONMENTALLY-FRIENDLY DESIGN

The built environment has a profound impact on our natural environment, economy, health and productivity. For instance, the US Green Building Council reports that in the US, buildings account for 36% of total energy use, 65% of electricity consumption, 30% of greenhouse gas emissions, 30% of raw materials use, 30% of waste output (136 million tons annually), and 12% of potable water consumption. “Green Development” refers to environmentally-friendly and energy-efficient site and building design. Breakthroughs in building science, technology and operations are available to

designers, builders and owners who want to build green and maximize both economic and environmental performance.

Green buildings offer both environmental and economic benefits. Environmental benefits include the use of less electricity, the reduction of solid waste and greenhouse gas emissions, and the conservation of natural resources, while economic benefits include reduced operating costs, and strain on local infrastructure and increased employee satisfaction and performance, and increased lifecycle economic performance, and increased sales at retail stores.

In summary, green buildings typically require a small additional cost (estimated to be 1-5%) to construct when compared to conventional construction, however, green buildings are less costly to operate and maintain, are energy- and water-efficient, have higher lease-up rates than conventional buildings in their markets, and are a physical demonstration of the values of the organizations that own and occupy them.

Design guidelines for new development should include as many green building standards as possible. As a part of changing the perception of the City, Pontiac should embrace green development and begin to create the image that Pontiac seeks to be the “greenest” municipality in Michigan. Particularly within the southeast Michigan market, this can prove to be a competitive advantage for redevelopment and new business attraction. Pontiac should become a leader in energy-efficient design and construction and should develop incentives for using recycled building materials, alternative stormwater management principles, and strong neighborhood design standards. The City should partner with Oakland County and the State of Michigan to provide incentives for LEED-certified buildings and set an example by making all municipal buildings more energy efficient and /or LEED certified.

Certain building materials and outdated site design standards often have a negative impact on the environment. Neighborhood design standards should emphasize connectivity between neighborhoods, provide transportation alternatives, and create a safe and walkable community. Building standards should encourage adaptive reuse, recycling and reuse of building materials and design guidelines should provide incentives for residents, builders, and developers to use environmentally-friendly or green materials.

## FUTURE LAND USE GOALS

The Future Land Use Plan is designed to guide the 20-year vision for Pontiac created during the Master Planning process. The key components of the Future Land Use vision are described below.

### Encourage Mixed Uses

Downtown redevelopment demands a mix of uses, including various combinations of residential, commercial, office, and other uses. Mixed uses create opportunity for innovative and new transit oriented development and more vibrant neighborhoods.

### Strengthen Sense of Place

In the contemporary economic market, place matters more than ever before. Therefore, to better compete for business and residential redevelopment, Pontiac needs to focus on creating a stronger sense of place, improving the quality of life, and changing the perception of the City.

### Improve Existing Neighborhoods

A city is comprised of (and defined by) its neighborhoods. Strengthening the existing neighborhoods through blight removal, demolition, reinvestment and business support will improve the image of the City and, more importantly, the quality of life for all Pontiac residents.

### Human Scale Development

New and refurbished mixed-use and neigh-

borhood commercial districts need to be designed for people and pedestrians. Much of Pontiac's existing inventory of neighborhood and corridor commercial businesses are designed for cars and the auto-centric design creates a tremendous hurdle to walkability. New development needs to prioritize walkable urbanism.

## RESIDENTIAL DEVELOPMENT

In-fill development in residential neighborhoods with significant amounts of vacant land should be prioritized. The City's been working closely with the Oakland County Treasurer since 2012 to better address vacant and abandoned homes. Since 2012, the City has had an ordinance requiring purchasers of condemned properties to pay a cash bond equal to the cost of demolition. This ensures the City is not financially responsible for demolition if owners walk away from properties. More importantly, this ordinance ensures that slumlords and other unethical individuals are not renting substandard and unsafe housing to unsuspecting and vulnerable citizens.

The relationship between the City and Oakland County Treasurer can lead to more innovation and new strategies for reusing existing vacant homes.

The existing zoning ordinance should be amended to provide greater flexibility for building type and land uses within these districts. These standards should emphasize building form and outline acceptable materials and standards for each district.

Blight remains a considerable obstacle. Since 2011, the City through various funding sources has demolished over 300 vacant and abandoned homes with another 300 demolitions planned over the next three years.

Code enforcement remains an essential component of the fight against blight. The City historically has not diligently enforced zoning and blight codes. Since 2011, the City has increased code enforcement activities and in

2013 issued a record number of blight-related code violation tickets.

To better mitigate the impacts of blight, the City should research the costs, benefits and obstacles of creating a local blight court. The City may also consider making blight-related code violations misdemeanor offenses instead of municipal civil violations.

The City should work with neighborhood groups and residents to provide the opportunity to develop urban gardens and agricultural plots on vacant properties.

The zoning ordinance should be amended so that more building types are permissible in residential areas. Pontiac, like many communities in Michigan, lacks a number of different housing types, as illustrated in Exhibit 39.

### COMMERCIAL DEVELOPMENT

The City's commercial districts, with the exception of Downtown, are completely auto-centric. They were not designed to encourage walking or make pedestrians feel comfortable. The City should adopt more human-scale zoning requirements, such as requiring parking to be located at the side or rear of commercial strips.

Pontiac's commercial buildings, particularly those in mature strip developments, have a very high turnover rate. Reducing turnover and helping businesses become sustainable

and economically successful should be a major focus. Additionally, neighborhood groups, non-profits, the Pontiac Downtown Business Association (PDBA), Oakland County and the MEDC should all work to provide mentorship and assistance to business start ups.

The City does not have the capacity to provide either direct financial assistance or assistance in starting and running a small business. What the City can do is provide greater land use regulatory flexibility in designated Entrepreneurial Districts which have been identified by residents. These districts can provide a greater number of by-right uses, a broader range of permissible building types and more innovative vacant land management techniques.

### DOWNTOWN DEVELOPMENT

Development of Lot 9 and other vacant parcels in the downtown for mixed uses should be a top priority for the City, along with adaptive reuse of existing buildings.

The City should continue working with the owners of Lot 9, the Oakland County Water Resources Commission, the Clinton River Watershed Council and other private and non-profits to develop a symbolic water feature downtown near the Clinton River channel which runs underground.

While daylighting the river through downtown is not economically feasible, creating a park

**Exhibit 41 The "Missing Middle" Housing Types**



or open space with symbolic water-related features will help draw attention to the Clinton River and the City's natural history while creating a positive catalyst for additional development Downtown.

The Urban Land Institute (ULI) completed a feasibility study for the daylighting of the Clinton River and issued the following recommendations:

- The project should consist of a phased development, with Phase 1 being the primary focus of the study.
- The Phase 1 site has been identified as the parcel bounded by Woodward Avenue to the east, Pike Street to the north, Mill Street to the west and Water Street to the south – referred to as the 'Library Block.'
- Due to the prohibitive cost of excavating and elevating the flow of water that currently lies approximately 20 feet below grade, Phase I is recommended to consist of public space that only includes interpretive references to the river.
- Development of the Phase 1 site will be limited to public/civic space uses such as park, landscape or other recreational use.
- An illustrative interpretation of the original Clinton River should be commissioned as a way to promote the project within the community and create interest with stakeholders and potential investors.
- A non profit entity (501(c)3) should be established to maintain the water feature and public space and to continue the momentum of the project into future phases.
  - Future phases may include the partial excavation of the Clinton River as part of an open water feature, located on either the repurposed Phoenix Center site, Lot 9, or both.
  - Subsequent commercial or residential development should be targeted for adjacent parcels.

## FUTURE LAND USE PLAN

The future land use concept described on the Future Land Use Map in Exhibit 40 and in the following land use descriptions is based on a form-based approach to land use regulation. The approach combines some elements of traditional use-specific land use planning with guidance on form-based concepts that concentrate on the appearance and layout of development rather than the particular uses that are housed within the buildings. This approach is designed to help facilitate redevelopment in different areas of the City by clearly identifying the desired characteristics of the different areas. The move toward a form-based approach will encourage a more healthy and vibrant mix of buildings and spaces throughout the City.

With this approach, the Future Land Use Map designates certain areas of the City for flexible uses, and the City should describe the expected character and feel of development in these areas of the City instead of concentrating on particular land uses. Some limited use restrictions should be included in the descriptions of the nonresidential category to prohibit conspicuous abuses of form based regulations, such as the over-provision of retail space in an area designated for mixed use development. The form-based approach should describe standards for buffering residential areas from noise, smell, lighting, etc. generated by other non-residential uses.

Many communities have adopted similar approaches in mixed-use and commercial areas. Pontiac's residential areas are also in need of a new approach to help improve the quality and diversity of the housing stock.

The Pontiac Future Land Use Plan identifies 14 different land use categories. Instead of examining districts solely based on land use, the Future Land Use Plan looks at the urban form of each district and seeks to help define the appropriate form for development within each of the districts.



The following land use categories are illustrated on the Future Land Use Map:

1. Residential
  - a. Traditional Neighborhood Residential
  - b. Urban Multi-Family Residential
  - c. Suburban Residential
2. Mixed-Use:
  - a. Commercial and Residential Mixed Use
3. Downtown
4. Commercial
  - a. Neighborhood Commercial
  - b. Regional Commercial
5. Office/Hospital/Health Care
6. Industrial/Manufacturing
7. Research and Development
8. Parks/Natural Area/Cemeteries
9. Civic Space
10. Entrepreneurial District
  - a. Commercial, Industrial and Green
  - b. Commercial, Residential and Green

## RESIDENTIAL

Residential Land Use designations are broken into three different primary categories – Traditional Neighborhood Residential, Urban Multi-Family Residential and Suburban Residential. In these districts, land uses are restricted to residential uses. Some institutional uses such as neighborhood schools, churches, parks etc. may be allowed under special considerations. Neighborhood commercial may be permitted in some areas.

This approach is intended to allow for a wider range of housing options – single-family attached, single family detached, townhouses, duplexes, apartments and also community facilities like parks, churches, and schools. As discussed previously, this form-based approach seeks to allow for flexibility and evaluates building type and style and how they relate to the larger context of the street and neighborhood. This flexibility allows the market to create new housing throughout Pontiac that can accommodate contemporary living requirements (larger home sizes, etc.) without compromising character of the neighborhoods.

Each of the City's historic districts outside

of downtown Pontiac should be designated as future overlay districts – meaning that the underlying zoning would remain the same; however there would be new standards for each of the individual historic districts and incentives to build in a style compatible with each district. Building and use standards shall vary based on the individual character of each of the historic districts and shall be designed to maintain and enhance the historic integrity of the neighborhood and the buildings within the district. These areas include:

- Fairgrove
- Franklin Boulevard
- Modern Housing Corporation
- Seminole Hills

There are also several historic buildings and landmarks scattered across the City that have been designated as historic landmarks.

Building standards for land within each of the historic overlay areas should reflect the scale, layout, character and architectural detail of the surrounding neighborhood. These are all fully developed neighborhoods, therefore, more detailed architectural standards are required so that rehabilitation of property within these districts enhances the historic character of the neighborhood. The City should work with residents and professionals to develop a Historic Preservation Plan for each neighborhood. Furthermore, the City should work with Oakland County PEDS and their Historic Preservation Architect to develop brochures referencing the benefits of historic preservation, potential funding sources for restoration and repair as well as a list of additional information resources.

### Traditional Neighborhood Residential

This land use category is intended to plan for traditional patterns of urban neighborhoods. These areas allow a range of housing styles and guidelines seek to replicate Pontiac's traditional neighborhood development pattern.

Buildings within this category include two- and three-story duplexes, row houses, town homes (attached single-family homes) and

detached single-family homes on a wide range of lot sizes. This designation includes most of the City's traditionally single-family neighborhoods.

The Traditional Neighborhood Residential designation is intended to be a form-based district, that is, a district that regulates development by its form rather than its use. However, the predominant use in these areas should be residential.

In many of these neighborhoods, there is significant vacancy and blight. A more flexible, design-based approach to land planning allows these vacant lots and blighted properties to become key assets for redevelopment. Property owners and builders may utilize this flexibility to create larger lots, build homes with greater lot coverage, and extend green infrastructure to the oldest and most challenged neighborhoods. To attract redevelopment to these challenging neighborhoods, flexibility is necessary to provide incentive for redevelopment.

### **Urban Multi-Family Residential**

Appropriate buildings in this Land Use category include multi-story apartment buildings, attached townhouses, and senior citizen and assisted living facilities. This designation includes existing multi-family and apartment complexes as well as areas along primary thoroughfares that are appropriate for more intense multi-family buildings.

### **Suburban Residential**

Of the three residential future land uses, the suburban residential district is most restrictive, limiting development to predominantly single-family detached housing. This is a more traditional suburban model in keeping with the newer development on the northern border of the City and in surrounding municipalities. This designation is intended to be the most suburban in character, and exclusively for detached single family dwelling units on larger lots. These developments should include ample open space accessible to members of the community. Building standards for these

lots include more traditional building setbacks, and lot coverage restrictions.

Units may be attached or detached with attached single-family development that is limited to one-to two-story row or townhouses clustered to preserve open space and complement a more suburban character.

In all cases, providing connectivity between adjacent developments is a priority. Stub streets must be provided in all residential developments that abut vacant land or land with redevelopment potential.

Development in this land use category intended to be tied to overall density in terms of units per net buildable acre, rather than minimum lot sizes. This will permit greater flexibility in the development and redevelopment of land, and presents an opportunity to create parks and other types of neighborhood features without reducing the overall potential yield on any particular piece of property.

## **MIXED USE**

Mixed-use buildings and blocks were the foundation of the modern city. Prior to the advent of modern zoning in the 1920s, residential, commercial, and even industrial areas were integrated and all uses were often found co-existing throughout cities. Industrial uses were found, over time, to be very poor neighbors - often creating health, air, water, noise and debris concerns for residents. These uses were suitably separated from residential uses. Today, there are no scholars advocating for a return to the industrial land use policies of the early 20th century.

Yet, as uses were segregated by city leaders, commercial districts lost vibrancy that was created by having residential uses surrounding these commercial areas. The people of the neighborhood supported those businesses and as residential use was segregated and moved away from commercial uses, these businesses failed or moved. Scholars, practitioners and officials have learned from



these mistakes and now have a much deeper understanding of the vital connection between thriving neighborhood business districts and residential neighborhoods.

Pontiac needs to create additional flexibility for mixed-uses within zones and even within the same buildings and expand the areas where mixed-use buildings and properties are by-right uses.

### **Transit-Oriented Development**

The City must continue to work with Oakland County, SMART and the Regional Transit Authority to create a transit hub downtown. Any downtown transit hub needs to be integrated with higher-density housing to encourage additional transit use.

### **Commercial/Residential Mixed-Use**

One considerable change from the 2008 Master Plan is the re-thinking of “commercial corridor” property. Pontiac has an inventory of vacant or under-utilized property in and around neighborhood business districts. Pontiac also has a need for new jobs and investment in these key neighborhood business districts.

This Master Plan encourages redevelopment and allows for a greater flexibility of land uses within Mixed-Use districts. The design requirements, however, must encourage pedestrian-friendly building and site design and seek to improve neighborhood walkability.

### **DOWNTOWN**

Downtown is inherently mixed-use, both vertically (a mix of uses within individual buildings) and by block. The mix of residential use helps to support the vibrancy of the commercial, retail and entertainment uses and creates more energy. Pontiac needs to encourage additional Downtown residential development to complement the commercial and entertainment uses that characterize the existing Downtown.

Development of Lot 9 and other vacant parcels in the Downtown for mixed uses should be a top priority for the City, along with adap-

tive reuse of existing buildings.

Creating a regional transit hub Downtown remains a critical long-term goal.

The City should continue working with the Oakland County Water Resources Commission and the owners of Lot 9 to create a Downtown park or plaza with a symbolic water feature marking the Clinton River.

### **COMMERCIAL**

There are two scales of commercial development that are appropriate for Pontiac. Regional Commercial, which is big-box style retail or mixed-use and Neighborhood Commercial.

#### **Regional Commercial**

Pontiac should re-examine standards for regional commercial centers to ensure that properties like the Oakland Pointe Shopping Center can be revitalized or rebuilt as commercial centers. Additional flexibility is needed so that developers or property owners can rebuild or re-purpose the space in respond to current market demand.

#### **Neighborhood Commercial**

Pontiac once had thriving neighborhood commercial districts that provided basic needs for the surrounding neighborhoods. These business districts were undermined by the large regional centers and the neighborhood groceries, bakeries and hardware stores have been replaced with convenience stores, gas stations and fast food restaurants. The major difference in these tenants is that the historic neighborhood business district was designed for people while the current corridor commercial uses are designed for cars.

Prioritizing human-scale redevelopment of these neighborhood commercial districts with mixed-uses will help with Pontiac’s Placemaking efforts, and provide new jobs and services for the adjacent neighborhood(s).

Standards for neighborhood commercial dis-

districts need to include vertical mixed-use as a by-right use, design standards for walkability and more flexible use and parking requirements.

These districts are mixed-use to provide for additional residential opportunities to enhance the viability of the commercial uses.

### OFFICE/HOSPITAL/HEALTH CARE

Health care and related support facilities are a key part of the New Economy. Pontiac currently has three hospitals, two of which - St. Joseph Mercy and McLaren - have just completed major expansion projects to expand the services offered at each hospital.

To encourage additional health care and office use and redevelopment, Pontiac should create greater flexibility, particularly with regard to parking and use standards.

The City should also work with the three hospitals, Oakland University and other educational providers to create a health care hub in Pontiac that provides both community health care and job training for health care workers.

### INDUSTRIAL/MANUFACTURING

Pontiac has seen reuse of several old manufacturing or industrial properties since 2008. The City needs to build greater use and site design flexibility into the zoning ordinance to encourage additional reuse of these sites for industrial, manufacturing or warehousing uses.

### RESEARCH AND DEVELOPMENT (R&D)

R&D facilities and users have different requirements than traditional office or industrial users. Therefore, the City should identify specific opportunities for R&D facilities, prioritizing the re-use of existing or obsolete manufacturing or office properties.

### PARKS/NATURAL AREAS/CEMETERIES

This Land Use designation has been planned for parks, recreation facilities, golf courses

and cemeteries. In addition, this designation includes sensitive natural areas that should be preserved to improve the overall environmental quality of Pontiac. These natural areas have been identified using map data from Oakland County and the State of Michigan that delineates sensitive wetlands, riparian corridors, key uplands and woodlots and groundwater recharge areas.

This land use designation includes key community facilities or sensitive natural areas that are important community assets and an important part of the City's green infrastructure. As described later in this chapter, Pontiac should work with the Oakland County Planning and Economic Development Division's GIS staff and the Michigan Natural Features Inventory to develop a detailed Natural Resources overlay map that enables the Planning Commission to evaluate the impact to sensitive or critical environmental features when evaluating a zoning or land use change.

### CIVIC

Civic space is a particularly important component of a vibrant community. Within Pontiac, this includes libraries, civic (City and County) buildings, fire stations and other municipal agency buildings.

In the contemporary economic climate, Pontiac's diverse distribution of civic buildings across the community may not be the most efficient strategy. As the government moves to consolidate, streamline and work more efficiently for the citizens of Pontiac, City services should be consolidated onto a civic campus site around City Hall and the police headquarters.

As the City is forced to make short-term decisions about civic space, priority should be given to maintaining civic space and buildings within the more centrally located and densest Urban Residential districts and the Downtown.

### ENTREPRENEURIAL DISTRICT

The 2008 Master Plan identified four specific properties as Special Use. Since only one site

was re-purposed, this Master Plan update is using a different mechanism to create flexibility for these sites, as well as several other districts throughout the City to help encourage redevelopment.

These designated Entrepreneurial Districts are designed to allow a greater range of uses and site configurations so that entrepreneurs, residents, neighbors, community groups, investors and other stakeholders might redevelop distressed properties.

Entrepreneurial districts are mixed-use designations that create the flexibility for different and mixed-uses. There are two different types of Entrepreneurial Districts in Pontiac.

#### **Commercial, Industrial and Green**

The CIG Entrepreneurial District designation allows for commercial, industrial or green redevelopment. These areas are either adjacent to existing light industrial facilities, are in areas which historically hosted light industrial or warehousing uses or are in areas where access to main transportation routes (both rail and state trunk lines) create a market potential for light industrial use. As with the other Entrepreneurial District designations, “Green” redevelopment may include community gardens, greenhouses, hoop houses, urban forestry, stormwater detention, solar or wind power generation, and re-forestation/natural areas.

#### **Commercial, Residential and Green**

The CRG Entrepreneurial District designation allows for commercial, residential or green redevelopment. Commercial and residential uses are self-explanatory. “Green” redevelopment may include community gardens, greenhouses, hoop houses, urban forestry, stormwater detention, solar or wind power generation, and re-forestation/natural areas.

## **ZONING PLAN**

Master Plans are required to describe the link between a Future Land Use Plan and Map (Exhibit 40) to current zoning and to describe how current zoning needs to change to fully implement the Master Plan. This section describes the relationship of Future Land Use categories to existing Zoning Districts.

Eight of the ten Future Land Use categories correspond with current zoning. The Future Land Use categories correspond to existing zoning as follows:

#### **Residential:**

Traditional Neighborhood Residential = R1, R-1A  
Urban Multi-Family Residential = R2, R-3, R-4  
Suburban Residential = R-1B

#### **Mixed-Use:**

Commercial and Residential Mixed Use = C-O, C-1, MUD  
Downtown = C-2

#### **Commercial:**

Neighborhood Commercial = C-3  
Regional Commercial = C-4, TC

#### **Office/Hospital/Health Care:**

C-O, G-O-T

#### **Industrial/Manufacturing:**

M-1, M-2, IP-1

#### **Research and Development:**

G-O-T

#### **Parks/Natural Area/Cemeteries:**

R-O

#### **Civic Space:**

G-O-T

The Entrepreneurial Districts identified in this chapter require the creation of new zoning overlay districts. Utilizing the zoning overlay approach allows for the parcel to be redeveloped

according to either the underlying zoning or based on the standards of the new district. This flexibility for property owners is a key aspect of creating additional regulatory incentives for redeveloping within Pontiac.

Similarly, an Transit Oriented Development Overlay District will need to be created that works with the existing Downtown C-2 zoning to help incentivize higher density development directly adjacent to a new regional transit hub.

## Exhibit 42 Pontiac Future Land Use Map





# TRADITIONAL NEIGHBORHOOD RESIDENTIAL

This land use category is intended to plan for traditional patterns of urban neighborhoods. These areas allow a range of building styles and guidelines seek to replicate Pontiac's traditional neighborhood development pattern.

Buildings within this category include two- and three-story duplexes and tri-plexes, row houses (attached townhouses), two-story Quad-Plex apartments and detached single-family homes on a wide range of lot sizes. This designation includes most of the City's traditionally single-family neighborhoods.

These neighborhoods are meant to be built to a human scale and to prioritize people (pedestrians and bicycles). Historically, these neighborhoods were anchored by a school or a park. A range of community uses have replaced the traditional anchors and flexibility is encouraged to allow for community-generated development to create new anchors or anchor institutions.

Residential	
Single-Family Detached House	●
Attached Townhouse	●
Duplex/Tri-Plex	●
Quad-Plex Apartment	●
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	
Office	
School	●
Civic/Institutional	●
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** 36 feet

**Parking:** Garages should not protrude beyond the front façade of the building, and should be located in rear or side yards or as detached buildings in the rear of the main dwelling. Garages may be accessible from a service alley. The building form and setbacks should reflect the surrounding block. Lawn areas are unsuitable for parking.

**Front Porches:** Unenclosed front porches should be allowed to encroach into the front yard setback area.

**Uses:** Only residential and civic uses are permitted in the TNR areas. Attached Single family residential buildings (up to 3 attached units) will be permitted where such use does not adversely impact the established character of the neighborhood.

**Appearance and Materials:** Roof forms and building materials should be compatible with the existing architectural character of the neighborhood.



## URBAN MULTI-FAMILY

This land use category is intended to plan for higher density residential development, particularly along transit lines and adjacent to neighborhood commercial districts. These districts permit building styles that historically accommodate multi-family housing in urban communities. The acceptable building styles are listed in the table at right.

Like the Traditional Neighborhood Residential, the Urban Multi-Family District is intended to be built at a human scale with people as the priority. The difference in these areas is that there is the opportunity for a higher concentration of residential units and more apartment-style buildings.

Residential	
Single-Family Detached House	●
Attached Townhouse	●
Duplex/Tri-Plex	●
Quad-Plex Apartment	●
Bungalow Court	●
Courtyard Apartment	●
Mid-Rise Apartment	●
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	●
Office	
School	●
Civic/Institutional	●
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** 36 feet

**Parking:** Parking should be sited so that no parking area fronts a primary street.

**Uses:** Only residential and civic uses are permitted in the UMF areas. Mixed-use buildings may be appropriate in certain locations.

**Appearance and Materials:** Roof lines and building materials should be compatible with the existing architectural character of the neighborhood.

## SUBURBAN RESIDENTIAL

This land use category covers the larger-lot, post war suburban neighborhoods on the northern edge of the City. These areas are inherently different in form from other residential neighborhoods in Pontiac, and for that reason, should not be replicated or expanded in the current form.

Properties in this area are characterized by large lots, significant front and side setback distances, and front facing garages. These are neighborhoods that have been designed to automotive scale. These neighborhoods do not follow Pontiac's traditional urban grid; instead they are characterized by cul-de-sac streets with a single point of entry into the neighborhood.

Residential	
Single-Family Detached House	●
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	
Office	
School	●
Civic/Institutional	●
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** 36 feet

**Parking:** Garages should not protrude beyond the front façade of the building.

**Front Porches:** Unenclosed front porches should be allowed to encroach into the front yard setback area.

**Uses:** Only single-family detached residential and civic buildings are permitted in the Suburban Residential District.

**Appearance and Materials:** Building materials should reflect the character of the surrounding block area.

# MIXED-USE: TRANSIT ORIENTED DEVELOPMENT

Transit Oriented Development (TOD) is compact, walkable development centered around mass transit systems, stations and hubs. TODs are designed for those not wishing to depend on a car for their primary mode of transportation.

TODs are mixed-use developments, with residential, retail and office uses all concentrated within walking distance (roughly 1,500 feet) of a major transit hub or station. These are high-density developments and require a significant residential base to support the retail that is integral to the development.

In Pontiac, this district applies only to the area around a potential transit hub located within the Downtown Loop. Note this Mixed-Use District is not identified separately on the map, it is part of the downtown District and is dependent upon the development of a mass transit hub downtown.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	●
Lofts	●
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	●
Office	
School	
Civic/Institutional	
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Minimum Building Height:** Three stories

**Parking:** Shared parking should be available as part of a larger parking system downtown. Parking should be located within 1,500 feet of the transit hub.

**Uses:** Diverse uses are permitted and encouraged within the TOD District including residential, office, retail, entertainment, professional services/commercial, civic, and parks.

**Appearance and Materials:** Because this district only exists within Downtown, any building is subject to the standards of the Downtown Historic District. Masonry, brick and stone with metal accents are consistent with the character and architecture of the Downtown District. Limited use of dry-vit, EIFS or synthetic materials is acceptable on upper stories.

## MIXED-USE: COMMERCIAL/RESIDENTIAL

Commercial/Residential Mixed-Use designation is designed to create vibrant buildings, blocks and neighborhoods that have a variety of uses.

Creating flexibility with ground floor uses is essential to the long-term sustainability of these areas. A building may include retail, personal services, office, entertainment, and restaurant/cafes. Buildings may have upper floors with residential units – apartments or lofts. Upper floors may also be used for offices and/or retail uses where appropriate.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	●
Lofts	●
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	●
Office	
School	
Civic/Institutional	
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Minimum Building Height:** Two stories with a maximum of four stories

**Parking:** Shared parking should be required. Parking areas may not front main public thoroughfares.

**Uses:** Retail, entertainment, dining, personal services, and other commercial uses. Residential uses are limited to the second story and above.

**Appearance and Materials:** Masonry, brick and stone with metal accents consistent with the character and architecture of the surrounding neighborhood. Limited use of dryvit, EIFS or synthetic materials is acceptable on upper stories. Detailed design guidelines should be created.

# REGIONAL COMMERCIAL

Regional Commercial areas are major retail centers that attract customers from beyond the immediate neighborhood. These centers are characterized by “Big Box” stores – those stores greater than 25,000 sq. ft. in size. Anchors for these centers may include grocery stores, discount stores like Target and Wal-Mart, junior department stores like Kohl's, and chain retailers like Best Buy or Home Depot.

These areas are designed to accommodate the typical auto-centric suburban shopping center standards with convenient parking, visible signage, presence on a high-traffic thoroughfare, etc. These areas are intended to develop as single commercial areas. Design standards for these areas are more flexible than other design standards. This flexibility is necessary so that these centers can respond to market trends and remain competitive.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	●
Mixed-use Commercial/Residential	●
Office	●
School	●
Civic/Institutional	
Health Care	●
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** 25 feet

**Parking:** 3 spaces per 1,000 s.f. of gross leasable area. Parking areas shall include landscaping to soften the impact of large paved areas.

**Uses:** Retail, office, personal services, civic/institutional. Such uses must be developed as a single development.

**Appearance and Materials:** Special emphasis should be placed on high quality building materials to present an attractive façade.

Building mass and roof lines should vary.

Generous landscaping and buffering must also be provided to mitigate any adverse impact the development may have on surrounding uses.



# NEIGHBORHOOD COMMERCIAL

The Neighborhood Commercial land use designation is intended for smaller scale commercial development that is designed to serve the needs of the surrounding neighborhood.

The site design of neighborhood commercial areas and projects needs to enhance the pedestrian experience by creating human-scale places. While accommodating parking, signage and landscaping is important, the key design aspect of any neighborhood commercial development is to improve walkability and non-motorized access.

Residential	
Single-Family Detached House	
Attached Townhouse	●
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	●
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	●
Mixed-use Commercial/Residential	●
Office	●
School	●
Civic/Institutional	
Health Care	●
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** 25 feet

**Parking:** Create shared parking areas and access drives wherever possible. Parking shall not front on a road without proper design (walls, landscaping) to separate parking areas from sidewalks/pedestrian areas.

**Uses:** Commercial - retail, office, restaurant, personal services, civic/institutional, green production.

**Appearance and Materials:** No unfinished concrete or CMU block buildings visible from street. Masonry buildings must be finished with brick, decorative veneer, split face CMU or other product to be approved by the Planning Commission. Unfinished concrete block and external insulation systems such as Dry-Vit and EIFS are limited to 10% of the building façade.

Buildings must have windows on the 1st floor level to encourage interaction with pedestrians. Solid façades without any openings shall not be permitted.

## OFFICE/HOSPITAL/HEALTH CARE

This land use designation includes a wide range of potential uses and is intended to provide the City and landowners with the vision and the guidelines to attract “new economy” businesses.

Building standards are flexible within the district and should be based on the requirements of the use.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	●
Mixed-use Commercial/Residential	
Office	●
School	●
Civic/Institutional	●
Health Care	●
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** No maximum. Appropriate building height should be determined based upon building location and design.

**Parking:** Convenient, accessible parking. It may be a parking deck, surface lot, or a combination.

**Uses:** Health care, medical office, laboratory, research and development, information technology, office, hotel, conference center, entertainment, dining, and civic/institutional uses.

**Appearance and Materials:** Building materials and design should be compatible with the surrounding area. Traditional, long-lasting building materials, i.e. brick, stone, glass, are strongly encouraged.

# INDUSTRIAL/MANUFACTURING

The land use allows for manufacturing, warehousing, shipping/receiving/logistics operations, utilities, and other “heavy” and intense uses. These uses should be concentrated and planned in a way that provides ample buffering for surrounding residential areas. Furthermore, these sites should be planned in a way that minimizes the environmental impact of the industrial uses.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	●
Mixed-use Commercial/Residential	
Office	●
School	
Civic/Institutional	
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** No maximum. Appropriate building height should be determined based upon building location and design.

**Parking:** Parking to accommodate employees and visitors is typically required. All parking should be located on site. Parking areas should be landscaped to break up the appearance of large paved areas and screened from adjacent uses.

Loading and freight areas should be screened from views from main roads and should be sufficiently buffered from surrounding residen-

tial areas.

**Uses:** Industrial, manufacturing, automotive repair, utilities, warehouse, shipping/receiving, and outdoor storage.

**Appearance and Materials:** Buildings should be designed to be compatible with surrounding development. High quality building materials should be used, particularly on the front façade, and/or those façades adjacent to a public street.

# RESEARCH & DEVELOPMENT

The land use allows for light industrial, technology and office uses conducted completely in an enclosed building. These uses should be concentrated and planned in a way that provides ample buffering for surrounding residential areas.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	●
Mixed-use Commercial/Residential	
Office	●
School	●
Civic/Institutional	●
Health Care	●
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** No maximum. Appropriate building height should be determined based upon building location and design.

**Parking:** Parking to accommodate employees and visitors and tends to be more parking than industrial uses. All parking should be located on site. Parking areas should be landscaped to break up the appearance of large paved areas, and screened from adjacent uses. Loading and freight areas should be screened from view from main roads and sufficiently buffered from surrounding residential areas.

**Uses:** Light industrial and office uses when conducted indoors. No on-site retail sales or outdoor storage.

**Appearance and Materials:** Buildings should be designed to be compatible with surrounding development. High quality building materials should be used.

# PARKS, RECREATION & NATURAL AREAS

This land use designation includes existing parkland, cemeteries, and sensitive natural resources. These areas are not intended for intense development and require the strictest limitation of impervious surface and the most innovative stormwater detention/treatment requirements. All of these areas require a buffer of at least 50 feet around any area identified on the Michigan Natural Features Inventory Map.

These properties have also been identified in the 2012-2016 Pontiac Parks and Recreation Master Plan, which is referenced and excerpted in this Master Plan and available in its entirety on-line at:

[http://www.pontiac.mi.us/departments/public\\_works/parks\\_and\\_recreation.php](http://www.pontiac.mi.us/departments/public_works/parks_and_recreation.php)

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	
Office	
School	
Civic/Institutional	●
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** One story for recreational buildings only.

**Parking:** Impervious parking areas should be limited and stormwater runoff captured on-site wherever possible.

**Uses:** Parks, greenway, recreation, open space, cemeteries, community center.

**Appearance and Materials:** Since most of the permitted uses are publicly owned, consistent building materials should be high quality and from one area to another. These areas play a key role in the City's identity and should be treated as such.

# CIVIC

This land use designation includes areas used for civic and institutional purposes.

Public use includes all fire stations operated by the Waterford Fire Department, all stations and substations operated by the Oakland County Sherriff, Pontiac Public Library, all currently open schools operated by the Pontiac School District, and the Oakland County Service Centers and municipal campus.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	
Office	
School	
Civic/Institutional	●
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** No maximum.

**Parking:** Where possible, parking should be in the rear of buildings or otherwise separated from the street frontage.

**Uses:** Municipal or County office buildings, public safety buildings, schools, library, civic center.

**Appearance and Materials:** Civic and institutional use buildings should be designed to promote the desired image of the City. All buildings should be located so they are easily accessible and visible from public streets. Materials should be high quality and traditional.

All public use buildings should be LEED-certified green buildings whenever possible and should always be as energy-efficient as current technology allows.



# ENTREPRENEURIAL: RESIDENTIAL, COMMERCIAL & GREEN

The Entrepreneurial: Residential, Commercial and Green (E-RCG) is a mixed-use district that creates a great deal of use and form flexibility to encourage the positive re-use of vacant or under-utilized property in strategic locations around the City.

Locations identified on the Future Land Use Map represent areas near or in close proximity to neighborhood anchors or locations with ample vacant property or demolished buildings. These areas have been identified by the public during the public input process as areas with the potential to be catalysts for other positive re-investment in these neighborhoods.

Neighborhood economic development will come in the form of small, largely local entrepreneurs who start businesses and create jobs in the process. Therefore, these areas allow for more flexibility to attract creative and motivated local entrepreneurs.

Residential	
Single-Family Detached House	●
Attached Townhouse	●
Duplex/Tri-Plex	●
Quad-Plex Apartment	●
Bungalow Court	
Courtyard Apartment	●
Mid-Rise Apartment	
Live-work	●
Lofts	●
Non-Residential	
Single-use Commercial/Retail/Office	●
Mixed-use Commercial/Residential	●
Office	
School	
Civic/Institutional	
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** Two to three stories, depending upon the context of the surrounding district.

**Parking:** For mixed-use and commercial projects, shared parking should be prioritized.

**Uses:** Residential and commercial mixed-use, green including community gardens, cottage food production, urban forestry, orchards, greenhouses or hoopouses, stormwater detention/green infrastructure, deconstruction training/storage/sales, solar or wind energy generation, artist studios/production facilities.

**Appearance and Materials:** Should reflect the surrounding context of the location.

# ENTREPRENEURIAL: INDUSTRIAL, COMMERCIAL & GREEN

The Entrepreneurial: Industrial, Commercial and Green (E-ICG) is a mixed-use district that creates a great deal of use and form flexibility to encourage the positive re-use of vacant or under-utilized property in strategic locations around the City.

Locations identified on the Future Land Use Map represent areas near or in close proximity to vacant or under-utilized property that is currently or was once used for commercial or industrial purposes.

Neighborhood economic development will come in the form of small, largely local entrepreneurs who start businesses and create jobs in the process. Therefore, these areas allow for more flexibility to attract creative and motivated local entrepreneurs.

Residential	
Single-Family Detached House	
Attached Townhouse	
Duplex/Tri-Plex	
Quad-Plex Apartment	
Bungalow Court	
Courtyard Apartment	
Mid-Rise Apartment	
Live-work	
Lofts	
Non-Residential	
Single-use Commercial/Retail/Office	
Mixed-use Commercial/Residential	
Office	
School	
Civic/Institutional	●
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Maximum Building Height:** Two to Three stories, depending upon the context of the surrounding area.

**Parking:** Where possible, parking should be in the rear of buildings or otherwise separated from the street frontage. Shared parking areas should be prioritized.

**Uses:** Light industrial and commercial mixed-use, green including community gardens, cottage food production, urban forestry, orchards, greenhouses or hoopouses, stormwater detention/green infrastructure, deconstruction training/storage/sales, solar or wind energy

generation, artist studios/production facilities, light manufacturing for artisan materials/products, craft breweries/distilleries (with limited or no on-site consumption).

**Appearance and Materials:** Should reflect the surrounding context of the location.

# DOWNTOWN

Downtown Pontiac is a tremendous asset for the City. The building stock is replete with character and individuality and the core of the Downtown is walkable.

Buildings within this area should reflect the requirements of the Downtown Commercial Historic District to create harmony between the existing buildings and new development. Buildings should also reinforce the walkable character of the district with ground floor façades that are primarily glass designed consistent with the Secretary of Interior's standards for rehabilitation. Solid walls should be avoided along street frontage within the Downtown District. Architectural elements should clearly differentiate a bottom, middle, and top of the buildings. This can be done in a number of ways – with materials, awnings, lighting, signage, etc.

Enhancing the architectural character of Downtown will help to create a more unique and individual sense of place and will help Pontiac attract new development and business investment.

Residential	
Single-Family Detached House	●
Attached Townhouse	●
Duplex/Tri-Plex	●
Quad-Plex Apartment	●
Bungalow Court	
Courtyard Apartment	●
Mid-Rise Apartment	
Live-work	●
Lofts	●
Non-Residential	
Single-use Commercial/Retail/Office	●
Mixed-use Commercial/Residential	●
Office	
School	
Civic/Institutional	
Health Care	
Industrial	

## GENERAL DEVELOPMENT STANDARDS

**Minimum Building Height:** Three stories. No maximum height.

**Parking:** Consolidate parking in decks at strategic locations throughout the downtown and include on-street parking opportunities on all streets. Surface parking should be limited within the downtown area.

**Uses:** Individual buildings may be mixed use or single use buildings. Acceptable uses in this district include office, retail, commercial,

entertainment, dining, residential, health care, research and development, information technology, civic, parks and open space.

**Appearance and Materials:** Must be compatible with existing historic architecture and the design guidelines.



## CHAPTER 10: ZONING AND IMPLEMENTATION PLAN



# ZONING AND IMPLEMENTATION PLAN SUMMARY

## CHAPTER 10

### IMPLEMENTATION

The Pontiac Master Plan represents a vision for the future of the City – a vision to seize the opportunity to attract New Economy investment and to build upon the City’s historic and cultural assets. The Plan in itself is a vision and provides goals and objectives that should be considered in daily decision-making.

Successful implementation of the Plan will be the result of actions taken by elected and appointed officials, City staff, partner public sector agencies, and private citizens and organizations.

This chapter identifies and describes actions and tools available to implement the vision created in this Master Plan. Broadly stated, the Plan will be implemented through the following three channels:

1. City regulations and ordinances - primarily zoning.
2. Public investments and other economic development measures.
3. Continuous planning actions by the City Council, Planning Commission, and other appointed boards.

Finally, this chapter concludes with Exhibit 41 that summarizes the recommended actions or strategies, and the entities primarily responsible for implementing each action or strategy.

### ZONING AND REGULATION

Land development review and regulation is a key implementation tool to achieve the vision of the Master Plan. To realize that vision, the City must ensure that ordinances and regulations permit the type and style of development recommended by the Master Plan.

A comprehensive update of the City’s ordinances was completed and the changes were adopted in 2012. Nevertheless, successful communities continually reassess existing zoning codes to ensure that:

- best practices are encouraged or required and codified where appropriate
- all review processes are efficient
- the ordinance is in compliance with relevant state laws and statutes
- the document is user-friendly and easy to understand
- development regulations are effective in creating the types of places the community desires.

Change Zoning Designations (rezone) on parcels where necessary to implement the land uses recommended by this plan. Rezoning will be necessary to implement many of the new zoning districts which will replace the existing zoning districts in that area. New zoning overlay districts will have to be adopted following the procedures set forth in P.A. 110 of 2006 (the Michigan Zoning Enabling Act), as amended.

Upgrade Existing Zoning Regulations to require pedestrian-friendly site design and to raise the minimum landscaping, building design, parking, and other similar zoning requirements. Raising the minimum standards applicable to conventional development in existing zoning districts will improve the appearance of development in the City – a key to changing the image of Pontiac that is absolutely essential for recruiting new economy investment.

## Exhibit 43 Implementation Plan

Area	Project	Importance	Timeframe		Responsibilities						
			Plan	Implement	PC	CC	Mayor	CA	Dept	Other	
Zoning and Regulations	Develop and Adopt Entrepreneurial Overlay Districts	1	1	1	■	A			PLAN		
	Develop and Adopt Transit Oriented Development Overlay District	1	1	1	■	A			PLAN		
	Create pedestrian-friendly site design standards for all residential, commercial and mixed-use districts	1	1	1	P				PLAN		
	Various amendments related to Best Practices, including (but not limited to) procedures, definitions, standards and physical design	1	1	1	■	A			PLAN		
	Map amendments	2	1	1	■	A	A		PLAN		
Transportation & Infrastructure	Adopt Complete Streets ordinance and policy	1	1	1		A					
	Develop complete streets engineering standards	1	1	1				■	ENG		
	Develop and adopt a city-wide Non-Motorized Plan	2	1	2	■	A	P		PLAN & ENG		
		2	2	2					ENG &/or BUILD		
	Complete city-wide sidewalk inventory		4	4		P	■			SMART, RTA	
	Work with SMART to expand service hours on existing routes and create new east-west routes	2	4	4		P	■	P		SMART, RTA	
	Work with SMART and the RTA to create Transit Hub in Downtown Pontiac	1	4	4				■	ENG	OCPEDS, MDOT	
	Work with Oakland County to implement the Downtown Transportation Assessment	1	4	4							
	Extend Clinton River Trail through Downtown and connect to Auburn Hills	1	4	4	A	A	P	P		OCPEDS	
Economic Development	Create blue ribbon committee to assist Pontiac School District with marketing and redeveloping vacant properties	1	1	1	P	P	■	P		PSD	
	Develop and produce business attraction and marketing materials	2	1	4			■			PDBA	
	Develop real-time database of re-development opportunities	2	1	1				■			
	Improve the web presence of Pontiac's economic development opportunities	3	1	1				■			
	Build on existing partnerships to encourage redevelopment within Entrepreneurial Districts	1	1	4	A		■	P		NP, NG, OCPEDS	
	Partner with MEDC to offer business training	2	1	4				■		MEDC	
	Increase capacity of inexperienced developers/property owners	2	4	4				P	CD	MEDC, OCPEDS	
		2	4	4			■			MEDC, OCPEDS, PRIVATE	
	Create partnerships to expand funding for small business		1	4			■	P		OCPEDS	
	Partner with Oakland County to provide additional business assistance for low income business owners	1	1	2		P		P	CD	PDBA, OCPEDS	
	Create local organization or partnership to provide technical assistance to small businesses	1	1	4				P	CD		
	Identify neighborhood business funding opportunities	2	2	4			P	P	CD	NP, NG, OCPEDS	
	Work with Pontiac Housing Commission to prioritize the sale and redevelopment of the former Crystal Lake Homes site	1	1	1			■	P		PHC	
	Parks , Environment and Natural Features	Develop and Adopt a Climate Action Plan	1	1	2	A	A	P	■	PLAN	
Update stormwater management standards		1	1	2	P	P			ENG		
Adopt Best Management Practices (BMPs) and new standards for stormwater management and site design		1	1	2	■	A			ENG		
Identify key sensitive natural areas		2	2	2					PLAN	OCPEDS	
Identify MNFI priority areas		3	2	2					PLAN	OCPEDS	
Adopt policy for low-maintainance native plantings on city properties		2	1	1			■		CD, ENG		
Adopt LEED building policy for municipal buildings		3	1	2			■		BUILD		
Develop incentives for LEED certification of private buildings		1	1	2	■	A			PLAN		
Create public space downtown with symbolic representation of the Clinton River		3	1	3		A	P	P		PDBA	
Remove obsolete fixtures and facilities as outlined in the CIP table.		2	1	4				■	DPW		
Repair facilities that are damaged in a timely manner		2	4	4				P	DPW		
Design and select materials for minimal maintenance		2	4	4					DPW		
Modify City code to allow for advertising and signage at City parks.		2	1	1		A		■			
Seek grants from national, state, regional and local agencies and private foundations		1	4	4		A		■	CD		
Seek to establish endowments for parks to ensure long-term maintenance of existing and/or new facilities.		1	1	3			■	P	CD		
Seek funds (internally or externally) to increase staffing related to management, operations, programming and maintenance at the parks and senior centers.		1	4	4			P	■			
Continue conversations with Oakland County regarding a possible County Park within the City limits		2	4	4			■	P		OCPARC	
Foster relationships with the Public and Private schools to seek opportunities for joint agreements regarding use, maintenance, improvements and long-term youth programs.		1	4	4				■		PSD	
Consider and be open to partnerships with private organizations for the joint management of facilities		2	4	4				■			
Bolster the Adopt-A-Park program and adoption of Right-of-Way areas throughout the City		1	1	4			P	■		NG	

Key

Priority

1

High

2

Medium

3

Low

Timeframe

1

1-2 Years

2

3-5 Years

3

6-10 years

4

on-going

Responsibility

■

Lead/Coordinating Body

A

Approval

P

Key Participant

PLAN

Planning Staff

BUILD

Building Safety Staff

PHC

Pontiac Housing Comm.

NG

Neighborhood Groups

SMART

SMART

RTA

Regional Transit Auth.

OCPEDS

Oak. Cty Planning & Econ. Dev.

MDOT

Mich. Dept. of Trans.

DPW

Public Works Staff

CD

Community Development Staff

ENG

Engineering Staff

OCPARC

Oak. Cty. Parks & Rec

PSD

Pontiac School District

PDBA

Pontiac Downtown Bus. Assn.

MEDC

Mich. Econ. Dev. Corp.

NP

Non-profits

PRIVATE

Private Sector



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## CHAPTER 11: PUBLIC PARTICIPATION



# PUBLIC PARTICIPATION

## CHAPTER 11

As the key component of this Master Plan update, public participation has guided the key goals, objectives and recommendations contained herein. This process was guided by the Master Plan Steering Committee (MPSC), appointed by Mayor Waterman in January 2014. The MPSC met weekly through February and March to develop goals and objectives, develop an internet survey, schedule public workshops, and refine materials for broader public engagement.

City staff facilitated four different, “Train the Trainer” workshops on March 13 and March 20, 2014. During these sessions members of the MPSC, Planning Commission and residents learned how to most effectively ask questions to collect useful information, document meeting input and effectively facilitate a public workshop. Following these events, ten public workshops were scheduled by certified trainers throughout the community. Each City Council District had at least one public workshop focused on those neighborhoods, and there were several workshops that were intended to draw participants from across the city.

The purpose of these neighborhood meetings was to have residents talking with other residents to identify:

1. key neighborhood assets or anchors
2. opportunities for redevelopment
3. major non-motorized routes
4. obstacles to pedestrian and non-motorized transportation
5. areas of concern (regarding blight)

Exhibit 42 shows a complete listing of the dates and locations of the Master Plan Update Public Workshops.

Additionally, a survey was developed and distributed at MI Works and all of the public workshops. The summary of completed surveys is included in Appendix A.

The following represents a sampling of notes and minutes recorded at some of the public meetings.

### COMPREHENSIVE LIST/ COMMUNITY SESSION NOTES

#### DISTRICT 2 ADVISORY GROUP, SEMINOLE HILLS SUB, DOCTOR'S HOSPITAL, 3/25/14

##### **What do I love about my neighborhood? What are the anchors?**

Wide open green space at Washington Jr.

High School

Lake Street and Crystal Lake waterfront

Indian Village Park

Beaudette Park

Clinton River Trail

Wessen Lawn Tennis Club

Washington Middle School building

“Franklin Boulevard”

Murphy House B&B

Franklin Boulevard Gallery

Palmer House @ M-59

Bronx Deli

Detroit Fish Company

James K. Boulevard Sylvan Lake Area

Acorn Kitchen and Bath

Camera Mart

Tel-Huron Parts

Habitat for Humanity

Oakland County Campus

Doctor's Hospital

Bike Trails

Fire Stations

Downtown Treasures (Buildings)

**Exhibit 44 Public Engagement Meetings**

Date	Location	District	Facilitator
March 18, 2014	City Hall	7	Kermit Williams
March 25, 2014	Newman Church	City-wide	Charlene Draine
March 25, 2014	Doctor's Hospital	2	Mona Parlove
April 5, 2014	Calvary Church	5	Lucy Payne
April 12, 2014	Baldwin Center	3	Mary Pietila, Kathalee James and Mona Parlove
April 19, 2014	Woodward Estates	1	Kathalee James and Charlene Draine
April 21, 2014	Colonial Meadows Apts.	5	Lucy Payne
April 22, 2014	Golden Opportunity Club @ Bowen Center	City-wide	Mayor Deirdre Waterman, Mona Parlove, Sean Kammer, James Sabo and Gordon Bowdell
April 27, 2014	Unity Church	2	Evelyn LeDuff
April 29, 2014	PDBA @ 51 Saginaw Grill	Downtown	James Sabo
May 1, 2014	Committee of 50 @Welcome Baptist Church	City-wide	James Sabo
May 2, 2014	Calvary Church	4, 5 & 6	Lucy Payne and Randy Carter
May 2, 2014	Grace Centers of Hope	City-wide	Mona Parlove and Dayne Thomas

Washington School can be great asset  
Post Office  
Oakland Pointe Shopping Center

***Economic Drivers***

Tel-Huron  
Businesses on Telegraph  
Bronx Deli  
Goldner Walsh  
Glass Blowing  
Mr. Allen Shoes  
Lee Contracting  
Re-purpose the schools  
Large undeveloped greenspace Vanguard Drive  
Increase small businesses along M-59

***Neighborhoods***

Indian Village  
Seminole Hills  
Ottawa Hills  
Pioneer Highlands  
Stone Gate Development  
Welcome Baptist Church

Unity Church  
Bethany Baptist  
Missionary Baptist

**GOLDEN OPPORTUNITY CLUB, ALL CITY DISTRICTS, BOWEN CENTER, 4/22/14**

**Map Exercise: Districts 1,3,4, Mona Parlove**

**What do I love about my neighborhood?  
What are the anchors?**

Older houses  
Arches on the old churches  
Bowen Center  
Neighbors  
Oakland Pointe Mall  
Churches  
Historic area  
St. Joseph Hospital  
Walking trails  
Yards well maintained  
Small businesses  
Landscape of neighborhood

Parks  
 Post office  
 Center of county  
 Picking up after pets  
 Pharmacies  
 Lafayette Market with music  
 Crystal Lake Golf Course  
 Sheriff patrol visible  
 LA Fitness  
 New homes, quiet area  
 Walk from home downtown  
 Retro fitness  
 All Saints Church Market  
 Banks  
 McLaren Hospital  
 Wisner School and Museum  
 Gas stations are close  
 M 1 concourse  
 Home depot  
 GM  
 DR's Hospital  
 Downtown  
 Goldner Walsh  
 Courthouse  
 Franklin Gallery  
 Library  
 Hayes Jones Tennis Ctr

***What we want to see...***

More restaurants  
 Major retail (Target, Meijer)  
 Make Ottawa 2-way  
 Strong Schools  
 Movie theater  
 Bike Trails  
 Sidewalks improved  
 Phoenix Center make \$  
 Street Lights work  
 Better snow removal  
 Repurpose Washington School  
 Repurpose Webster School  
 Less group homes  
 Clinton river access  
 Green spaces  
 Better Public Transportation  
 UPS in Pontiac  
 New Transportation Center  
 Community gardens  
 House by M59 addressed

No EM control

**Map Exercise: District 1, 2, James Sabo**

**What do I love about my neighborhood?**

**What are the anchors?**

Kappa House Earlmoor  
 Good neighbors  
 Macedonia Church  
 St Joseph Hospital  
 New home Unity Park  
 Well-Kept homes  
 Golf Course crystal lake  
 Quiet neighborhood  
 Walkable to exercise  
 Bowen Center  
 Home Depot  
 Dairy Queen  
 Marathon Gas station  
 Phoenix Center  
 City Hall  
 Sheriff Dept

***What we want...***

Comm gardens on vacant lots  
 Do something with closed schools  
 Grocery store Meijer/Kroger  
 More Parks  
 Clean Up GM South Blvd  
 Develop Lake/Gillespie streets  
 More jobs businesses  
 Community centers  
 Demo vacant homes  
 Better transportation  
 Tele-Van bring back  
 Batting cages/go karts  
 Zap Zone  
 Improve walking trail  
 Improve sidewalks  
 Keep Woodward Loop  
 Keep Woodward 1-way  
 Use non-violent to clean  
 Open Saginaw Woodward  
 Open Woodward 2-way  
 Clean GM Validation  
 Speed Bumps  
 ID renters in houses  
 Bowling alley  
 Basketball court vac lots

Boys Girls Club  
Get rid TAB board  
Get rid Sobota  
Vacant Schools for Community Centers

**Map Exercise: District 7, 5, Kathalee James  
& Sean Kammer**

**What do I love about my neighborhood?**

**What are the anchors?**

Quiet Neighborhood  
Nice Neighbors  
Pontiac Foodland  
Rite Aid  
Power Kids Company  
Nice Apartments  
Salvation Army  
Murphy Park  
Village of Oakland Woods  
Colony Ln Senior Ctr  
Purdue School

***What we want...***

End Vacant Prop  
Empty Lots gone  
Repurpose Purdue School  
Repurpose Longfellow  
Repurpose all schools  
Keep Phoenix Center  
Need Wal-Mart  
No More Liquor Lotto  
Need Comm Centers  
Bus Trans in neighborhoods  
Enforce dog/cat ordinances  
Rehab sidewalks  
More sidewalks  
Incentives to attract business  
Businesses bring jobs  
Improve the roads  
What happens Cons Pwr site?  
Do something Silverdome  
Recruit hi-tech co. like HP?  
Fix potholes  
Enforce city codes better

**Map Exercise: District 6, Gordon Bowdell**

**What do I love about my neighborhood?**

**What are the anchors?**

Harrison Jr. Park, Univer Dr  
Walk to the parks  
Quiet neighborhoods  
Low congestion  
Commercial stores close-by  
Like SFR houses

***What we want...***

Repurpose schools  
After school care  
Job training center  
Kid training  
Safer walking areas  
Trees trimmed/replaced  
Grocery store nearby!!!  
Increase owner occupy  
Transit Center downtown  
Increase # bus routes  
More restaurants/food places

**COMMITTEE OF 50 INPUT,  
WELCOME BAPTIST CHURCH, 5/1/14**

**What is great about Pontiac, Why do  
people come here?**

Not congested  
Walkable get there fast  
Open space clean air  
Easy access other places  
Active family community  
Bike riding  
Sledding at Murphy park  
Friendly people  
Open gov't TV access  
County Seat here  
Access to county info  
County more cooperative  
Access to healthcare  
Oakland Comm College  
Baker College

***What we want to see, these are possibilities...***

County as Econ Develop tool  
Leverage Pontiac for funds/grants  
Move Farm Mkt to downtown



Turn negative to positive  
 Tax revert prop to comm gardens  
 Education promise zone  
 Early College access in H.S.  
 Intern partnerships w/hospitals  
 More students in OTEC  
 More positive promotion  
 Art district downtown  
 Take advantage positive attitudes  
 Use Aff.Care.A as econ devel tool  
 Clinics & Doctors & Admin staff  
 Urban Ag as econ devel tool  
 Farmer mkt lot 9  
 Build cooperation bet/stakeholders  
 Reality of Hope is here  
 Get smart people more involved  
 Rapid Transit next few:  
 Make sure transit goes downtown  
 Bring back televan  
 Use Church positive influence  
 Attendance awareness for schools  
 Want street signs put up  
 Promotion is vital  
 Create Pontiac Museum

#### ***Phoenix Center:***

Correct no handicap access  
 Keep Phoenix, open up to downtown  
 Remove Phoenix, open route downtown  
 Keep Phoenix, get good marketer  
 Keep Phoenix, need more study  
 Keep Phoenix, Oak County supported bond effort  
 Keep Phoenix, need marketing  
 If Phoenix removed, no parking for downtown  
 Not fair to sell lot 9 & not coordinate what happens to Phoenix

#### ***Concerns:***

Stop irrelevant background checks  
 Grandparents should get free com college, example to kids  
 Industrial property inventory out to realtors  
 Seek \$\$ for alternative energy efforts econ develop

## **PONTIAC DOWNTOWN BUSINESS ASSOCIATION, OWNER INPUT, 4/29/14**

### **What is great about Pontiac, Why do people come here?**

Central Location  
 Entertainment District  
 Garden District  
 3 Hospitals  
 Historical Architecture  
 College Downtown  
 No Freeway thru town  
 Music Venues  
 Art District  
 Business Diversity  
 Library  
 Reduced Crime  
 Largest Haunted House  
 Pontiac County Seat  
 Citizen Diversity  
 Parks and Lakes  
 2500 spc parkg structure  
 Phoenix Center venue  
 Strand Theater  
 Clinton River Trail  
 Great sidewalks  
 2 Bed and Breakfasts  
 Room to grow  
 Housing downtown  
 Farmer Markets  
 Human Services  
 New investment here  
 One-Stop Ready City  
 Chamber of Commerce  
 Black Chamber Commerce

### ***What we want to see, possibilities...***

Business incubators  
 Antique District  
 Landscaped areas  
 Mass Transit Rail  
 Faster bus system  
 Green initiatives  
 Sustainability  
 Open the Phoenix  
 Metered Parking  
 Manage Resid Parking  
 Complete Streets  
 Bike Friendly downtown

Eliminate one-way streets  
Expand transportation study  
Business Friendly policies  
Police downtown horse  
Police downtown flatfoot  
Open Phoenix ctr & parking  
Solid post-court plan Phoenix  
Closed circuit cameras in loop  
Region econ develop plan  
Encourage district council input  
Redline changes in master plan doc

**Concerns:**

Parking still problem  
Meters? Yes, No?  
What happens to meter poles

**GRACE CENTER DISTRICT 6, GRACE  
GOSPEL FELLOWSHIP, 5/2/14**

**What is great about Pontiac, Why do  
people come here?**

Close to 75  
Drug Stores  
Parks Oakland  
Baseball diamonds  
Oak Hill Cemetery  
Aaron Perry Park  
GM Facilities  
Post Office Sorting  
Barber shops  
Auto Repair  
Gas Stations  
Learning Center  
Family Dollar  
Habitat for Humanity

***What we want to see, possibilities...***

Road improvements  
Community Center  
Grocery Store  
Neighborhood Clean up  
Stop Dumping  
Streets to be cleaned  
Remove old cars  
Remove dead trees



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