

# CNU LEGACY CHARRETTE

## VISION FOR REVITALIZED AND TRANSIT-READY DOWNTOWN PONTIAC



SPRING 2016



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# CNU LEGACY CHARRETTE

Each year, CNU's Legacy Charrettes work in the Congress host region to empower local leaders, advocates, and communities to implement New Urbanist principles and build places where people and businesses can thrive and prosper. Legacy Projects culminate in a three-day workshop on site to explore opportunities, identify roadblocks, engage local residents in visioning, and generate top-of-the-line design and placemaking deliverables.

## ACKNOWLEDGMENTS

This report was prepared by DPZ Partners LLC and made possible by the CNU, volunteers from the Charrette Team, City of Pontiac, Oakland County, and Michigan State Housing Development Authority (MSHDA).

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# CHARRETTE OVERVIEW

## SCOPE

The City of Pontiac determined their needs and areas of focus. Over recent years a number of studies have been prepared in response to a wide range of issues in and around Downtown. Although extensive engagement has taken place, the City felt that the absence of a consensus vision for turning these blueprints into reality had undermined support. The purpose of the Charrette was to create a vision for a revitalized and transit-ready Downtown.

## OUTCOMES

Planners and designers from DPZ Partners worked with local teams to carry out the scope of work, host the on-site workshop, and create the design deliverables. The final documents are intended to be visual, strategic, and ready to be implemented immediately.

The team focused on the following outcomes:

- Prepare a vision for a healthy, revitalized Downtown to serve as a template for other Downtown spaces;
- Restore a walkable urban fabric to one of America's great industrial cities with high quality public spaces;
- Identify options for the Phoenix Center, 'Lot 9' and other key sites;
- Create a transit-ready southern district of Downtown with the potential to become a regional multi-modal transport hub and a catalyst for transit-oriented development; and
- Outline short-term interventions and long-term aspirations.

## PROCESS

The Charrette (design workshop) is effective in managing a large audience, encouraging input and producing valuable feedback. The dynamic and inclusive process, with frequent presentations, is a fast method of identifying and overcoming obstacles.

During the three days of the Charrette, meetings were held with a wide variety of groups, including Property & Business Owners, Elected and Appointed Officials, Neighborhood Leaders, Residents and Local Entrepreneurs, and Outside Developers and Investors. Feedback was immediately incorporated into the analysis and simultaneously the design team prepared the necessary illustrations, plans and diagrams. The majority of the materials in this report were generated on-site and presented to the public. Following the Charrette the drawings have been further refined and the final report prepared.

*The goal of the Charrette is to create an implementable vision for a vibrant, walkable and transit-ready Downtown Pontiac.*

*During the three days of work, feedback was immediately incorporated into the analysis and in parallel illustrations, plans and diagrams were prepared.*







## CITY TOUR

Tour of the City and Downtown



## DAY ONE

Stakeholder Meetings, Design Sessions, and Open House



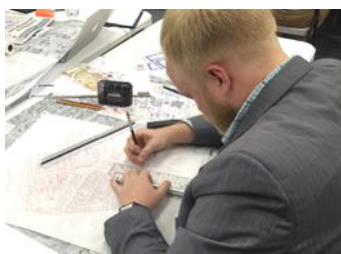
## DAY TWO

Stakeholder Meetings, Design Sessions, and Public Discussion



## DAY THREE

Design Sessions followed by the Closing Presentation and Discussion



## A LETTER TO THE CITY OF PONTIAC

Pontiac is a unique city. It is unique because of its rich history, its numerous challenges, and its recent economic distress. It is also unique because of its potential to be the heart of one of the more prosperous counties in the US, and to be the northern anchor of a linear metropolitan region, with Detroit as the southern anchor. The future belongs to cities like Pontiac — those that are well located, manageable in size, and walkable. These are the urban places that attract the largest, most transformative generations, the Millennials and the retiring Baby Boomers.

So what is the challenge with Pontiac? The urban fabric is here, the pioneering entrepreneurs are here, the market demand is here. What is missing is a coherent, continuous, pedestrian-friendly framework for businesses, shops, restaurants and citizens to flourish. When its leaders, residents, and property owners understand that the physical environment is crucial for its renaissance, and when these pieces are woven together, Downtown Pontiac will become a thriving community.

The good news is that the urban forms of classic American Downtowns like Pontiac's make them more resilient to the ups and downs of economic cycles. Even with some of the harsh interventions of the urban renewal era, Downtown is still alive, preserving most of the valuable urban qualities that are not found in the suburbs and that will make it a magnet for the new markets that will spur its revitalization. Downtown Pontiac's small, walkable blocks and numerous historic buildings that grace the streets are urban assets that any city would desire. However, there are many gaps that should be filled with more shops, restaurants, services, and places to live. Very tall buildings should not be considered, because they will exhaust the market potential too quickly and deform the walkable streets. It is better to build smaller-scale flexible structures that can distribute the investment, risk, and benefit more equitably, while delivering a consistent, adaptable urban fabric.

The recovery of Downtown is not just about making the environment more attractive and pleasant. It is also about economics. Businesses will benefit from simple, rational actions such as adding more on-street parking, introducing bike lanes, transforming Woodward Road from a race track to a normal urban thoroughfare, as well as resolving the limbo with the Phoenix Center. Downtowns thrive on predictability; this Charrette Report offers such predictability, while leaving room for adjustment along the way.

As the epicenter of a cultural and economic renaissance, Downtown Pontiac will anchor and complement the surrounding suburbs rather than competing with them. The entrepreneurial pioneers who participated in the charrette love their city and are already working and living in Downtown, creating unique



businesses, rediscovering and rebuilding its great heritage, urbanism, and architecture. There is already a good Gown and Town dynamic, and initiatives with nearby Oakland University can further contribute to the interesting urban experience that young people seek. The untapped retail market potential is astounding — if the physical fabric is repaired, there is a statistical market demand for more than 200,000 square feet of new retail development, producing up to \$55 million in sales.

There are regional examples and successes to learn from (Detroit, Birmingham, Royal Oak), and perhaps even outperform. Pontiac can carve out a special niche in the region to become a hub for the arts, entertainment and sports. The Legacy Charrette identified that these activities are already contributing to the city, and the ideas put forward are focused on their enhancement. For example, the roof of the Phoenix Center can be used for the next decade or so as a sports center with multiple fields and rinks, attracting families and visitors from the city and the region. Instead of arguing about the future of the Phoenix Center, it should be considered an asset, part of the “civic infrastructure,” providing parking and serving as a unique sports and cultural venue. In a few years, when the building reaches the end of its lifespan, the garage should be dismantled in portions, starting with the opening of Saginaw as the main street and spine of Downtown.

The Legacy Charrette generated practical steps to revitalize Downtown Pontiac in a rational, phased process — in the next month, the next year, the next decade, and beyond. The re-striping of streets to double the number of on-street parking, and making streets two-way again to help local businesses can be done right away; improving and reusing the Phoenix Center as a sports venue can begin soon after; the transportation recommendations should be put in motion concurrently; a public market, pop-up retail and incentives for infill and redevelopment can come soon after. When the enormity of the challenge to restore Downtown is broken into manageable steps, and there is leadership to start the process, anything is possible.

Pontiac will shine again!

Special thanks to Dr. Deirdre Waterman, Jane Bais DiSessa, Dr. Gottfried Brieger, Bob Waun, and everybody else who attended the CNU Legacy Charrette.



Galina Tachieva  
Managing Partner  
DPZ Partners LLC

*"At the center of one of the wealthiest counties in the country, the retail market study demonstrated that with changes to the urban structure, combined with improved parking and management practices, demand for 211,700 sf of new retail development would be generated, producing \$55.2 million in additional sales."*

*- Robert J. Gibbs  
Gibbs Planning Group*



## EXECUTIVE SUMMARY

Located 25 miles north of Detroit, Pontiac is a city of 60,000 residents with a proud heritage and an industrious legacy. Despite its present day challenges, the interventions outlined in this report will help set a path to a more resilient, connected and vibrant urban center with opportunities for transit-oriented development in the future.

Downtown suffers from physical constraints that prevent its revitalization and limits its market potential. The highway-type Woodward Loop diverts people, and investment away from the center, starving it of a healthy mix of retail, business, residential and other services. The urban fabric is broken with vacant sites and underutilized parking lots. The Phoenix Center in its current state is a large obstacle preventing cars and people moving through the center. Losses in manufacturing employment, outward migration, suburban malls, relocation of government buildings and other social issues have compounded the negative physical effects.

Fortunately, many of the physical challenges can be reversed and some important assets still feature. The main street along S. Saginaw includes many fine historical buildings. A number of blocks to the north remain complete with active restaurant and retail frontages. A hospital is centrally located and the City Hall and Main Library are nearby on the eastern edge. Other assets include popular nightlife venues and a theater that has recently reopened. Recent initiatives by local entrepreneurs have introduced small business startups, make-spaces, residential lofts, commercial space and a small park on a previously vacant lot. There are also organized events such as Canvas Pontiac, inviting local artists from around Michigan to display their art throughout Downtown.

During the Charrette the team met with many of the City leaders, local business owners, developers and members of the community. There is enthusiasm to see Downtown improved, made pedestrian-friendly, opened up to investment opportunities and a broad mix of housing and other uses accommodated.

With this context in mind the Charrette outlined practical steps to immediately begin revitalizing Downtown in the following month and in the next year. Longer terms aspirations have also been identified that can be worked on now and progressed over the next decade and beyond. The following two pages summarize the priority actions. They focus on the Downtown as a whole, four catalytic areas and the Lafayette neighborhood. Further information and recommendations are contained in the main body of the report.

The interventions recommended in this report require a champion to be identified who will take ownership of the actions, process and change. This may come from the City Leadership, Downtown Business Association or local entrepreneurs. By supporting the shared vision and coherent road map Pontiac will once again have a revitalized, transit-ready Downtown.







# SUMMARY OF RECOMMENDATIONS



## MASTER PLAN

### Short-term

- Enhance crosswalks, bike trails and on-street parking with re-striping
- Streamline policy framework and introduce Pink Zones (cutting red tape)
- Support the reconfiguration of Woodward Loop to two-way
- Carry out marketing campaigns to promote inward investment
- Coordinate an arts and event program

### Long-term

- Infill vacant lots and restore urban grid with a mix of building types and uses
- In conjunction with the Phoenix Center recommendations, downgrade the Woodward loop and direct traffic through Downtown along Saginaw
- Work to bring BRT Downtown with the route and station located on Huron Street



## PHOENIX CENTER

**Site Context:** Large underutilized parking garage and public plaza closing off the southern end of Saginaw

**Development Proposals:** Make use of the Center as a civic asset. In time, demolish sections, reconnect Saginaw and infill with mixed uses

**Development Approach:** Public/Private venture

### Short-term

- Maintain upkeep of the building and study its structure
- Place civic and recreational facilities on the roof
- Improve access with temporary steps and linear walkway
- Activate frontages and introduce liner structures

### Long-term

- In stages remove sections of the Center and reinstate urban grid with infill buildings
- Reconnect Saginaw as an unobstructed North-South Main Street
- Review the parking requirements for Downtown



## LOT 9 PROJECT

**Site Context:** Centrally located parking lot adjacent to the Phoenix Center and southern end of Saginaw

**Development Proposals:** Infill with mixture of Downtown appropriate uses, public plaza and relocated bus station

**Development Approach:** Mostly private venture with some public elements

### Short-term

- Relocate bus stop to Saginaw and create a public plaza
- Place a liner building along the east boundary of Lot 9
- Improve the appearance of vehicular entrances to the Phoenix Center

### Long-term

- Divide Lot 9 into walkable blocks complementing the surrounding street pattern
- Develop the area using a diverse range of building types and mix of uses
- Create active frontages and avoid parking access on 'A Streets'



## CIVIC QUARTER

**Site Context:** Collection of poorly connected civic buildings, located adjacent to a Senior Center and parking lot.

**Development Proposals:** Create a coherent Civic Quarter with library extension, new community center, market and mixed-use development

**Development Approach:** Public/Private venture

### Short-term

- Maintain the library in its current location
- Improve pedestrian connections by re-striping crossings
- Enhance sidewalks and street landscaping and introduce steps up to the City Hall

### Long-term

- Progress the library expansion project with a new wing on the western and southern edge
- Develop a community center on the south side of Water Street
- Reinforce the urban grid and improve street frontages with office and residential development



## SOUTH DISTRICT

**Site Context:** Two office towers, community buildings and vacant lots, cut-off from Downtown.

**Development Proposals:** Infill business and residential development, new node and improved connections to Saginaw and Transportation Center

**Development Approach:** Principally a private venture

### Short-term

- Improve pedestrian connections west to the Transportation Center and north to Saginaw
- Facilitate easy vehicular access from Woodward Avenue into the District
- Create a new node at the intersection of S.Saginaw and Wittemore St.

### Long-term

- In conjunction with the reestablishment of Saginaw and downgrading of the Woodward Loop redirect traffic through the South District
- Infill blocks with a mix of uses and building types, and retrofit existing buildings



## LAFAYETTE NEIGHBORHOOD

**Site Context:** Low-density residential neighborhood within the north-west area of Downtown

**Development Proposals:** Infill residential development and new public square

**Development Approach:** Principally a private venture

### Short-term

- Infill blocks with a mix of residential property types and some mixed-use
- Consolidate certain empty lots for recreational purposes
- Establish a network of plazas, greens, and other public spaces
- Connect the new public spaces and the Arts & Technology Academy with a combination of sidewalks and pedestrian walkways

### Long-term

- Frame the new public spaces with flexible live/work units and mixed-use development
- With the removal of the Woodward loop reinstate the traditional urban grid and integrate with surrounding neighborhoods





# CHAPTER ONE

## EXISTING CONDITIONS

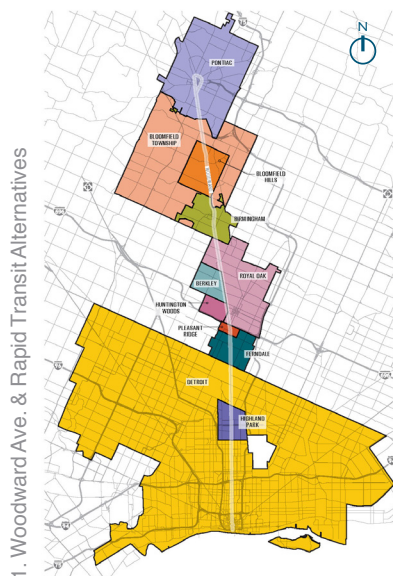
*“I want to grow my business in a Downtown environment with a new perspective on an old City. Being part of the change I want to see in the world is very exciting”*

- Brandon Nast,  
Young Entrepreneur;  
President of 'No Worries  
Social Media Solutions'

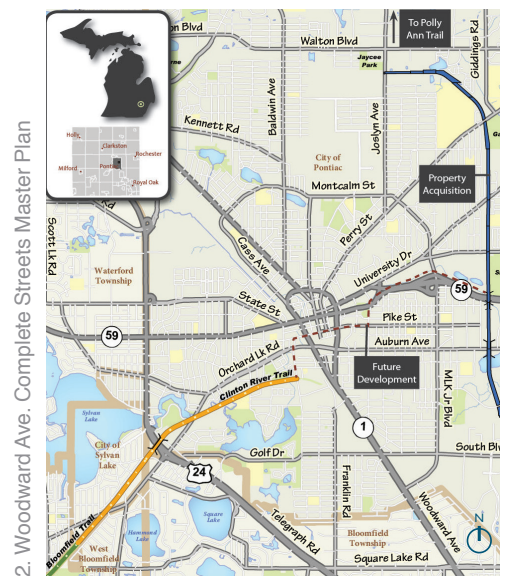
## PONTIAC IN ITS REGION

The City of Pontiac sits at the northern terminus of Woodward Avenue, 26 miles north of Downtown Detroit. It is the Seat of Oakland County, which is regularly reported to be one of the wealthiest Counties in the Country. The most recent US census estimates the population of Pontiac to be approximately 60,000 people and has a relatively young demographic (33.5 median age) compared to the country as a whole. Employment levels and median household income (\$27,528) are lower than the national and state averages but is improving. Automobile and service industries account for the majority of the employment opportunities.

Nb. Figures taken from the City of Pontiac website



1. Woodward Ave. & Rapid Transit Alternatives



2. Woodward Ave. Complete Streets Master Plan

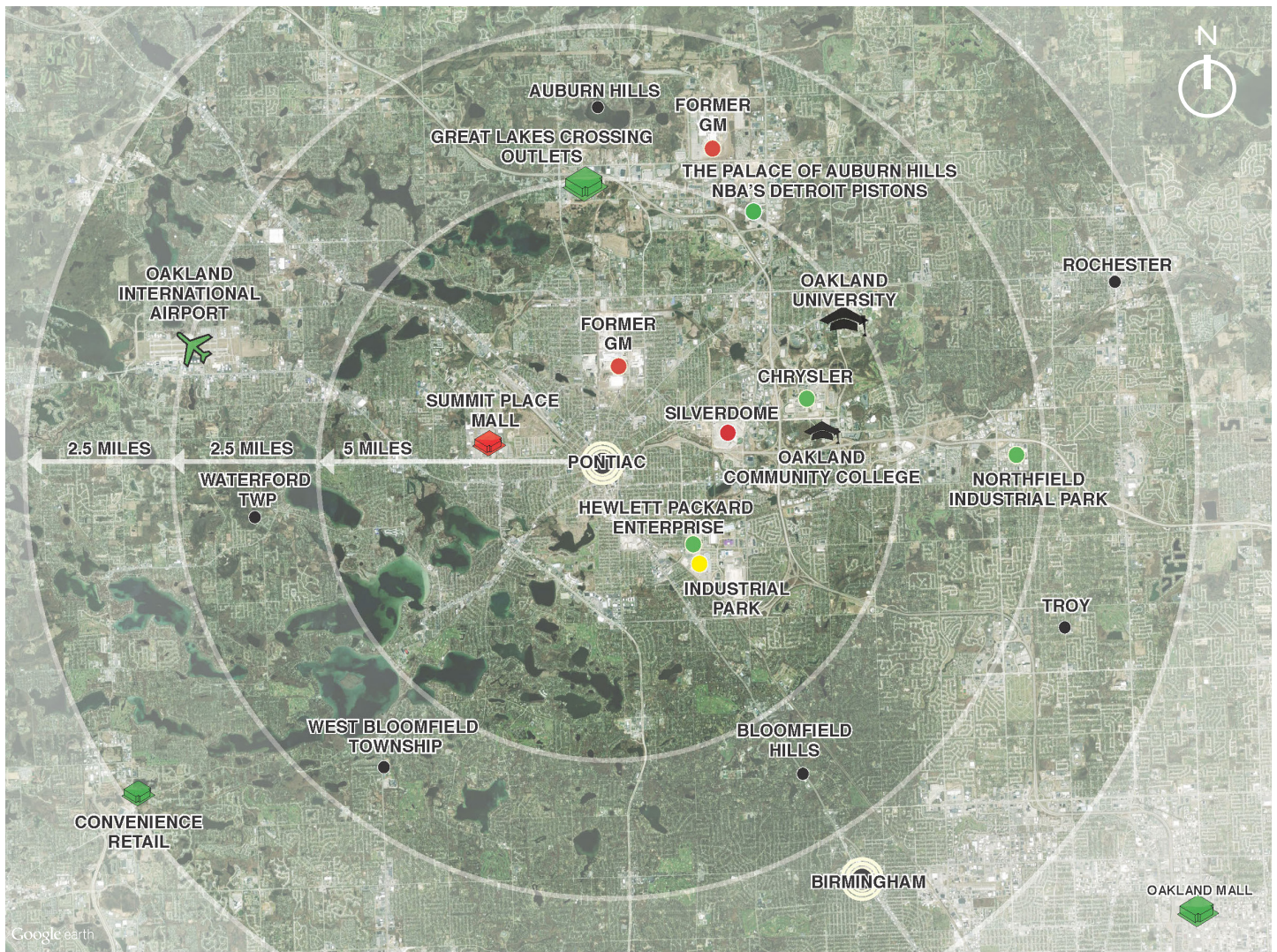
## TRANSIT

- Woodward Avenue is a multiple-lane north-south connection between Detroit and Pontiac. A Bus Rapid Transit (BRT) is proposed along the route with stations placed intermittently.
- Regional rail (AMTRAK) and bus (Greyhound and SMART) services operate from Pontiac's Transportation Center.

## TRAILS

- The Clinton River Trail is a multi-use path nearly 16 miles in length that travels through the eastern half of Oakland County roughly paralleling the Clinton River.
- Signage directs the trail onto streets through and around Downtown Pontiac. There are proposals to improve and extend the trails.











## REGIONAL HIGHLIGHTS

The region has relatively few urban centers, with Detroit, Birmingham and Rochester Hills being the closest. Surrounding Pontiac is mostly single-family suburban housing, some of which is of historical importance.

A complete list of competing retail centers is included in the appendix, however the most significant is Great Lakes Crossing which offers 1.35 million sq. ft. of retail, a movie theater and food court 4.5 miles to the north of Downtown. Oakland County Farmers Market to the west is a popular destination offering grower-direct fresh produce.

Also within the region are a number of major employment and business parks, Oakland University, a film studio, indoor soccer center and the now defunct Silverdome stadium.

### KEY

-  OAKLAND INTERNATIONAL AIRPORT
-  FUNCTIONING CONVENIENCE RETAIL
-  FUNCTIONING CENTER OF EMPLOYMENT
-  DEAD CONVENIENCE RETAIL
-  DEAD CENTER OF EMPLOYMENT
-  AREA BEING REVITALIZED



## 1 PHOENIX CENTER



## 2 LOT 9 PROJECT



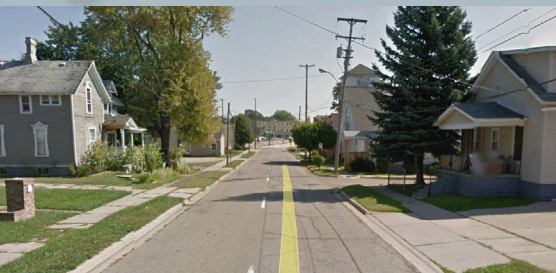
## 3 CIVIC QUARTER



## 4 SOUTH DISTRICT



## 5 LAFAYETTE NEIGHBORHOOD



# SITE CONTEXT

Downtown is bounded on each side by the Woodward Loop and is 160 acres. It includes a mixture of uses with most basic services provided, however the number and variety of retail stores and restaurants are limited.

The street pattern is made up of small walkable blocks with Saginaw forming a main street running north-south. A number of blocks have retained their historical form, however, even in these locations buildings are interspersed with vacant sites and the frontage quality varies greatly. A number of important historical buildings have been converted for business, commercial and residential uses. A bus station lies to the southern end of Saginaw, on Water Street, and a regional transit center with bus and rail connections lies immediately to the west of the Woodward Loop. A submerged dual channel culvert runs east-west through Downtown carrying water from the Clinton River.

The most significant barriers to a revitalized Downtown are the Woodward loop, large open parking lots (including lot 9), and the Phoenix center (a 2,500 space parking garage with amphitheater on top). These interventions have created a disconnected and inhospitable environment for pedestrians and make it difficult for vehicles and pedestrians to enter Downtown from the south and east.

As well as considering the Downtown as a whole, the Charrette identified four catalytic projects within the southern focus area, and a further special project located to the north-west.



Looking North Towards Lot 9 and Saginaw Street



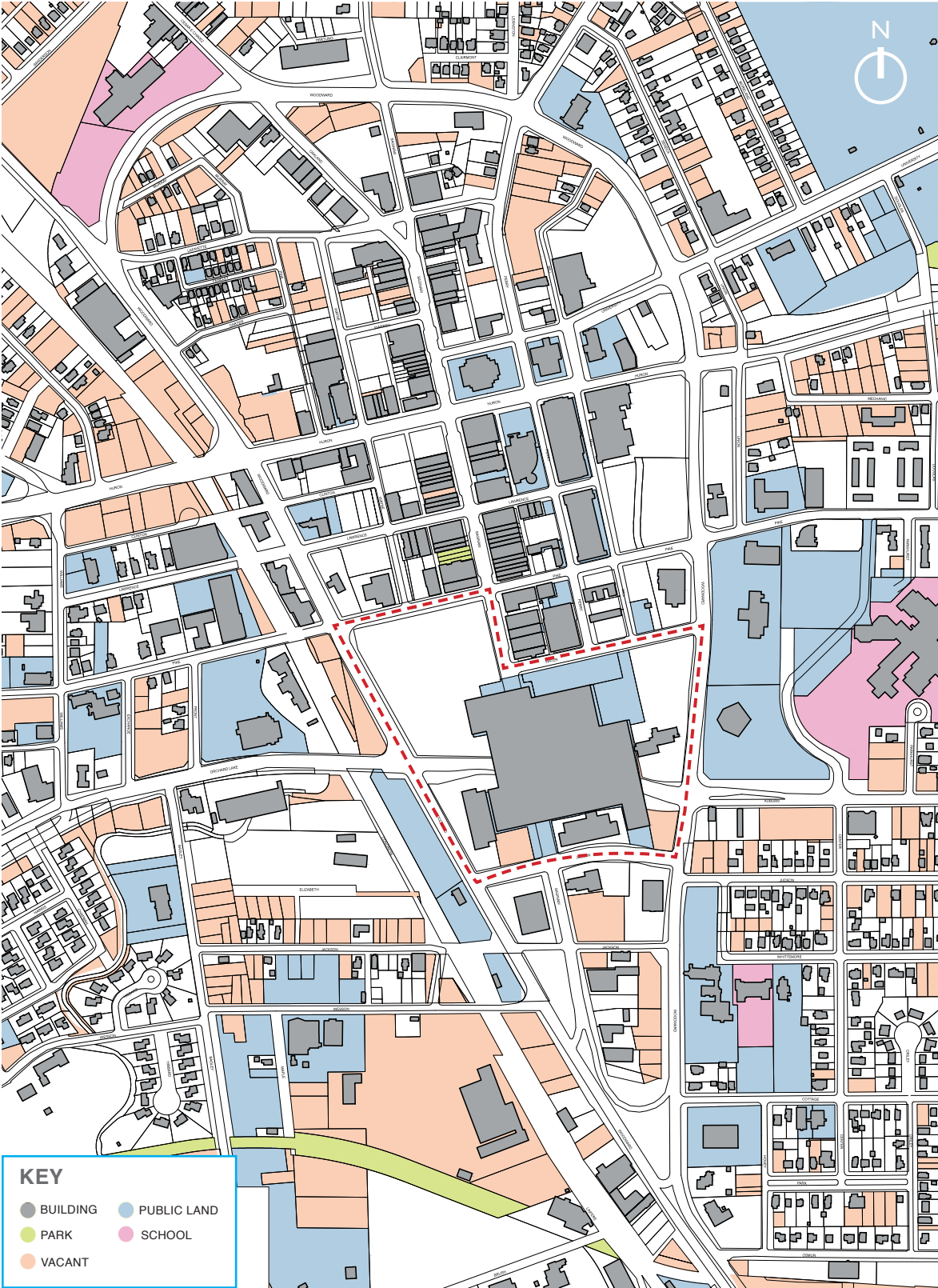
## CONTEXT



Aerial Image of Existing Conditions



# DOWNTOWN SURVEY



Assessment of the current building diversity Downtown and surrounding neighborhoods

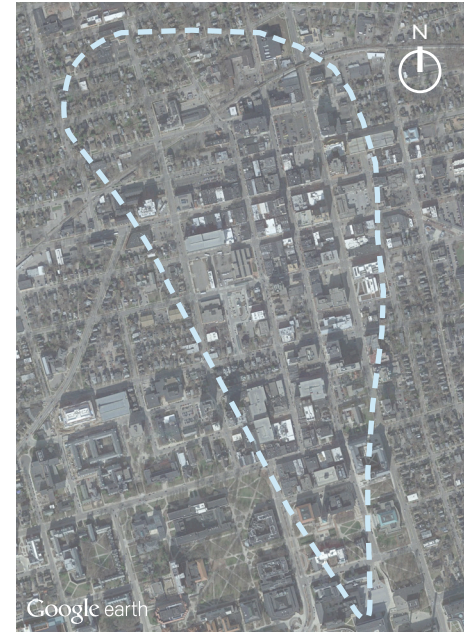


## SCALE COMPARISONS

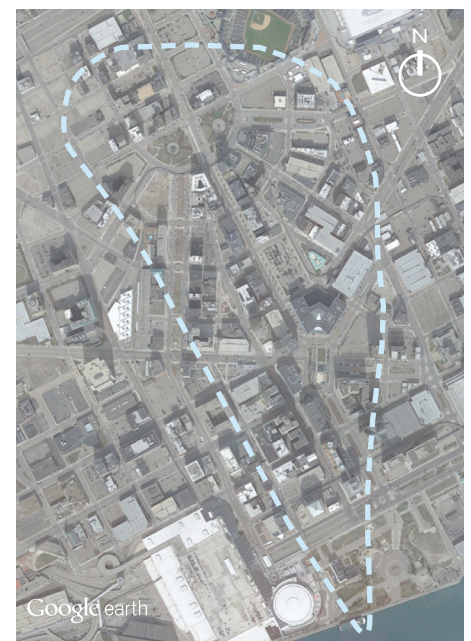
Scale comparison is a common tool used to understand the relative size and character of existing and recognized towns, settlements, and the area in question. The project's study area is overlaid on top of pertinent places within the region, in this case Birmingham, Ann Arbor and Detroit. The comparisons shown below illustrate the substantial size of Downtown Pontiac and its infrastructure.



Birmingham, MI



Ann Arbor, MI



Detroit, MI

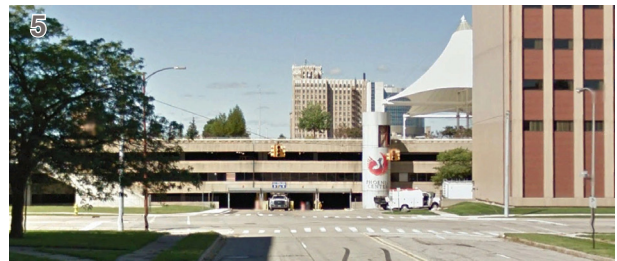


## THE PHOENIX CENTER

Sweeping urban renewal, including the construction of the large parking garage and amphitheater, left gaping holes in the urban fabric, and disconnected the main street. The drawing to the right represents a 600 ft. radius with a 2.5 minute walk from center to edge.

### KEY

- STAIRS
- OPEN TO LEVEL BELOW
- ⇄ ENTRANCE TO INTERNAL VEHICULAR CIRCULATION
- |||| VEHICULAR CURRENTLY CIRCULATION CLOSED
- |||| VEHICULAR CURRENTLY CIRCULATION OPEN
- CONNECTED BUILDINGS



These images illustrate the various entrances to the Phoenix Center



## COMPARISON OF URBAN INTERVENTIONS

The example below compares the scale of the Phoenix Center with the historical pattern of a college town in the region. The University of Michigan's main quad and its surrounding buildings are of a similar scale to the Phoenix Center in conjunction with Lot 9 and the two urban blocks between Water and Pike Streets. Unlike the Phoenix Center, the design of the quad emphasizes pedestrian connectivity between the surrounding streets.

Street Views, Google Earth 2016



University of Michigan, Ann Arbor, MI  
Connected, Pedestrian-friendly,  
and Functional Open Space



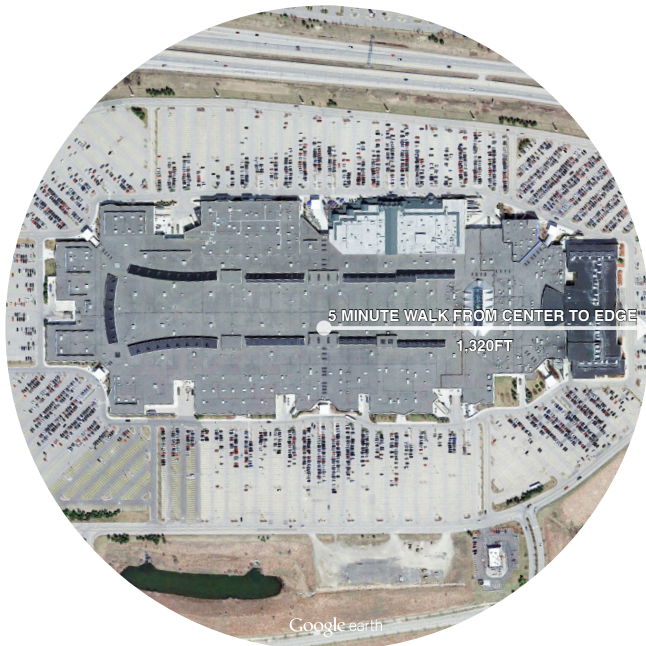
Phoenix Center, Pontiac, MI  
Fragmented, Car-dependent,  
and Residual Open Space



## POTENTIAL FOR RETROFIT

Unlike single-use shopping centers that lack infrastructure such as a street grid, easy access to transit, and diversity of building types and uses, Downtown has many excellent urban assets. Small walkable blocks and numerous historic buildings that gracefully shape the streets of Downtown represent existing infrastructure that is often difficult and expensive to reproduce.

The images below illustrate the comparative size and urban form of the Great Lakes Outlet Center and Downtown's Main Street, Saginaw.



Great Lakes Crossing Outlets, Auburn Hills, MI  
Lack of Connectivity, Car-dependent, Single-use



Saginaw Retail Street, Pontiac, MI  
Reparable Grid, Access to Transit, Mixed-use

# CHAPTER TWO

## ANALYSIS AND OBSERVATION



## SELECTED HISTORICAL EVENTS

### EARLY BEGINNINGS AND GROWTH

First settled in 1818 where the Saginaw Indian Trail crossed the Clinton River, Pontiac was a natural place for a new town. From a predominantly agricultural center for the region, Pontiac became an early hub for the transportation industry. Throughout the 1920s and 30's, Pontiac had tremendous growth as tens of thousands of prospective autoworkers moved from the South to work in its GM auto assembly plants. Its population and size grew precipitously, housing demand boomed and the City prospered.

### URBAN RENEWAL AND ITS IMPACT

As with many towns and cities across America, Pontiac was damaged by the urban renewal efforts of the 60s and 70s that attempted to segregate traffic and people. Implementing the 1962 Downtown Pontiac Study, a loop road, often referred to as Wide Track, was constructed around Downtown. Without the pull of department stores and other anchors, the loop diverted people and visitors away, starving the center of a healthy mix of uses. Additionally, the Clinton River that once meandered through the City was buried to prevent flooding. The Phoenix Center was subsequently constructed on top, radically departing from the traditional urban fabric.

### RECENT HISTORY

In recent decades, significant losses in manufacturing employment, migration of residents to outlying suburbs, the movement of retail outlets to large malls, demographic shifts and other social issues have compounded the negative impacts. The US Census Bureau reports that between 1980 to 2010 the population of Pontiac decreased 30%. The visible effects are dead frontages, quiet streets, limited retail and restaurants and an abundance of vacant lots. The Phoenix Center has been closed for a number of years and shows signs of degradation. These physical features alone provide signals of further retraction, rather than a place ready for developers to invest, businesses to locate or people to live and visit.

That being said, the City is no longer under the oversight of the Emergency Financial Advisor, arts and entertainment attractions have been established and a number of local entrepreneurs have been working to operate stores and convert historic buildings for residential and businesses. Recently commissioned studies, including this Charrette, are evidence that the City leaders are seeking to respond to the challenges and deliver a more prosperous revitalized Downtown.

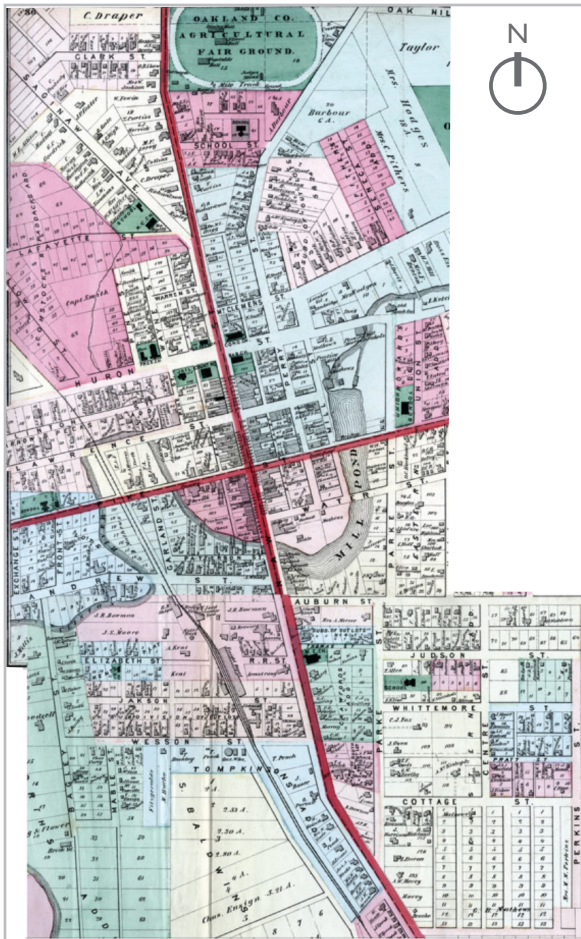


Postcard from the 1940's, depicting Chief Pontiac alongside the modern day city.

*“The seeds of decline were also sown with its success, for the automobile carried people away to the suburbs, and ultimately shops lost out to malls”*

- Gottfried Brieger  
Pontiac, Michigan:  
A Postcard Album

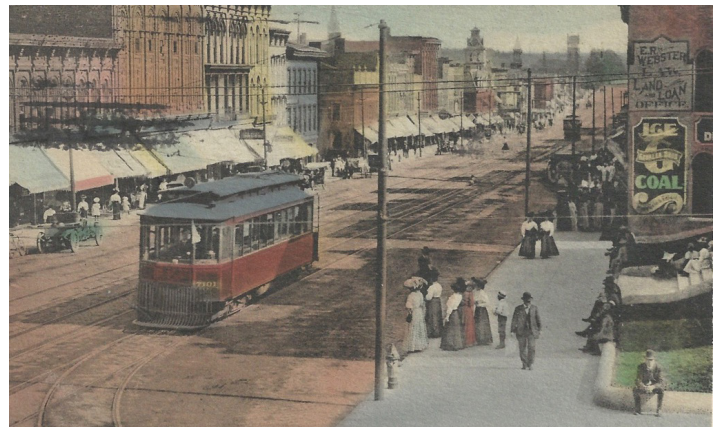




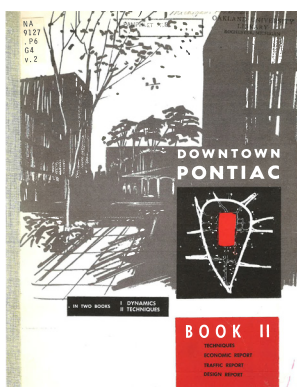
1872 map showing the simplicity of a town that balances both natural and man-made elements



Intersection of Saginaw and Huron street, 1912-1914, with diverse transportation, retail, and Waite's Department Store



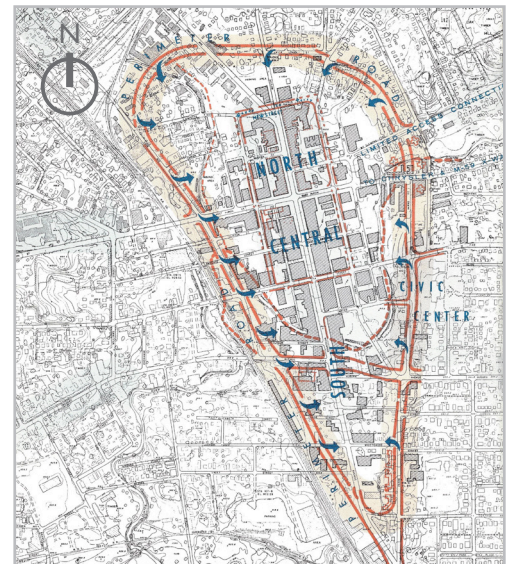
Looking south on Saginaw from the courthouse with the regional trolley, 1912



Downtown Pontiac  
1962 Study



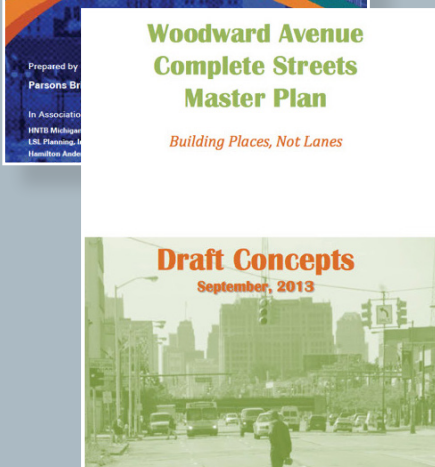
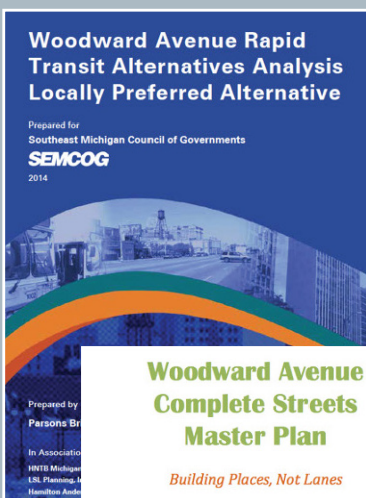
Historic fabric of Downtown Pontiac integrated with surrounding neighborhoods



Renewal plan to convert Downtown into a pedestrian mall with a vehicular loop



1



2

## PREVIOUS PLANS AND STUDIES

Pontiac has been subject to a number of regional and local studies and consultants have prepared site-specific plans. The Charrette builds on the key conclusions of these studies and supports their implementation. Occasionally alternatives have been suggested and these are incorporated into the short and long-term recommendations. A summary of the relevant findings are presented below.

**1. ECONOMIC:** Broad economic data suggests that Oakland County is one of the more prosperous Counties in the US, however by comparison the City of Pontiac under-performs. The recent study 'Pontiac Moving Forward' prioritized certain development areas and transportation improvements. The strategy emphasizes the need to empower organizations on a range of economic issues, however the challenges identified extend beyond purely economic, and include education and schools, social care and health.

While many of the recommendations in this report focus on physical constraints, they potentially also generate wider social and economic benefits. For example, creating a walkable Downtown will not only provide easier access to shops and services, but also a more attractive place, social interaction and a healthier population.

**2. TRANSPORT:** The Regional Transit Authority is preparing a strategic plan, which will be balloted later in the year. A proposal to extend the Bus Rapid Transit from Detroit to Pontiac is being considered with the potential for the route to be directed through Downtown with two station stops, one centrally located and the other in the vicinity of the Transportation Center. The stations should allow for people to navigate easily between different forms of transit and local uses. There are no firm timescales but the program is likely to last between 3 to 5 years. Other transport plans have proposed improving access to surrounding suburbs, expanding bus networks, providing direct access to the airport and unifying fare cards.

The Woodward loop was originally designed for high traffic volumes, which never materialized. As previously mentioned the one-way loop has acted as a stranglehold for investment by diverting people around and away from Downtown. The outcome of recent TIGER funded studies has provided the City with important principles to follow, many of which have been incorporated into the City's Transportation Assessment 2014. The report proposes a reduction in the significance of the Woodward loop, better connections between local neighborhoods and Downtown, leaner two-way streets, navigating people and traffic into Downtown, improved sidewalks and bike paths and safer pedestrian crossing points. Woodward Avenue and the Loop is proposed as a two-way multi-modal corridor with bicycle facilities, reduced traffic lanes and BRT.



**3. CITY MASTER PLAN AND ZONING ORDINANCE:** The City has recently adopted the 2014 Master Plan Update (a revision of the 2008 plan). The update is intended to address some of the conditions and opportunities resulting from the recent economic recession and the associated property foreclosure and abandonment. The Plan incorporates the recommendations for reconfiguring the Woodward Loop. Furthermore, policies include expanding non-motorized forms of transport, an emphasis on creating Complete Streets and ‘walkable urbanism’ throughout the City. Proposals set out neighborhood-scale economic development as a principle means of job creation.

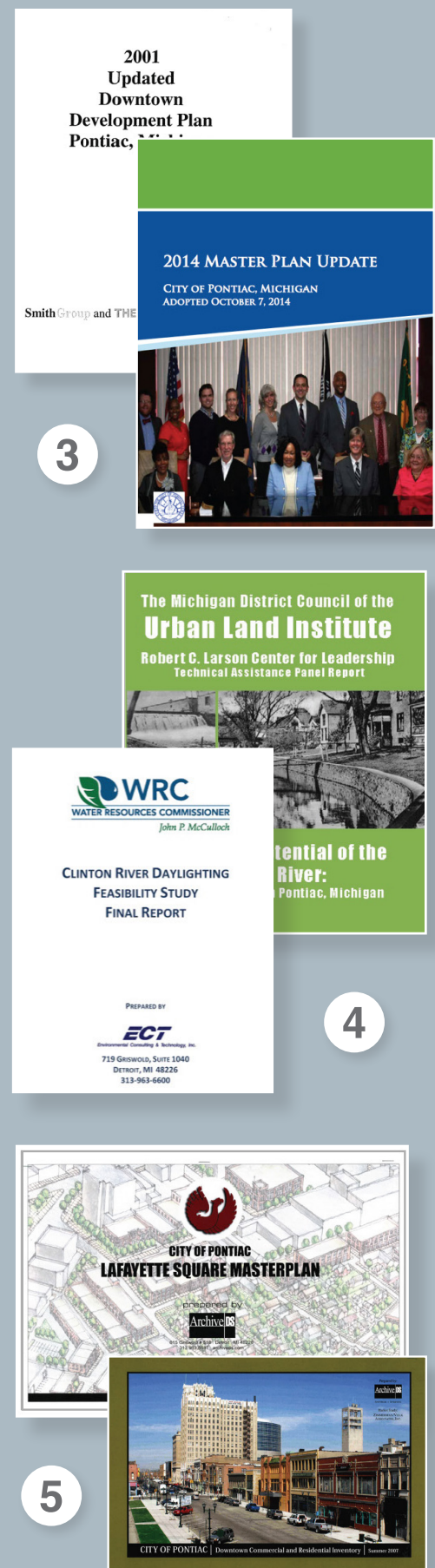
The Master Plan encourages new residential development, particularly in Downtown and makes reference to more live/work and loft-style residential opportunities. Higher density is preferable around transit hubs and within Lot 9 (mixed-use development with public open space). It was suggested during stakeholder meetings that an additional 500 residential units are needed in Downtown to begin implementing plan, however the market rates are currently too low to initiate private investment. There is a need to create a wider range of housing types to provide people and families with the option to remain Downtown as their circumstances change.

The zoning ordinance, adopted in 2011, is intended to codify best planning practices. In Downtown it allows for most development types appropriate for an urban center and there is no height limit. Categories could be simplified further.

**4. CLINTON RIVER TRAILS AND DAYLIGHTING:** Cycling and recreation trails cross the region and there are extensions and improvements planned. The Clinton River section of trails extends east and west but is hindered when it reaches Downtown Pontiac. While a trail is signposted through Downtown Pontiac it feels inhospitable and in places shares space with pedestrians. A new connection directly into and through Downtown is proposed. Safety, storage, road layout and other facilities to encourage cycling are also being considered.

As part of flood management planning the Clinton River was submerged into a dual-channel culvert extending through the entire Downtown. This dramatically changed the urban character. An early study to fully daylight the river in an open northern channel concluded a number of engineering challenges and prohibitive costs. A second study proposed a phased approach but requires further examination to demonstrate the most appropriate sites and benefits. For the foreseeable future the City has concluded that daylighting is not financially or environmentally feasible.

**5. SITE-SPECIFIC PLANS:** Planning Consultants, Archive DS, have prepared options for specific areas within Downtown. The studies highlight the underutilized lots and broken urban fabric and present redevelopment proposals that increase density, introduce new uses and remain sensitive to the historical street pattern.



*“Downtown Pontiac’s once thriving commercial center was ruined with well-intended, but misguided urban renewal in the 1960’s. Our research finds Pontiac can potentially return as a vibrant commercial shopping and dining district if these conditions are resolved.”*

- Robert J. Gibbs,  
Gibbs planning group

## RETAIL MARKET STUDY

The Retail Market Study prepared for this Charrette, finds that Downtown Pontiac has an existing statistical market demand for up to 211,700 square feet (sf) of new retail development producing up to \$55.2 million in sales. By 2021, this demand will likely generate up to \$58 million in gross sales. However, numerous modifications are required to the Downtown’s physical street patterns, and parking and management practices need to be implemented for this demand to be realized. With the status quo, the City has little or no demand for additional retail and restaurant growth.

This new retail demand could be absorbed by existing businesses and/or with the opening of 50 to 65 new stores and restaurants. If constructed as a new single-site center, the development would be classified as a community-type shopping center by industry definitions and could include: 9 -10 department store merchandise stores; 7 - 8 gift stores; 6 - 8 special food services restaurants; 5 - 6 bars, breweries and pubs; 4 - 6 limited-service eating places; 4 - 5 specialty food stores; 3 - 4 home furnishings stores; 2 - 3 jewelry stores; 2 - 3 full-service restaurants; 1 - 2 grocery stores; 1 - 2 florist shops; 1 - 2 hardware stores; 1 - 2 lawn and garden supplies stores; 1 - 2 pharmacy and beauty supply stores; and an assortment of other retail offerings.

Table 2: 2016 & 2021 Supportable Retail Table

Retail Category	2015 Estimated Supportable SF	2015 Sales/ SF	2015 Estimated Retail Sales	2020 Sales/ SF	2020 Estimated Retail Sales	No. of Stores
<b>Retailers</b>						
Beer, Wine & Liquor Stores	1,870	\$315	\$588,254	\$331	\$618,503	1
Book & Music Stores	3,110	\$200	\$622,483	\$210	\$653,100	1
Department Store Merchandise	44,950	\$195	\$8,764,599	\$205	\$9,203,513	9-10
Florists	2,890	\$225	\$649,351	\$236	\$682,763	1-2
Furniture Stores	1,040	\$235	\$243,869	\$247	\$256,620	1
Grocery Stores	38,600	\$290	\$11,193,434	\$305	\$11,753,700	1-2
Hardware	5,890	\$250	\$1,473,197	\$263	\$1,546,125	1-2
Home Furnishings Stores	5,300	\$220	\$1,164,915	\$231	\$1,224,300	2-3
Jewelry Stores	4,410	\$345	\$1,520,334	\$362	\$1,597,523	2-3
Lawn & Garden Supply Stores	3,450	\$195	\$672,586	\$205	\$706,388	1-2
Gift Stores	16,340	\$170	\$2,778,345	\$179	\$2,916,690	7-8
Pharmacy & Beauty Supply Stores	14,220	\$415	\$5,900,239	\$436	\$6,196,365	1-2
Shoe Stores	1,330	\$225	\$299,935	\$236	\$314,213	1
Specialty Food Stores	16,770	\$235	\$3,941,556	\$247	\$4,137,998	4-5
<b>Retailer Totals</b>	<b>160,170</b>	<b>\$251</b>	<b>\$39,813,099</b>	<b>\$264</b>	<b>\$41,807,798</b>	<b>33-43</b>
<b>Restaurants</b>						
Bars, Breweries & Pubs	12,660	\$345	\$4,368,554	\$362	\$4,586,085	5-6
Full-Service Restaurants	8,420	\$290	\$2,442,033	\$305	\$2,563,890	2-3
Limited-Service Eating Places	11,560	\$280	\$3,235,402	\$294	\$3,398,640	4-6
Special Food Services	18,910	\$285	\$5,389,140	\$299	\$5,658,818	6-8
<b>Restaurant Totals</b>	<b>51,550</b>	<b>\$300</b>	<b>\$15,435,129</b>	<b>\$315</b>	<b>\$16,207,433</b>	<b>17-22</b>
<b>Retailer &amp; Restaurant Totals</b>	<b>211,720</b>	<b>\$262</b>	<b>\$55,248,229</b>	<b>\$275</b>	<b>\$58,015,230</b>	<b>50-65</b>

The above extract is taken from the Retail Market Study prepared by Gibbs Planning Group, May 2016, and can be found in its entirety at Appendix A.

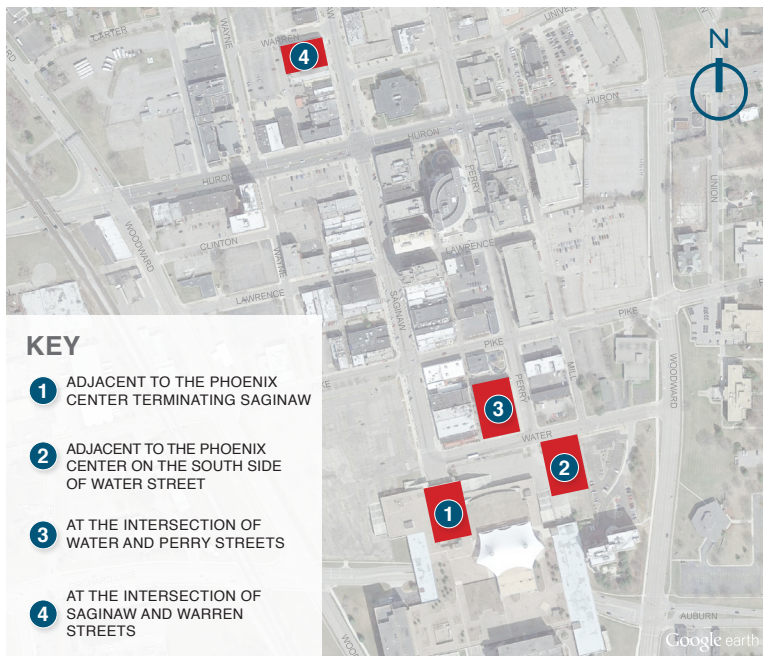




View of Downtown in 1957 in close vicinity of residential neighborhoods



The same view in 2015 showing the now interrupted urban fabric



## MARKET LOCATIONS

In addition to a grocery store, there is potential for a public market selling local produce to be located Downtown. The market could be housed within a permanent building with an adjacent outdoor structure.

The diagram to the left shows a number of alternate sites that would be suitable. For illustrative purposes this report takes forward Site 2, which would activate Water Street, be complimentary to the civic buildings located in the vicinity and provide a useful service for the Seniors residing in the adjacent Tower.

The popular Oakland County Farmers Market, situated to the west of Pontiac, provides a good precedent for this type of activity and may itself benefit from a Downtown location.



Oakland County Farmers Market, located to the west of Pontiac



## ANALYSIS

The design team undertook a visual survey to determine the quality of the pedestrian experience on the Downtown streets. This showed that a few high-quality buildings were interspersed between a much higher number of lower-quality or vacant buildings. The following diagrams illustrate the existing conditions and strategies to improve the pedestrian experience.

Street Views, Google Pro 2016



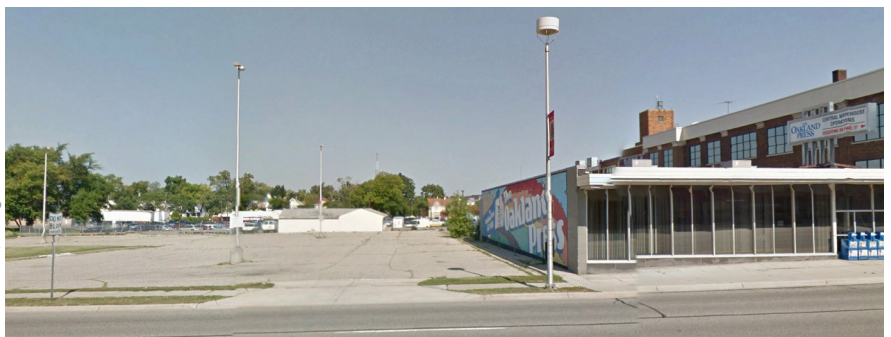
Example of Best frontage on N. Saginaw Street

Street Views, Google Pro 2016



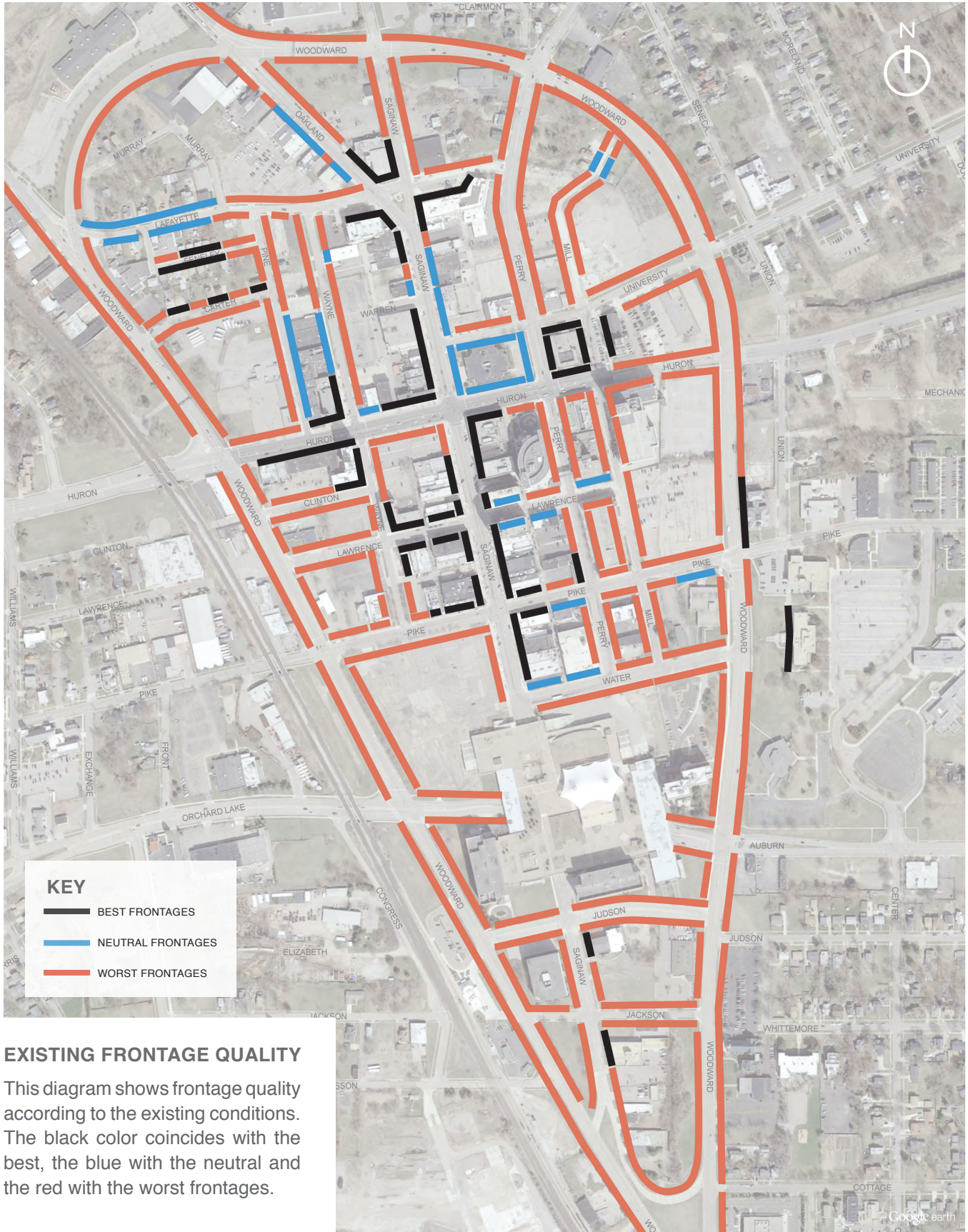
Example of Neutral frontage on N. Saginaw

Street Views, Google Pro 2016

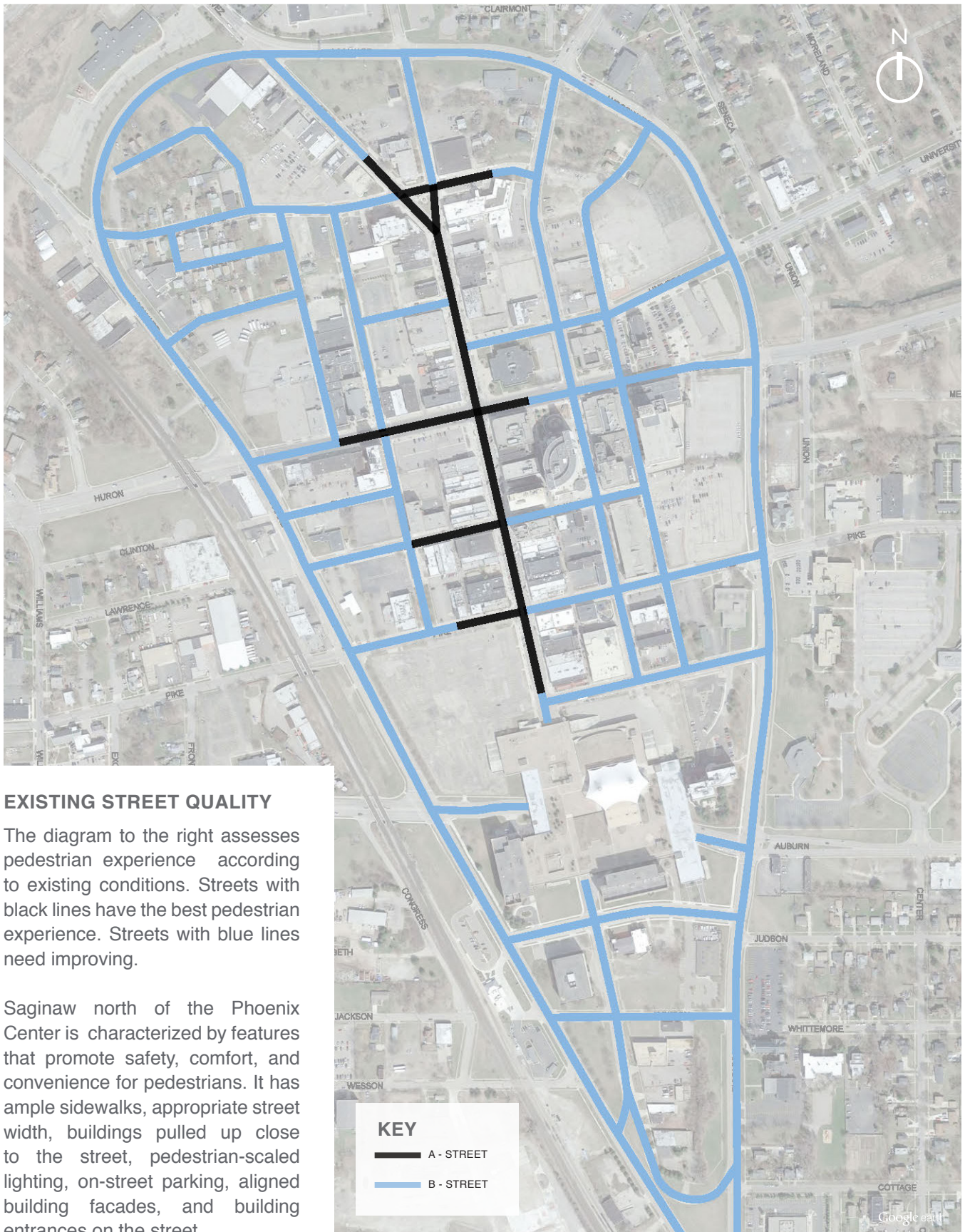


Example of Worst frontage on W. Huron Street







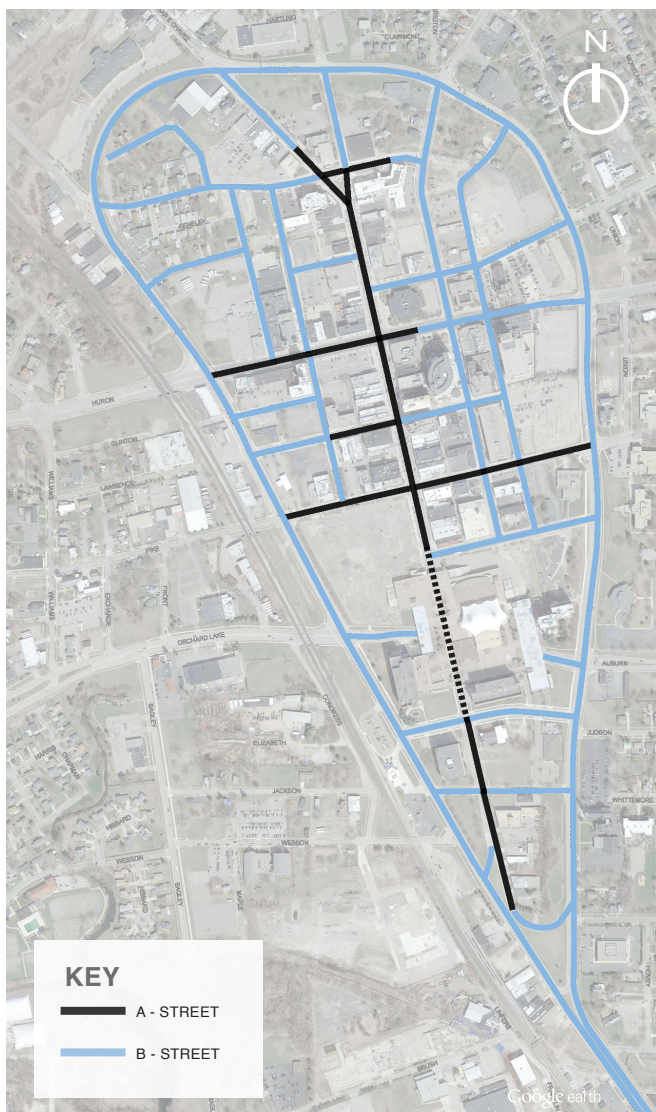


### EXISTING STREET QUALITY

The diagram to the right assesses pedestrian experience according to existing conditions. Streets with black lines have the best pedestrian experience. Streets with blue lines need improving.

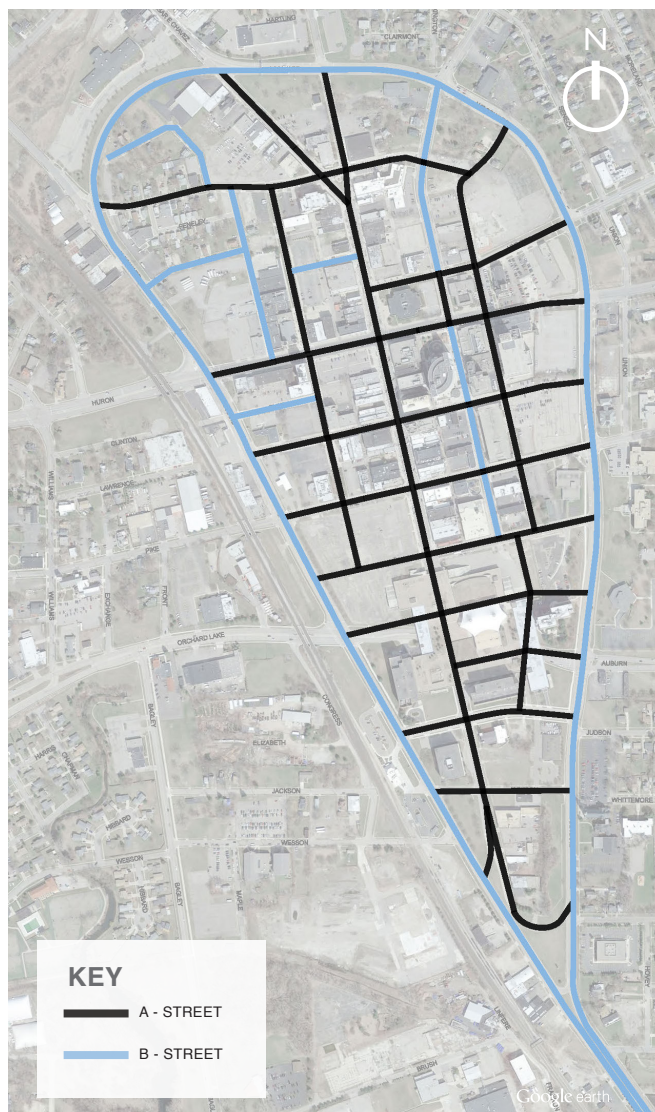
Saginaw north of the Phoenix Center is characterized by features that promote safety, comfort, and convenience for pedestrians. It has ample sidewalks, appropriate street width, buildings pulled up close to the street, pedestrian-scaled lighting, on-street parking, aligned building facades, and building entrances on the street.





## STREET QUALITY IMPROVEMENTS SHORT-TERM

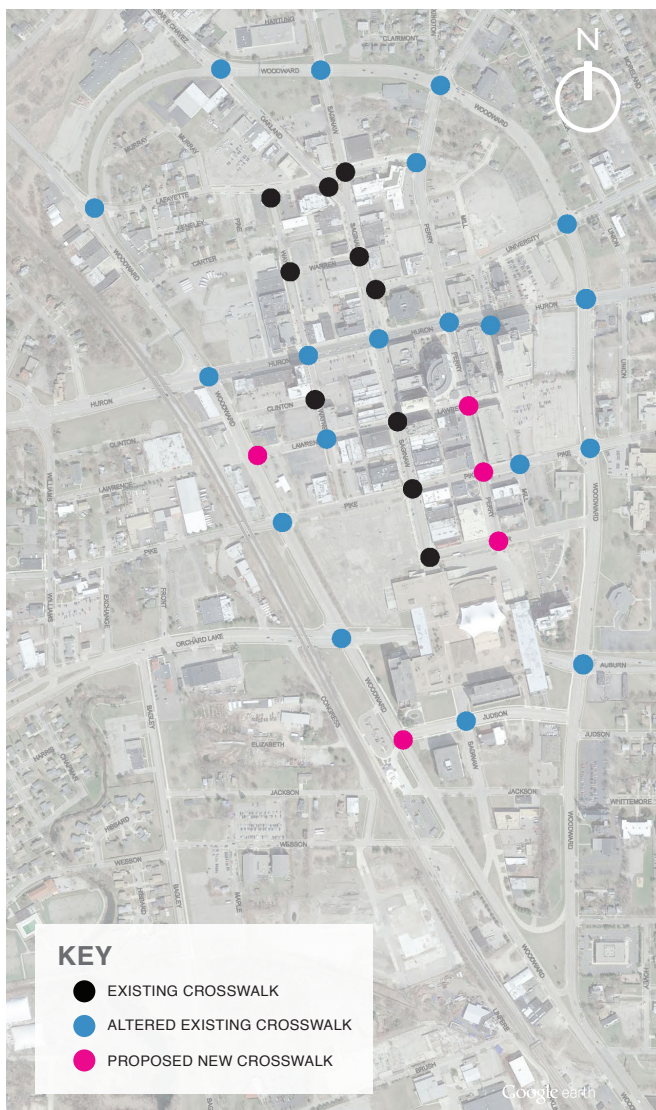
The short-term improvements are focused on creating a better pedestrian experience along Huron, Lawrence, and Pike Streets. These improved east-west connections will help revitalize Saginaw and aid the restoration of a healthy Downtown retail district. A linear path over the Phoenix Center will create an improved pedestrian experience by connecting the South District to the center of Downtown.



## STREET QUALITY IMPROVEMENTS LONG-TERM

The long-term improvements are focused on progressively transforming the pedestrian experience along most streets. The version above proposes the restoration of Saginaw as an A-Street continuing unobstructed through the entire length of Downtown.





## STREETSCAPE IMPROVEMENTS

As a short-term measure to improve walkability crosswalks should be made more pedestrian friendly by adding zebra striping or stop lights, as appropriate. This may require altering an existing crosswalk or installing a new one.

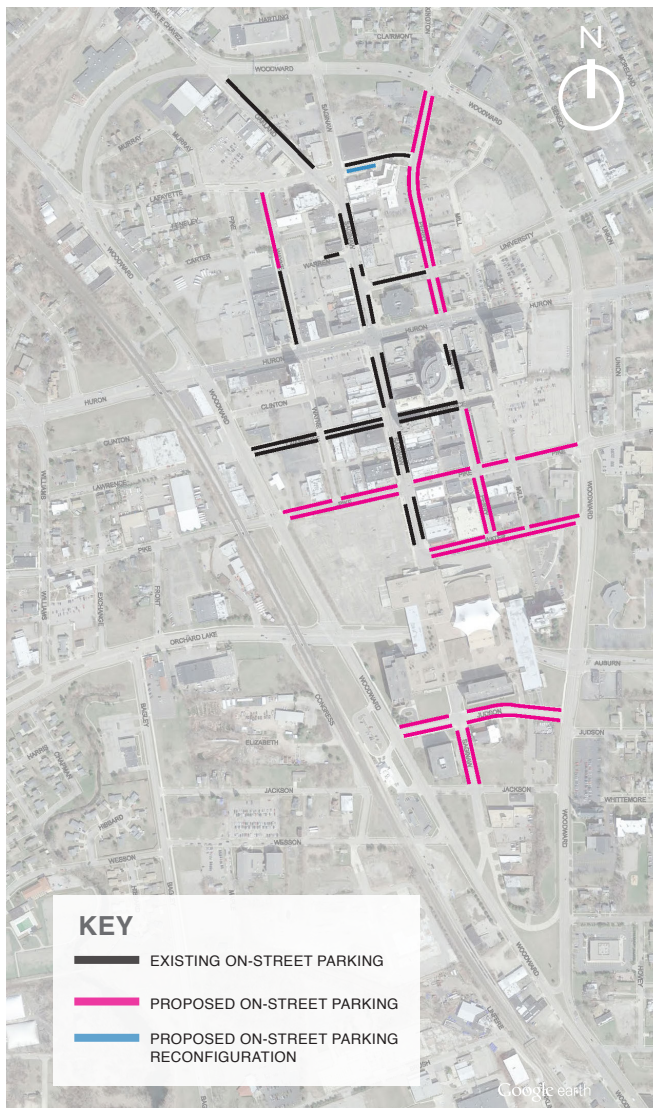


## CROSSWALK IMPROVEMENTS

The City has begun undertaking a program of street improvements that so far has included introducing two-way traffic and the reconfiguring lanes and sidewalks to make them more accommodating to pedestrians and bikes.

This ongoing program should continue and, as appropriate, may incorporate leaner streets, wider sidewalks, parallel parking, dedicated or shared bike lanes, public transit facilities and carefully placed of trees, street furniture and signage.

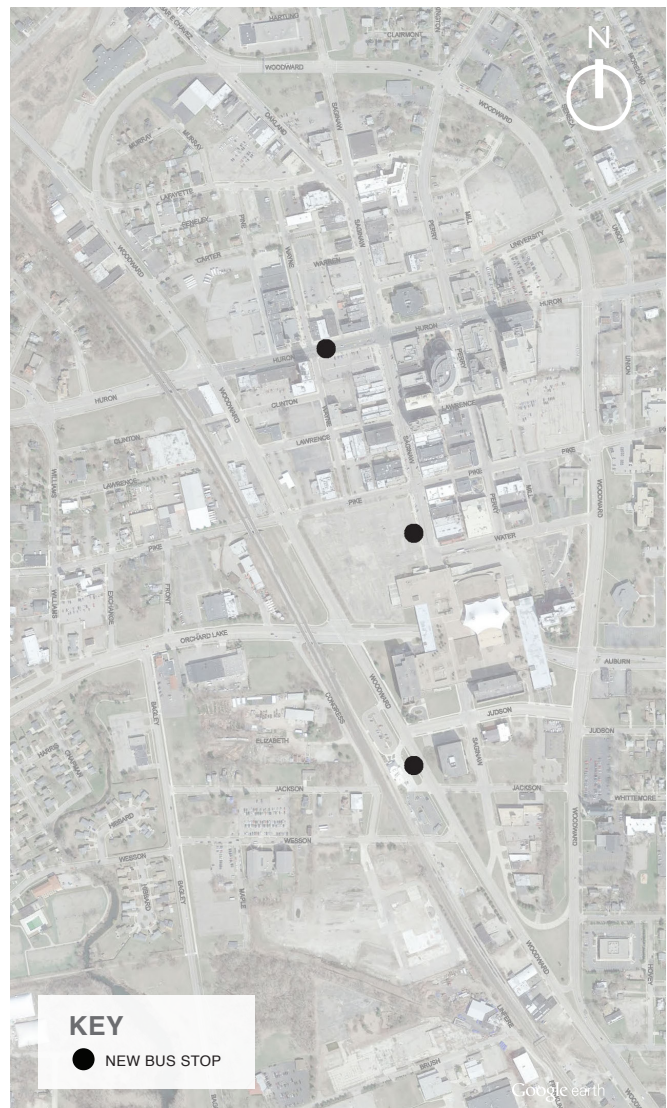




## ON-STREET PARKING IMPROVEMENTS

On-street parking spaces slow traffic, protect pedestrians from passing cars and provide quick and easy access to stores and services. A preliminary study showed that with simple line re-stripping 284 new spaces could be generated Downtown, bringing the total to 543.

In general parallel parking is preferred over diagonal parking, which threatens pedestrians and makes crossing the street more difficult. Where possible individual parking meters should be located adjacent to the parking bays, encouraging drivers to park, visit and vacate the space.



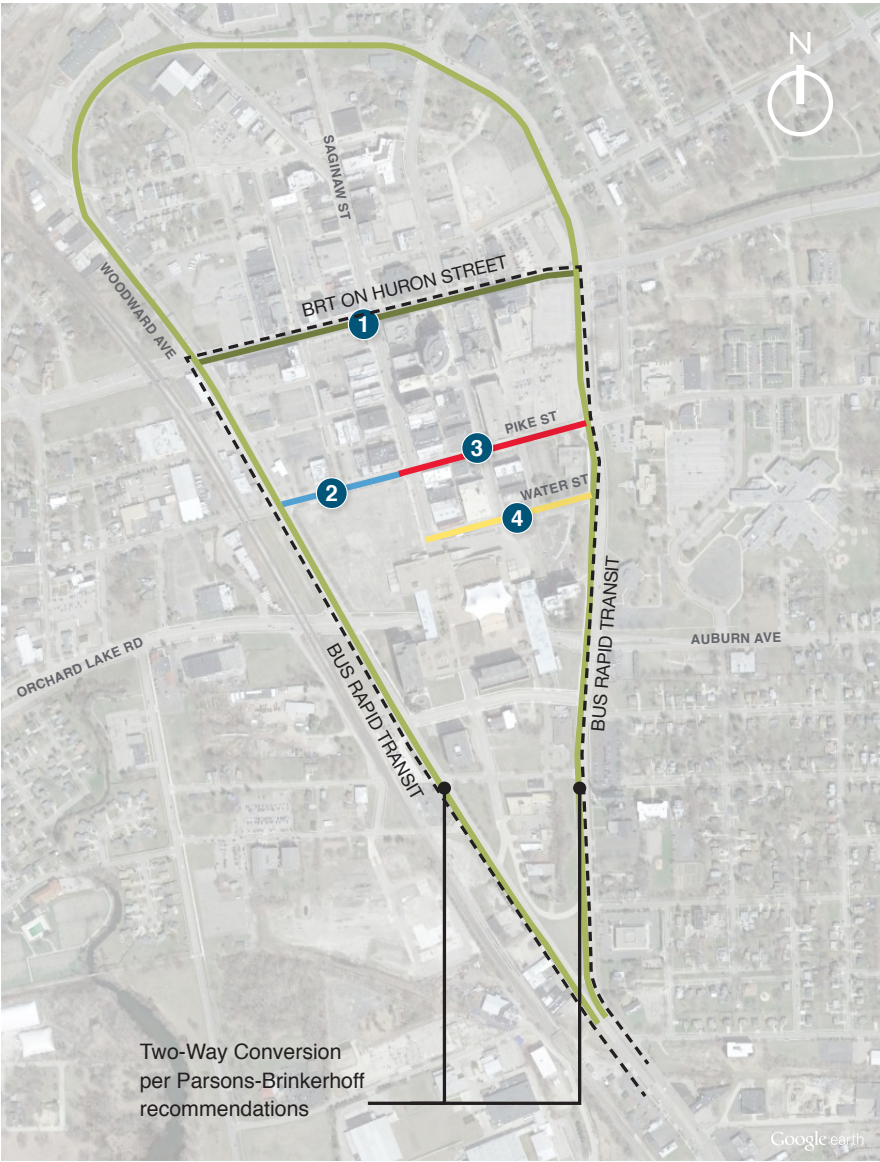
## PROPOSED BUS STOPS

Bus stops should be located in places that are visible, safe and comfortable, which allow for easy connections to local stores, services, places of employment and other forms of transit. Shelters should be well designed and unobtrusive in the streetscape.

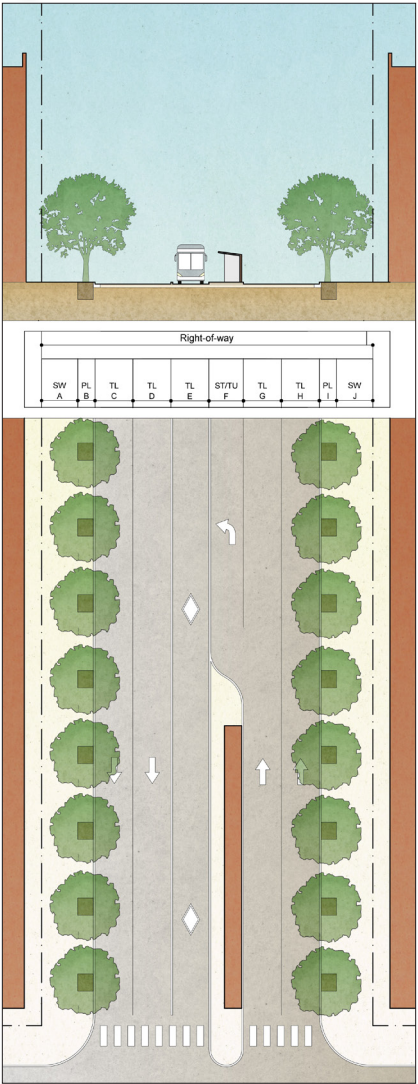
The existing bus stop located on Water Street is not overlooked and in a poor condition. A newly designed bus stop, shelter and public plaza could be integrated into the Lot 9 development by relocating it on Saginaw, as shown above.



# STREET RE-STRIPING



1 Huron Street with BRT



Recommended Element Width

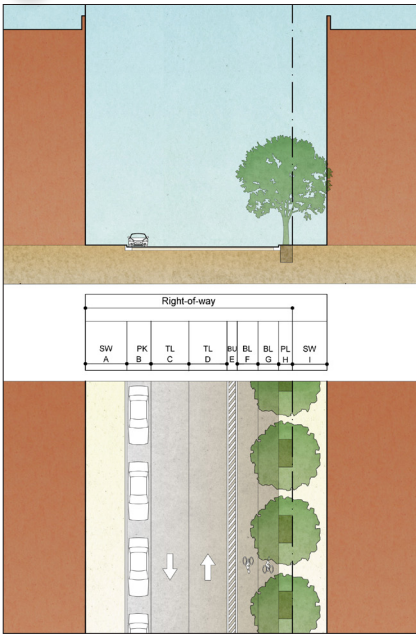
Element	Width	Notes
A	Sidewalk	10' 6"
B	Planter	5'
C	Travel Lane	11'
D	Travel Lane	11'
E	BRT Lane	11'
F	BRT Station/ Turn Lane	10'
G	Travel Lane	11'
H	Travel Lane	11'
I	Planter	5'
J	Sidewalk	10' 6"



The City of Pontiac has begun undertaking a program of street improvements that so far has included introducing two-way traffic and the reconfiguring of lanes and sidewalks.

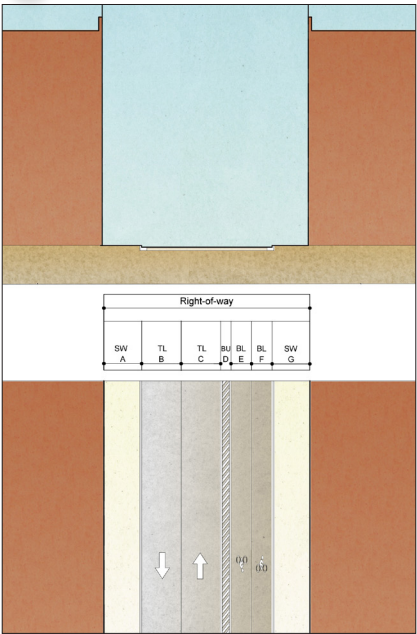
This ongoing program should continue and, as appropriate, may incorporate leaner streets, wider sidewalks, parallel parking, dedicated or shared bike lanes, public transit facilities and careful placement of trees, street furniture and signage. The Street Sections on the following pages build upon the principles already introduced in Downtown Pontiac. The recommendations work for the City’s immediate needs, especially those that are on the potential short-term path for roadway re-striping.

2 Pike Street



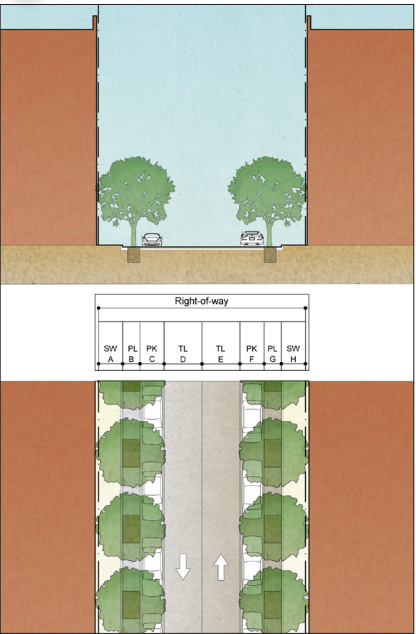
Recommended Element Width			
Element		Width	Notes
A	Existing Sidewalk	12'	
B	Parking	7'	
C	Travel Lane	11'	
D	Travel Lane	11'	
E	Painted Buffer	3'	
F	Bicycle Lane	6'	
G	Bicycle Lane	6'	
H	Planter	4'	
I	Proposed Sidewalk	10'	

3 Pike Street



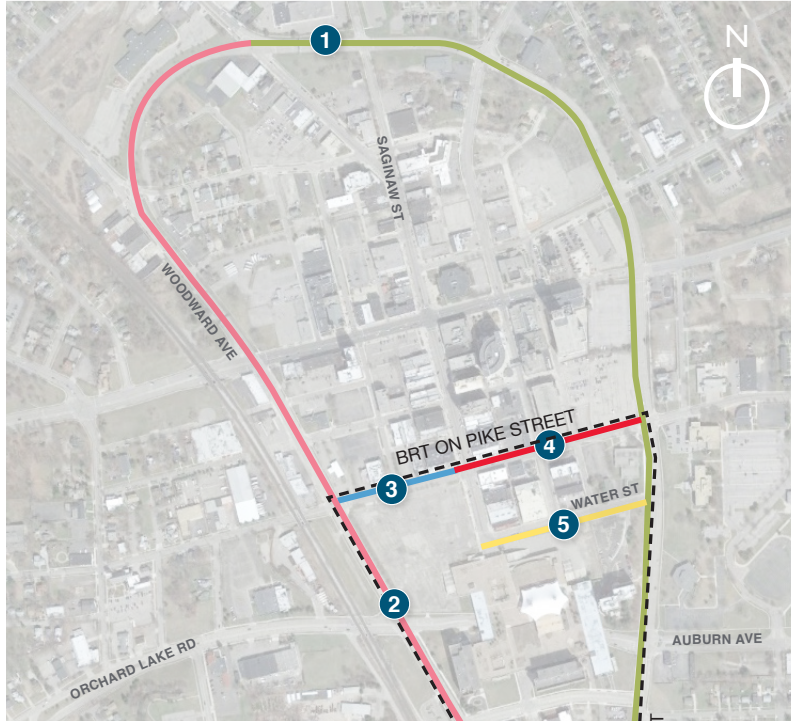
Recommended Element Width			
Element		Width	Notes
A	Existing Sidewalk	11'	
B	Travel Lane	11'	
C	Travel Lane	11'	
D	Painted Buffer	4'	
E	Bicycle Lane	6'	
F	Bicycle Lane	6'	
G	Existing Sidewalk	11'	

4 Water Street

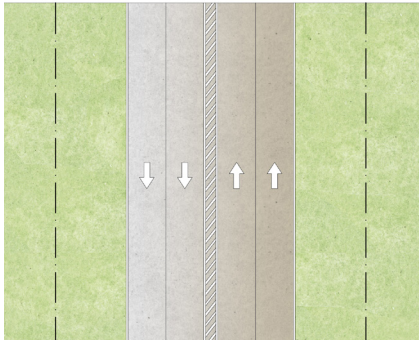
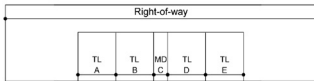


Recommended Element Width			
Element		Width	Notes
A	Sidewalk	7'	
B	Planter	5'	
C	Parking	7'	
D	Travel Lane	11'	
E	Travel Lane	11'	
F	Parking	7'	
G	Planter	5'	
H	Sidewalk	7'	

# STREET RE-STRIPING



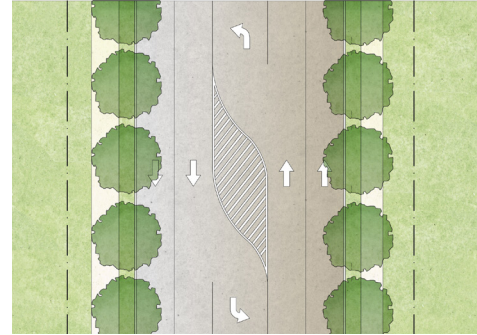
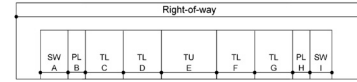
## 2 West Woodward



Recommended Element Width

Element	Width	Notes
A	Travel Lane	11'
B	Travel Lane	11'
C	Painted Median	4'
D	Travel Lane	11'
E	Travel Lane	11'

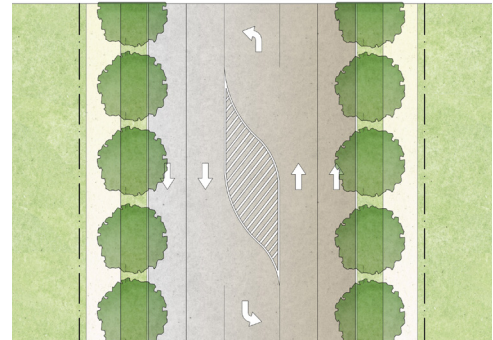
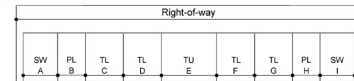
## 1 East Woodward Stage 1



Recommended Element Width

Element	Width	Notes
A	Sidewalk	Varies
B	Planter	Varies
C	Travel Lane	11'
D	Travel Lane	11'
E	Turn Lane	16'
F	Travel Lane	11'
G	Travel Lane	11'
H	Planter	Varies
I	Sidewalk	Varies

## 1 East Woodward Stage 2



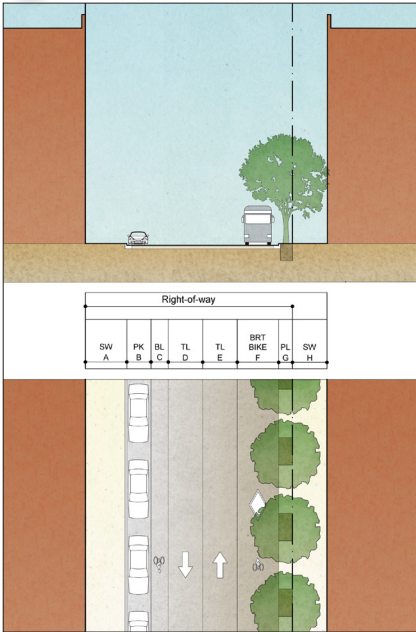
Recommended Element Width

Element	Width	Notes
A	Sidewalk	10'
B	Planter	8'
C	Travel Lane	11'
D	Travel Lane	11'
E	Turn Lane	16'
F	Travel Lane	11'
G	Travel Lane	11'
H	Planter	8'
I	Sidewalk	10'



The Woodward Loop may eventually have a Bus Rapid Transit (BRT) system connecting Pontiac to Detroit. Pike and Huron Streets are feasible east-west BRT connections. Both are perfect candidates for the incorporation of public transit facilities and the careful placement of trees, street furniture and signage. Huron was illustrated on the previous pages and Pike is below.

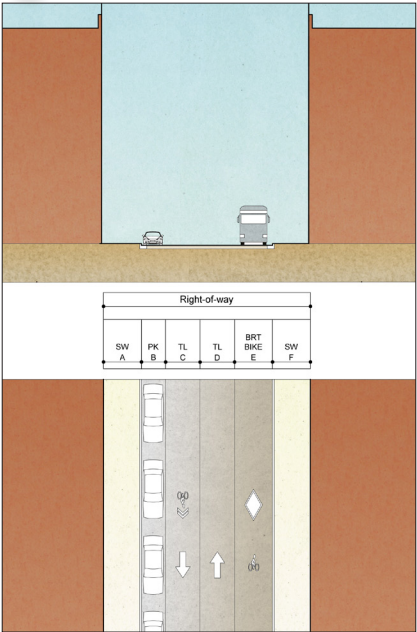
**3** Pike Street (BRT)



Recommended Element Width

Element	Width	Notes
A	Sidewalk	12'
B	Parking	7'
C	Bicycle Lane	5'
D	Travel Lane	10'
E	Travel Lane	10'
F	BRT/Bicycle Lane	12'
G	Planter	4'
H	Sidewalk	10'

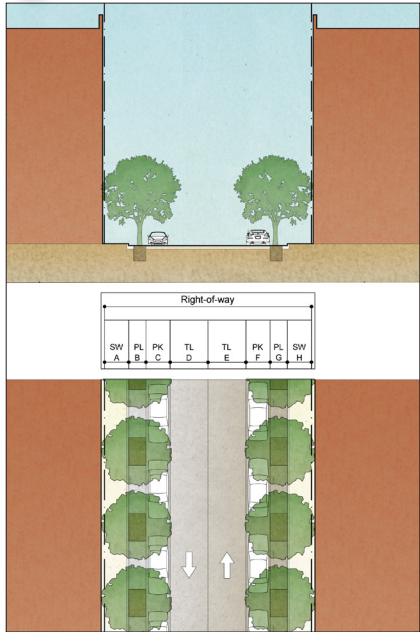
**4** Pike Street (BRT)



Recommended Element Width

Element	Width	Notes
A	Sidewalk	11'
B	Parking	7'
C	Travel Lane	10' Sharrow
D	Travel Lane	10'
E	BRT/Bicycle Lane	11'
F	Sidewalk	11'

**5** Water Street



Recommended Element Width

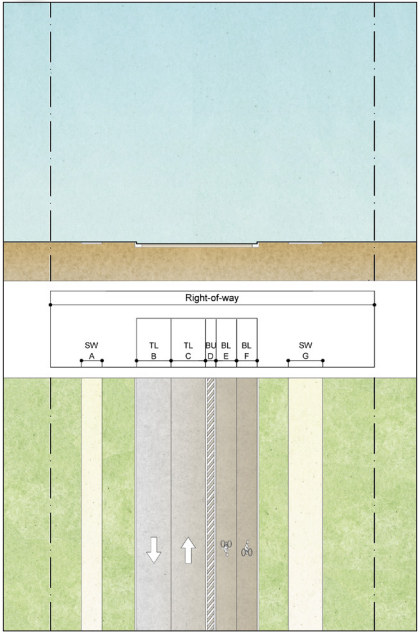
Element	Width	Notes
A	Sidewalk	7'
B	Planter	5'
C	Parking	7'
D	Travel Lane	11'
E	Travel Lane	11'
F	Parking	7'
G	Planter	5'
H	Sidewalk	7'

# CLINTON RIVER TRAIL EXTENSION

Cyclists and walkers can be safely brought into and through Downtown with simple re-striping of the roads. To the east of Downtown, however, there is further work required to construct the trail along the river. Pike can easily accommodate a cycle track east until MLK, but the larger area network needs further examination. The City should adopt a city-wide bicycle master plan that addresses the trail in detail.

The Street Sections on these pages represent draft possibilities for the bike portion of the trail through Downtown. For most of Bagley and Pike, a two-way cycle track with buffer can be accommodated along with one lane each way of vehicle movement within the existing curb-to-curb. This means that they could be added to the current re-striping process. Both routes do include existing sidewalks and new crosswalk recommendations through Downtown. The section of Pike between Saginaw and the eastern loop road is currently too narrow for the cycle track and would likely require shared lanes, however the lanes can be narrowed to slow speeds and increase safety.

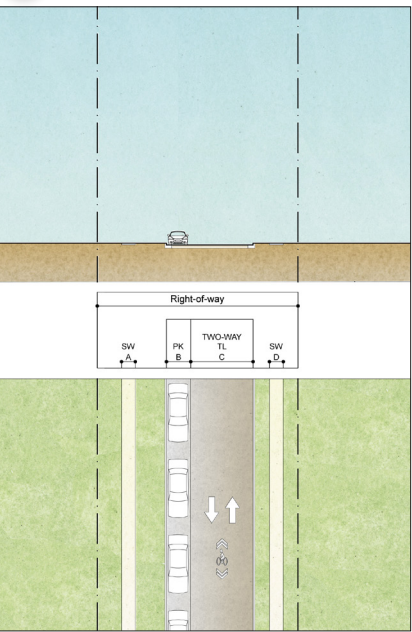
## 1 Bagley Street



Recommended Element Width

Element	Width	Notes
A	Existing Sidewalk	5'
B	Travel Lane	10'
C	Painted Buffer	3'
D	Bicycle Lane	6'
E	Bicycle Lane	6'
F	Existing Sidewalk	10'

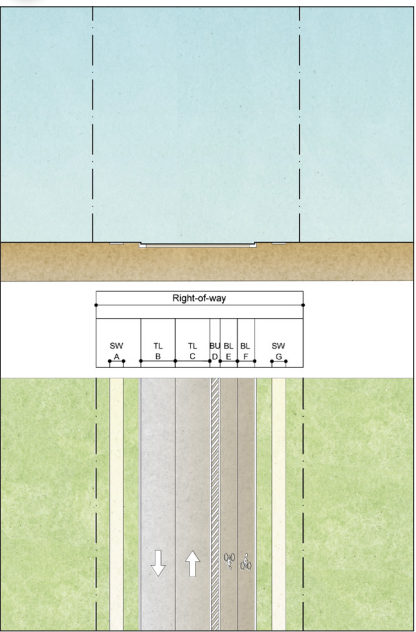
## 2 Front Street



Recommended Element Width

Element	Width	Notes
A	Existing Sidewalk	5'
B	Parking	7'
C	Two-Way Yield Street	18' Includes 2-way Sharrow
D	Existing Sidewalk	5'

## 3 Pike Street



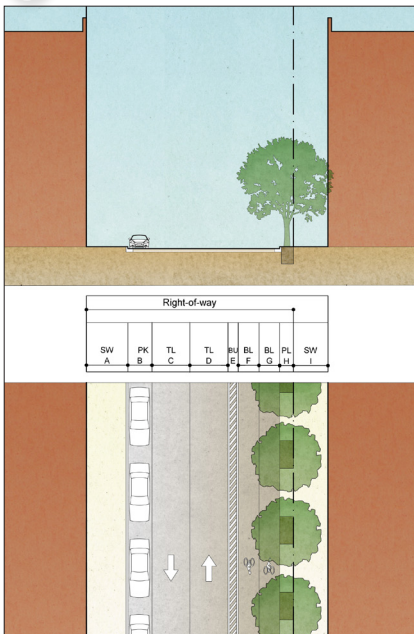
Recommended Element Width

Element	Width	Notes
A	Existing Sidewalk	5'
B	Travel Lane	10'
C	Painted Buffer	2'
D	Bicycle Lane	5'
E	Bicycle Lane	6'
F	Existing Sidewalk	5'





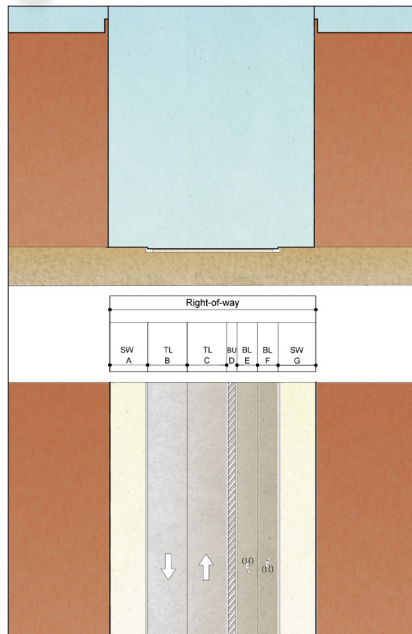
#### 4 Pike Street



Recommended Element Width

Element	Width	Notes
A	Existing Sidewalk	12'
B	Parking	7'
C	Travel Lane	11'
D	Travel Lane	11'
E	Painted Buffer	3'
F	Bicycle Lane	6'
G	Bicycle Lane	6'
H	Planter	4'
I	Proposed Sidewalk	10'

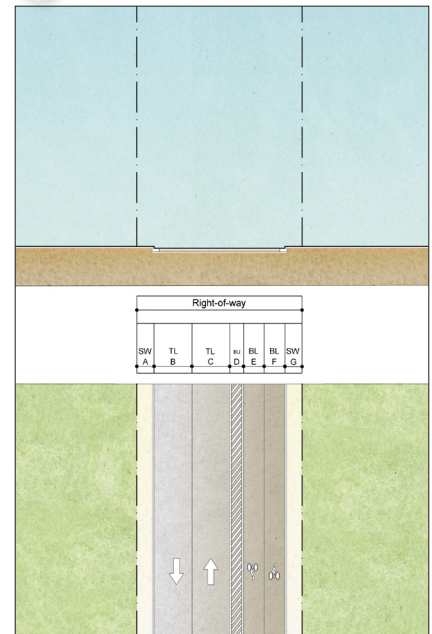
#### 5 Pike Street



Recommended Element Width

Element	Width	Notes
A	Existing Sidewalk	11'
B	Travel Lane	11'
C	Travel Lane	11'
D	Painted Buffer	4'
E	Bicycle Lane	6'
F	Bicycle Lane	6'
G	Existing Sidewalk	11'

#### 6 Pike Street



Recommended Element Width

Element	Width	Notes
A	Existing Sidewalk	5'
B	Travel Lane	11'
C	Travel Lane	11'
D	Painted Buffer	4'
E	Bicycle Lane	6'
F	Bicycle Lane	6'
G	Existing Sidewalk	5'





# **CHAPTER THREE**

## MASTER PLAN AND CATALYTIC SITES

*“Downtown Pontiac is a rare lifetime opportunity to be part of revitalizing a great American City with a global brand. It has good bones, and is a place worth investing in with a prime location, surrounded by wealth and prosperity. We hope we are designing it for the next hundred years.”*

*All the forces which created decay for the last 40 years can be reversed if good people work together. It feels like good is rising over the petty today here in Pontiac.”*

- Bob Waun  
Local Developer, and  
Vice President – Business  
Development for CORE  
Partners

# CHARRETTE MASTER PLAN

## OBSERVATION

The Downtown contains a number of well-proportioned walkable blocks that include historical buildings and active frontages. There is a range of recently renovated building types including some attractive loft spaces and small commercial spaces. Although limited, the Downtown features a mix of business, retail, entertainment, residential and civic uses with most expected Downtown services covered. The principal constraints to its urban form and retail potential are the disconnected streets, wide road widths, large number of vacant plots, underutilized parking lots, the Woodward Loop, the derelict Phoenix Center, disconnected Saginaw Street and limited residential uses.

## DISCUSSION

The challenges are significant; however over time through progressive interventions and a combination of public and private investment most problems are reversible. Basic elements that contribute to a healthy and vibrant Downtown need to be supported and the constraints removed. Building upon the existing assets, there is much potential for infilling blocks, improving connections, adding two-way streets and on-street parking, activating street frontages, directing traffic through the main street, retrofitting historical buildings and catalytic projects.

Combined with specific physical interventions there are also policy changes that could be put in place to ensure the pattern of a healthy urban fabric is instigated and maintained. This dual approach will provide confidence and certainty to investors by demonstrating both short-term interventions and long-term commitments from the City.



Liners masking the parking garage at the North Entrance of the Phoenix Center



## GENERAL RECOMMENDATIONS

**Policy** - The Planning Commission should adopt this CNU Legacy Report as an amendment to the City Master Plan as soon as feasible. Subsequent amendments should also be made to the zoning ordinance to simplify the categories and ensure it is in accordance with the International Building Code (IBC). Provision should also be made for the simple retrofitting and adaptive reuse of existing buildings. The alignment with the historic district standards should also be reviewed. A 'pink zone' (i.e. less red tape) should be set up to support the establishment of a new market, temporary liner structures, food trucks and other pop-up retail. Development fees should be combined into a single fee.

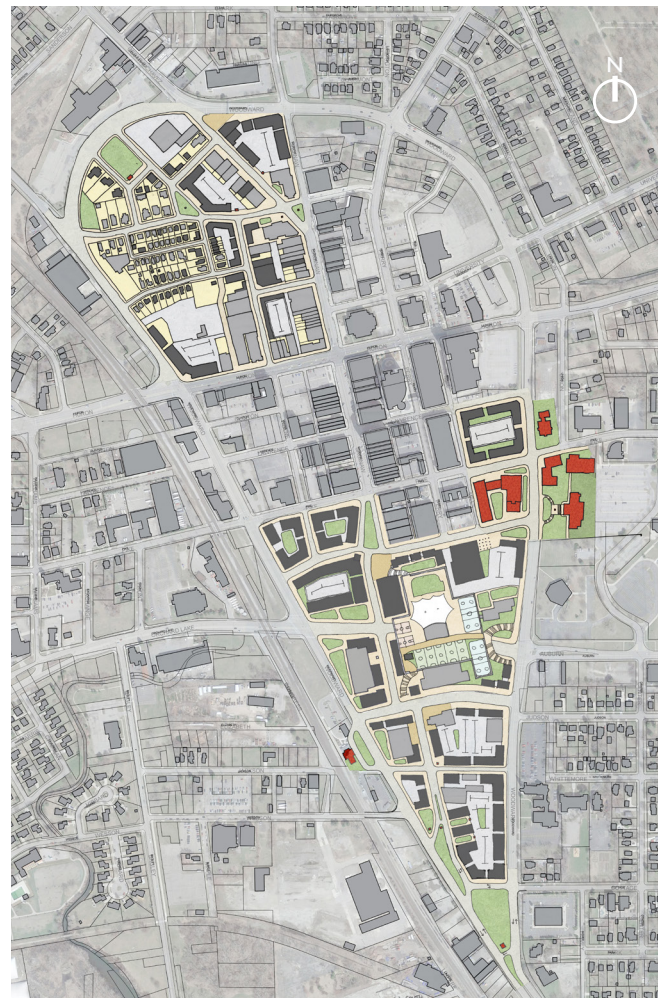
**Implementation and Leadership** - The delivery of the Master Plan is reliant on the City being highly organized and continuing its effective engagement with other organizations. This requires leadership. In addition a Downtown advocate and Economic Development Director should be recruited. An important organization is the Downtown Business Association and its future structure, funding and staffing should be resolved.

### KEY

- EXISTING
- PROPOSED
- CIVIC BUILDING
- GREEN SPACE
- PEDESTRIAN SIDEWALK
- PLAZA



Charrette Master Plan: Mid-term, Phoenix Center is maintained and refurbished.



Charrette Master Plan: Long-term, Phoenix Center is partially demolished and Saginaw is restore to it's former role as a main North-South connector.

## GENERAL RECOMMENDATIONS (CONTINUED)

**Urban Fabric** - To restore a dense urban fabric the Master Plan provides for the establishment of appropriately sized walkable blocks and the infill of vacant sites and parking lots with a mix of uses. Wherever possible buildings enclose each block and provide an unbroken active frontage. Parking is placed to the rear. Short-term interventions such as liner structures should be used to screen undeveloped areas and provide active ground floor uses. The reinstatement of an unobstructed north-south main street should be a priority, first as a pedestrian connection over the Phoenix Center and subsequently with vehicular traffic as the Phoenix Center is demolished.

**Transit and Connectivity** - The Downtown BRT route and station has been positioned on Huron Street and should be taken forward with the Regional Transit Authority. An extension through Downtown of the bike and recreational trails has also been proposed and should be implemented in partnership with Oakland County and 'Friends of Clinton River Trail'. The reconfiguration of the Woodward Loop to two-way traffic supports efforts by PBDA, Oakland County and the City. The Master Plan also advocates improving crosswalks, introducing additional on-street parking and implementing a parking management strategy.

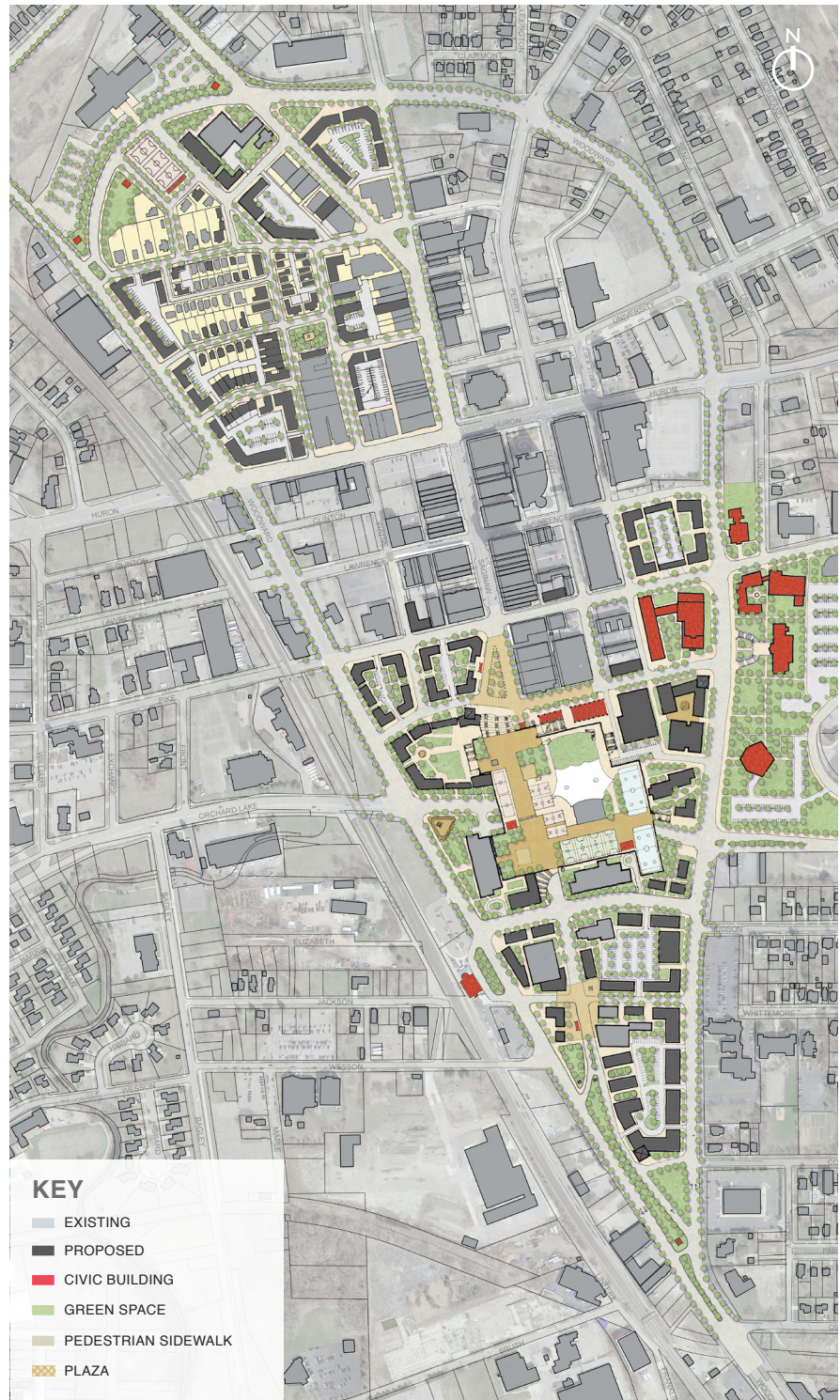
**Housing** - The City should work with HUD, MSHDA, Oakland County and County Treasurer to identify funds to support the development of new rental housing units within the Downtown. The units should target both market rate and low-moderate income residents and include new construction and the adaptive reuse of existing buildings. Additionally, building owners should continue to incrementally increase housing rental rates. Increased rates will help substantiate to lenders the market for Downtown housing.

**Retail and Public Market** - The Retail Market Study (See Appendix) demonstrated the potential additional revenue that could be generated in Downtown. The Master Plan reflects this potential and includes many of the suggested physical interventions that would be required to realize it. Additional retail is focused along Saginaw and the surrounding streets, together with a new node in the South District. A number of locations could be utilized for a public market (see page 29) with an outdoor structure situated alongside. Additional city management techniques are required to support the retail, such as retailer store guidance, parking management and a marketing strategy.



## SHORT-TERM

- Continue to improve crosswalks, sidewalks and street lighting throughout Downtown
- Increase the amount of on-street parking with re-stripping and introduce a parking management strategy
- Screen vacant sites and parking lots with light structures, landscaping or low walls
- Organize and coordinate a program of arts and special events
- Continue progressing at the regional level the BRT route and Downtown stations
- Consolidate the preferred route for the Downtown trail connecting to the existing Clinton River Trail
- Actively promote the Downtown as a place to locate new retail, business and market
- Facilitate and promote low cost accommodation for new start up businesses within the Downtown
- Support the ongoing work to make Woodward Loop a leaner two-way street with the early degrading of the east section from an arterial route to a local feeder street
- Cut red tape for certain uses such as the farmers market, liner structures, food trucks and pop-up retail

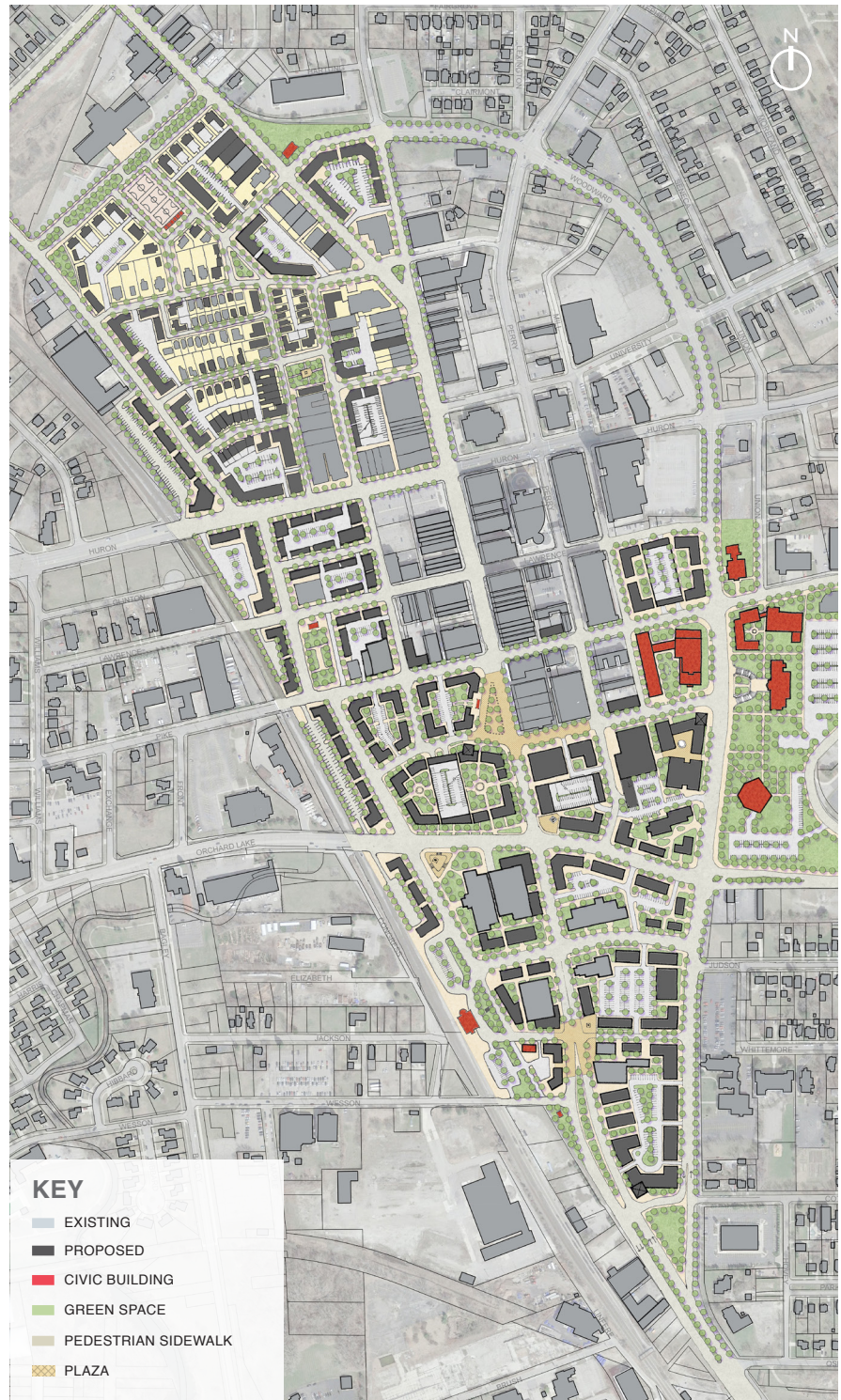


**Short-term Master Plan:** The plan above shows the Phoenix Center maintained and refurbished, streetscape improvements and the development of vacant lots.



## LONG-TERM

- Carry out a coordinated marketing campaign to promote Downtown as a retail, residential and business location
- Infill vacant lots with a diverse range of building types and mix of uses
- New streets and alleys should restore connectivity within the urban fabric
- “A” streets should have active frontages and building entrances
- Parking access should be concentrated on “B” streets and alleys
- Support the locating of County civic buildings and a public market Downtown
- Downgrade the entire Woodward loop as an arterial route and direct traffic along Saginaw



**Long-term Master Plan:** The Phoenix Center is demolished and Woodward Avenue is transformed from an arterial route to an urban thoroughfare as Saginaw’s role as a main north-south connector is restored.



# CATALYTIC PROJECT 1: PHOENIX CENTER

## OBSERVATION

The Phoenix Center was designed as a 2,500 capacity centrally located parking garage serving both Downtown retail and local office towers. The rooftop amphitheater proved to be a popular public venue with events held regularly. Now largely defunct and with maintenance costs increasing, the future use or demolition of the Phoenix Center has divided the City. The natural lifespan of the Center is a likely to be a further 20-30 years.

## DISCUSSION

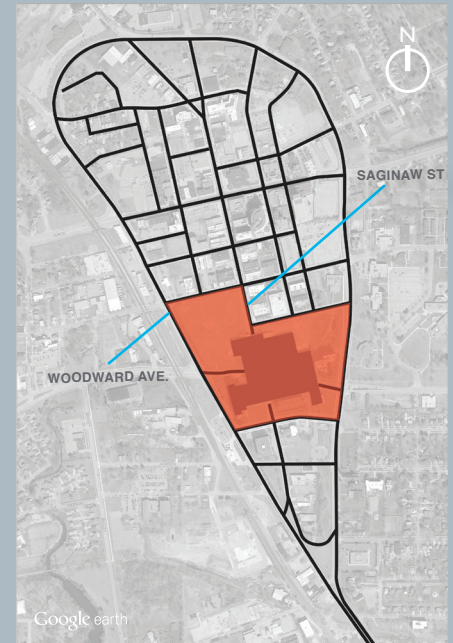
The Center can be viewed as both an asset and a constraint. It provides a good provision of parking and also an important public open space. With so many vacant plots already within Downtown it, at the very least, provides some built presence. However, the sheer size of block and lack of uses on its periphery creates a difficult environment for pedestrians and vehicles to navigate. The configuration of the streets, with an east-west underpass and the blocked north-south connection, completely breaks the urban fabric and discourages cars entering Downtown from the south.

## GENERAL RECOMMENDATIONS

After considering the many good ideas expressed during the Charrette and a brief examination of the structural design, the team concluded that it would be preferable to make use of the Center now but allow it to be systematically removed as the natural lifespan of the building comes to an end.

Using it now means maintaining the structure and making use of it as a parking garage. Constructing attractive steps with light materials will encourage pedestrian access and provide interesting seating opportunities. A north-south landscaped walkway over the structure should be introduced and a mixture of civic, sports and recreational uses placed on the roof. Temporary liner buildings could also be constructed on Water Street to screen the garage and create an active frontage.

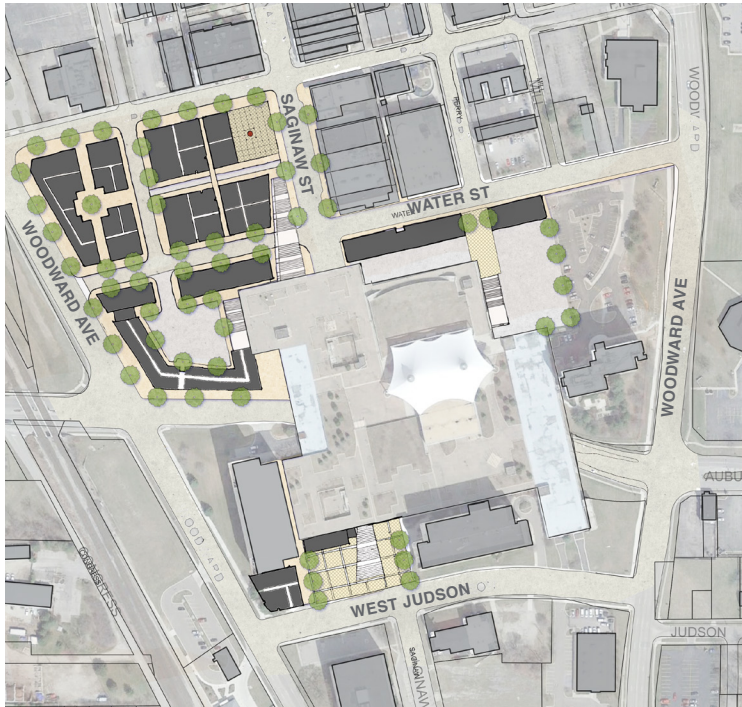
Following an engineering report, sections of the structure can begin to be demolished, perhaps starting with the west portion. This will allow for Saginaw Street to continue unobstructed the full length of Downtown and vehicles may enter easily from the South. In time, the full structure should be demolished allowing the traditional urban fabric to be fully restored.



*“Downtown Pontiac has all the ingredients for a rebirth. It has the historic architecture that a growing generation desires, and businesses are rediscovering Pontiac’s unique environment among the sprawl of Metro Detroit. The Phoenix Center is a key element of the reinvention of downtown, and with the right improvements, it could function, at least in the short term, as the southern anchor it was originally intended to be.”*

- Conrad C. Kickert  
Assistant professor of Urban  
Design - University of Cincinnati

## PHOENIX CENTER & ADJACENT LOT 9 STUDIES



Archive DS

The re-establishment of the urban grid will start with the installation of temporary steps on the north and south sides of the Phoenix Center at Saginaw. This temporary connection will allow pedestrians to access the roof of the Phoenix Center, which will be activated with sports and other recreation.



Idealized eye-level view of the developed Lot 9

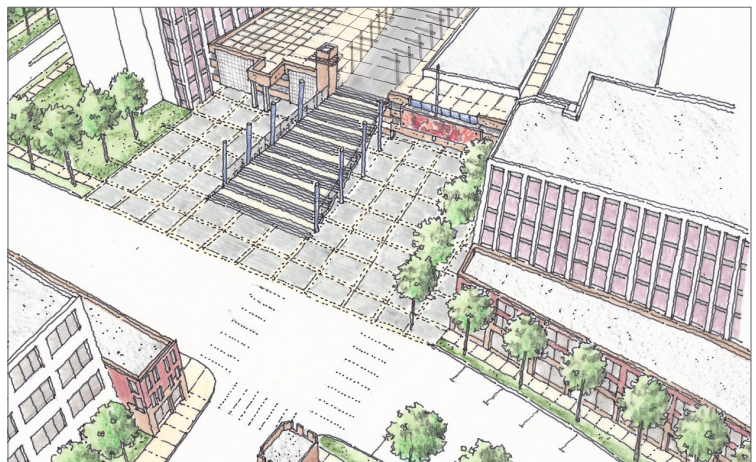


Illustrative aerial looking South towards the Phoenix Center's North entrance



Archive DS

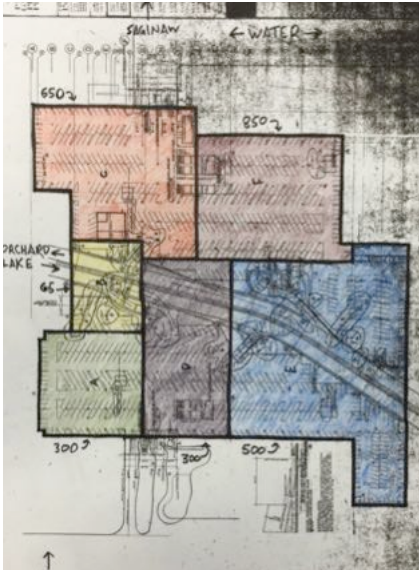
North Approach



South Approach



## PHOENIX CENTER DEMOLITION STUDIES / CHARRETTE OPTIONS



The existing construction drawings show that expansion joints exist across the structure. Due to the positioning of these joints, it appears that the staggered demolition of the Phoenix Center may be possible. The phasing drawings on the following pages are based on this preliminary assumption. Further examination is needed.



Option One: Minimal intervention to reconnect Saginaw Street



Option Two A: Further interventions while retaining portions of the garage



Option Two B: More extensive demolition including the garage portion attached to the western Ottawa Tower

Conrad C. Kickert



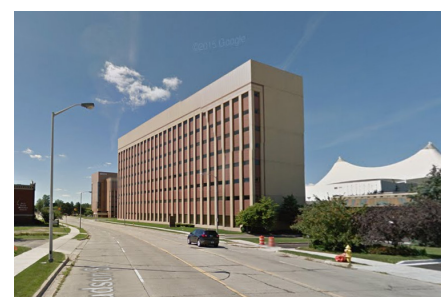
## PHOENIX CENTER – EXISTING CONDITIONS



**1** Amphitheater on top of Parking Garage



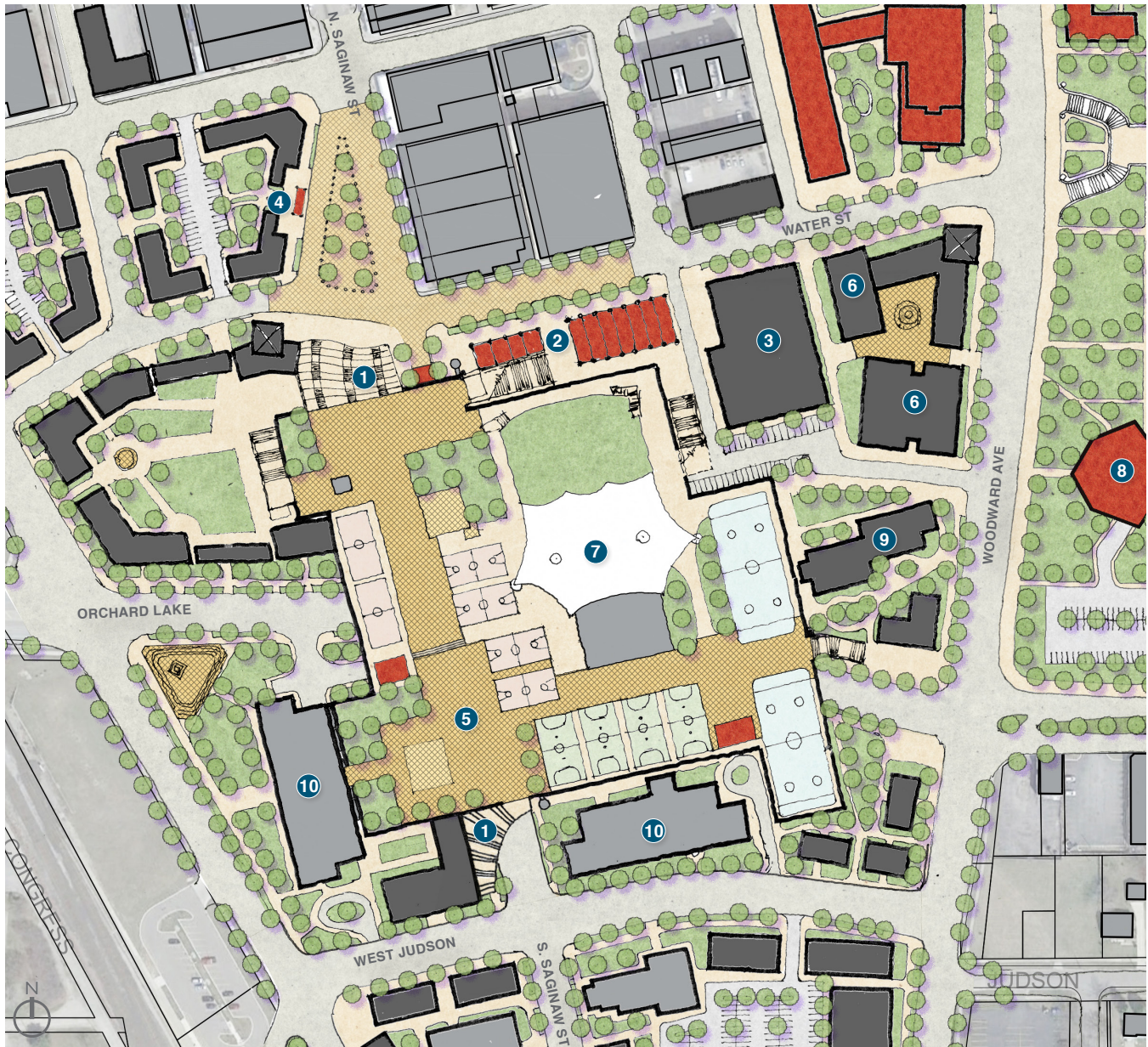
**2** View towards North Saginaw



**3** Ottawa Towers



## PHOENIX CENTER – INCREMENTAL RETROFIT

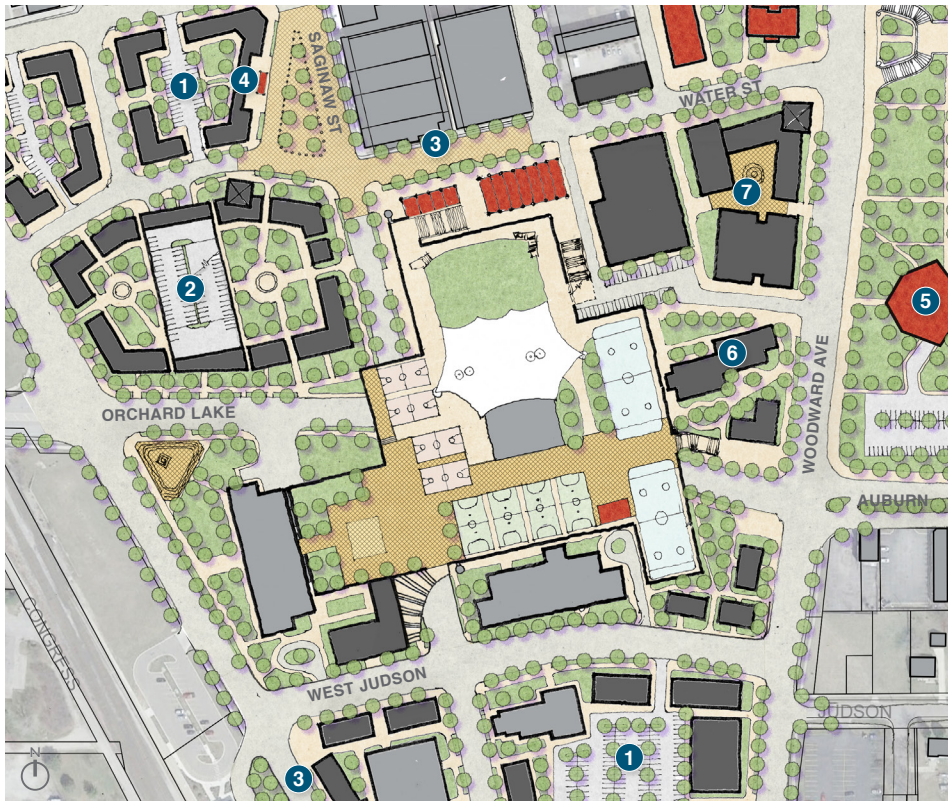


**Stage One:** The Phoenix Center is maintained and refurbished. Additional rooftop uses may include walkways, small cafes / food outlets, allotment gardens, hockey, basketball, soccer, shuffle-board, and landscaped public spaces.

### KEY

EXISTING BUILDINGS	1 PROPOSED STEPS AND SEATING	6 COMMUNITY / SENIOR CENTER
PROPOSED MIXED-USE	2 PROPOSED FARMERS' MARKET	7 EXISTING AMPHITHEATER
CIVIC BUILDING	3 PROPOSED PUBLIC MARKET	8 SCHOOL DISTRICT ADMIN. BLDG.
PEDESTRIAN SIDEWALK	4 PROPOSED BUS STOP	9 PHOENIX PLACE APARTMENTS
PLAZA	5 CIVIC, SPORTS AND RECREATION	10 OTTAWA TOWERS
GREEN SPACE		

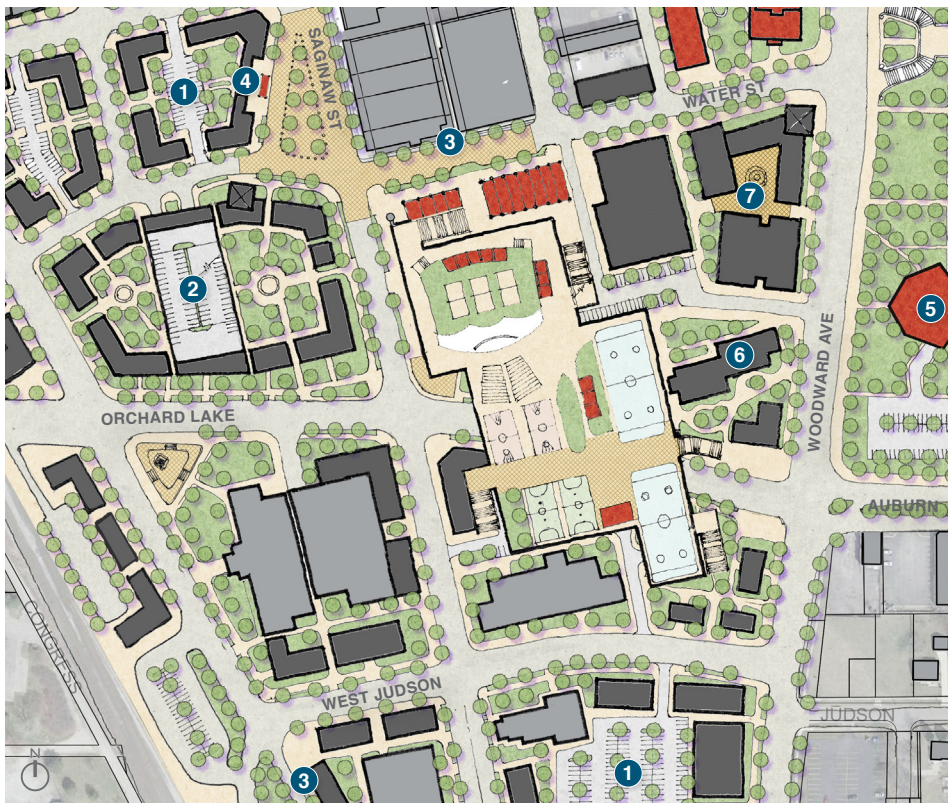




**Stage Two:** The first portion of the Phoenix Center is demolished and Lot 9 is fully redeveloped.

#### KEY

- EXISTING BUILDINGS
- PROPOSED MIXED-USE
- CIVIC BUILDING
- PEDESTRIAN SIDEWALK
- PLAZA
- GREEN SPACE
- 1 MASKED PARKING (SURFACE)
- 2 PARKING GARAGE
- 3 EXISTING BUS STOP
- 4 PROPOSED BUS STOP
- 5 SCHOOL DISTRICT ADMIN. BLDG.
- 6 PHOENIX PLACE APARTMENTS
- 7 COMMUNITY / SENIOR CENTER



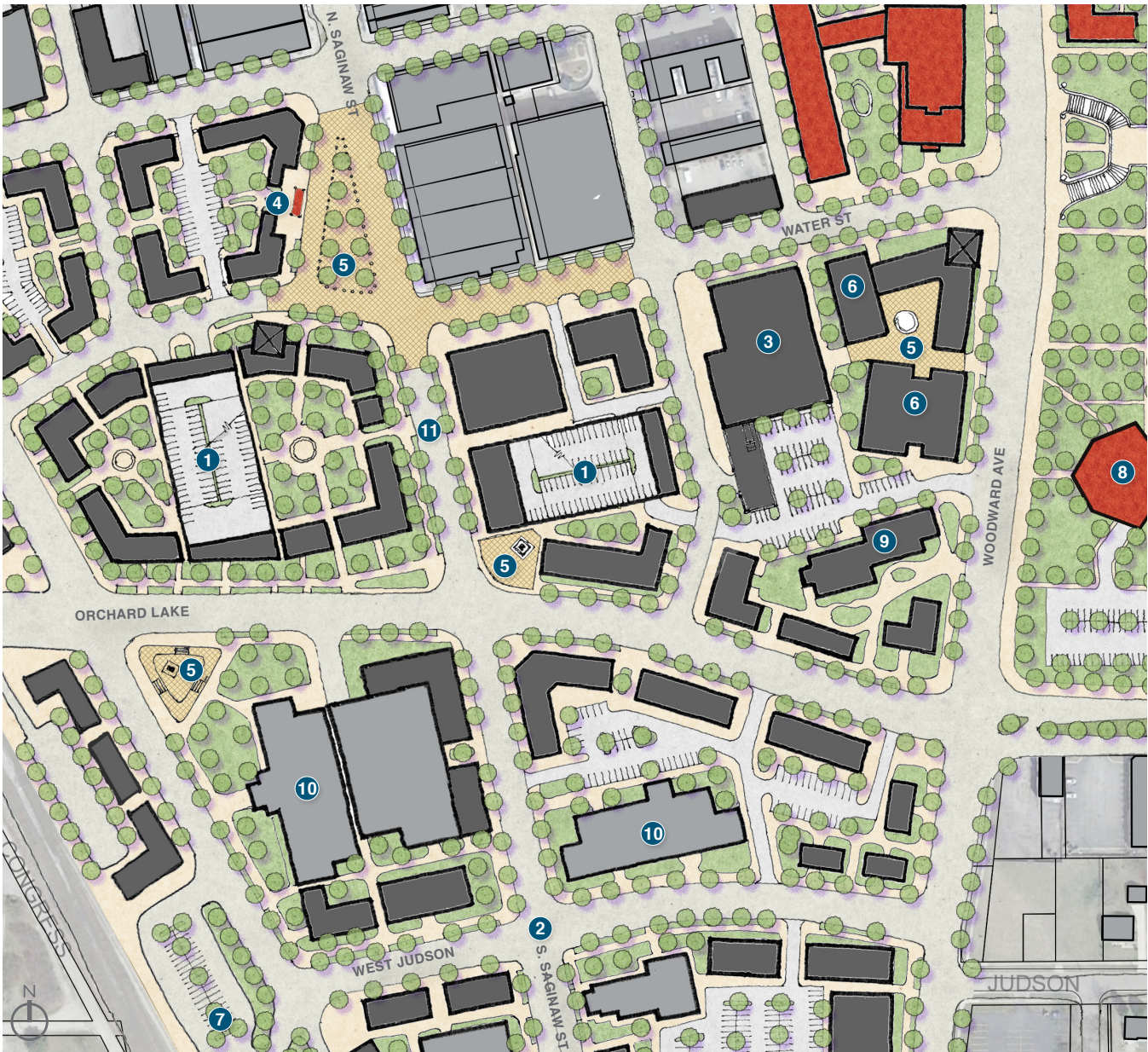
**Stage Three:** More of the Phoenix Center is demolished, and Saginaw's role as a north-south connector is restored.

#### KEY

- EXISTING BUILDINGS
- PROPOSED MIXED-USE
- CIVIC BUILDING
- PEDESTRIAN SIDEWALK
- PLAZA
- GREEN SPACE
- 1 MASKED PARKING (SURFACE)
- 2 PARKING GARAGE
- 3 EXISTING BUS STOP
- 4 PROPOSED BUS STOP
- 5 SCHOOL DISTRICT ADMIN. BLDG.
- 6 PHOENIX PLACE APARTMENTS
- 7 COMMUNITY / SENIOR CENTER



# PHOENIX CENTER – LONG-TERM PLAN



**Final Stage:** Demolition of the Phoenix Center is complete, and the urban grid is restored.

## KEY

- |                     |                             |                                |
|---------------------|-----------------------------|--------------------------------|
| EXISTING BUILDINGS  | 1 PARKING GARAGE            | 7 TRANSPORTATION CENTER        |
| PROPOSED MIXED-USE  | 2 NEIGHBORHOOD NODE         | 8 SCHOOL DISTRICT ADMIN. BLDG. |
| CIVIC BUILDING      | 3 PROPOSED PUBLIC MARKET    | 9 PHOENIX PLACE APARTMENTS     |
| PEDESTRIAN SIDEWALK | 4 PROPOSED BUS STOP         | 10 OTTAWA TOWERS               |
| PLAZA               | 5 PUBLIC PLAZAS             | 11 RESTORED SAGINAW STREET     |
| GREEN SPACE         | 6 COMMUNITY / SENIOR CENTER |                                |

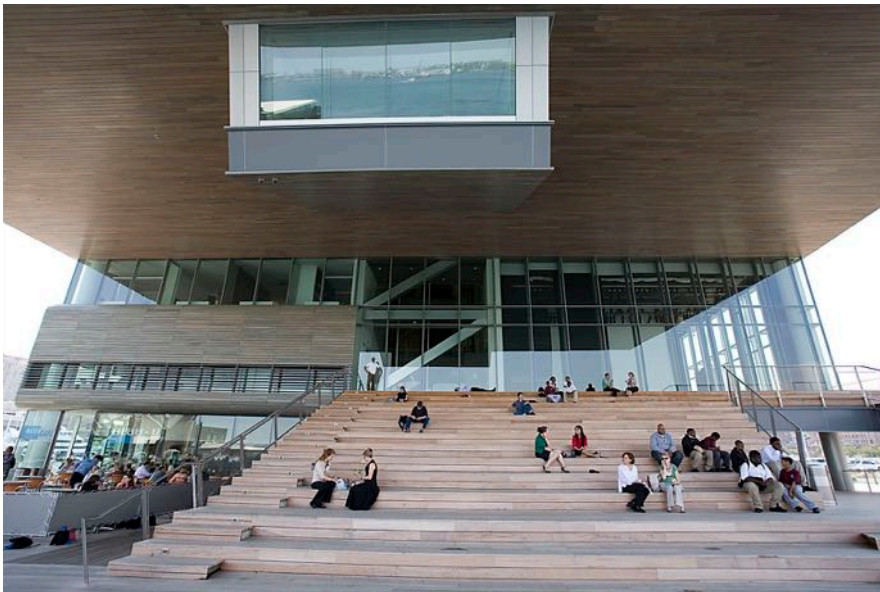


## SHORT-TERM

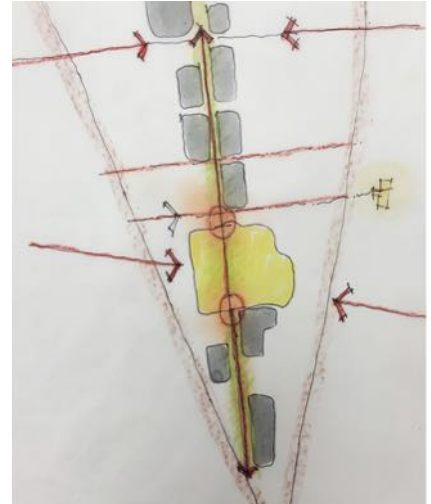
- Maintain the upkeep of the Phoenix Center and surrounding streets
- Encourage accessibility to the rooftop by introducing temporary steps and seating
- Place liner structures on Water Street
- Design and place civic, sports and recreational facilities on the roof, with a linear landscaped walkway connecting the South District
- Organize a program of events for the amphitheater
- Encourage surrounding building owners to introduce active frontages
- Study the structural capacity to remove the Phoenix Center in stages based upon structurally independent portions

## LONG-TERM

- Replace liner structures with more permanent buildings
- If staged removal is possible, plan for partial renovations and partial demolition in sections. Systematically remove portions of the Phoenix Center until completely demolished
- At the earliest opportunity reinstate Saginaw as an unobstructed main street running north-south through the entire Downtown
- Progressively redevelop the site respecting the historic urban fabric and local street pattern
- Continually review the parking requirements for Downtown and local office towers and provide elsewhere as needed



Example of steps and seating - Institute of Contemporary Arts, Boston



Sketch showing important connections into Downtown



Sketch showing 5 minute walk



Sketch showing built form and civic buildings



## ILLUSTRATIONS: N. SAGINAW STREET



Existing Conditions



Proposed Conditions - The steps terminating the plaza could be built of materials that can be easily dismantled during the future phases of development and demolition of the Phoenix Center.



## ILLUSTRATIONS: INTERSECTION OF WATER AND SAGINAW STREETS



Existing Conditions



Proposed Conditions - Option with liner buildings placed on Water Street activating the street and screening the Phoenix Center



## ILLUSTRATIONS: WATER STREET

Street Views, Google Pro 2016



Existing Conditions

DPZ Partners LLC



Proposed Conditions - New buildings frame and enclose the street and a new tower terminates the vista



ILLUSTRATIONS: S. SAGINAW STREET

Street Views, Google Pro 2016



Existing Conditions

DPZ Partners LLC



Proposed Conditions - Temporary steps provide an attractive facade and improve access on and over the roof



# CATALYTIC PROJECT 2: LOT 9

## OBSERVATION

Lot 9 is a six-acre private parking lot located at the south end of Saginaw adjacent to the Phoenix Center. It is completely open on all four sides and in a deteriorating state. Although used regularly on the weekends, its current use and condition is to the detriment of the urban character of this important central location.

## DISCUSSION

Previous studies by Archive DS demonstrate the potential that a developed Lot 9 has in restoring a walkable street pattern, providing active frontages and introducing life into this quiet and underutilized part of Downtown. It is well situated in relation to the shops and services on Saginaw, the Transportation Center, bus station and Phoenix Center and should form an important cornerstone in a revitalized Downtown.

## RECOMMENDATIONS

The site should be broken up into walkable blocks restoring the urban grid and providing easy connections to the surrounding streets. Buildings should front the street and have an active ground floor, including habitable rooms and entrances. Parking should be located to the rear of the building accessed via alleys. Placing inexpensive temporary liner structures on the eastern boundary of Lot 9 would immediately assist to define the street and activate this section of Saginaw.

Given its central location appropriate uses would be housing on the upper floors, and restaurants and retail on the ground floors, particularly along Saginaw. The following proposed scheme also suggests creating a small landscaped public plaza at the southern end of Saginaw and relocating the bus station. This would provide a safer more visible place for people to wait and provide an additional well-proportioned open space Downtown.



*“Concepts for the redevelopment of Lot 9 envision an expansion of the excellent urban fabric the traditional downtown with new structures that will provide an exciting environment for living, working and recreation as well as public space enhancements. As Pontiac’s historic center is re-established and gaps are filled, it will again become the primary hub of the County.”*

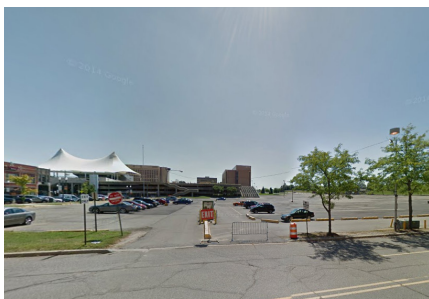
- Mark Nickita  
Archive DS

## LOT 9 – EXISTING CONDITIONS AND EARLY INTERVENTIONS



Relocated bus stop and liner

Street Views, Google Pro 2016



**1** Lot 9 Parking



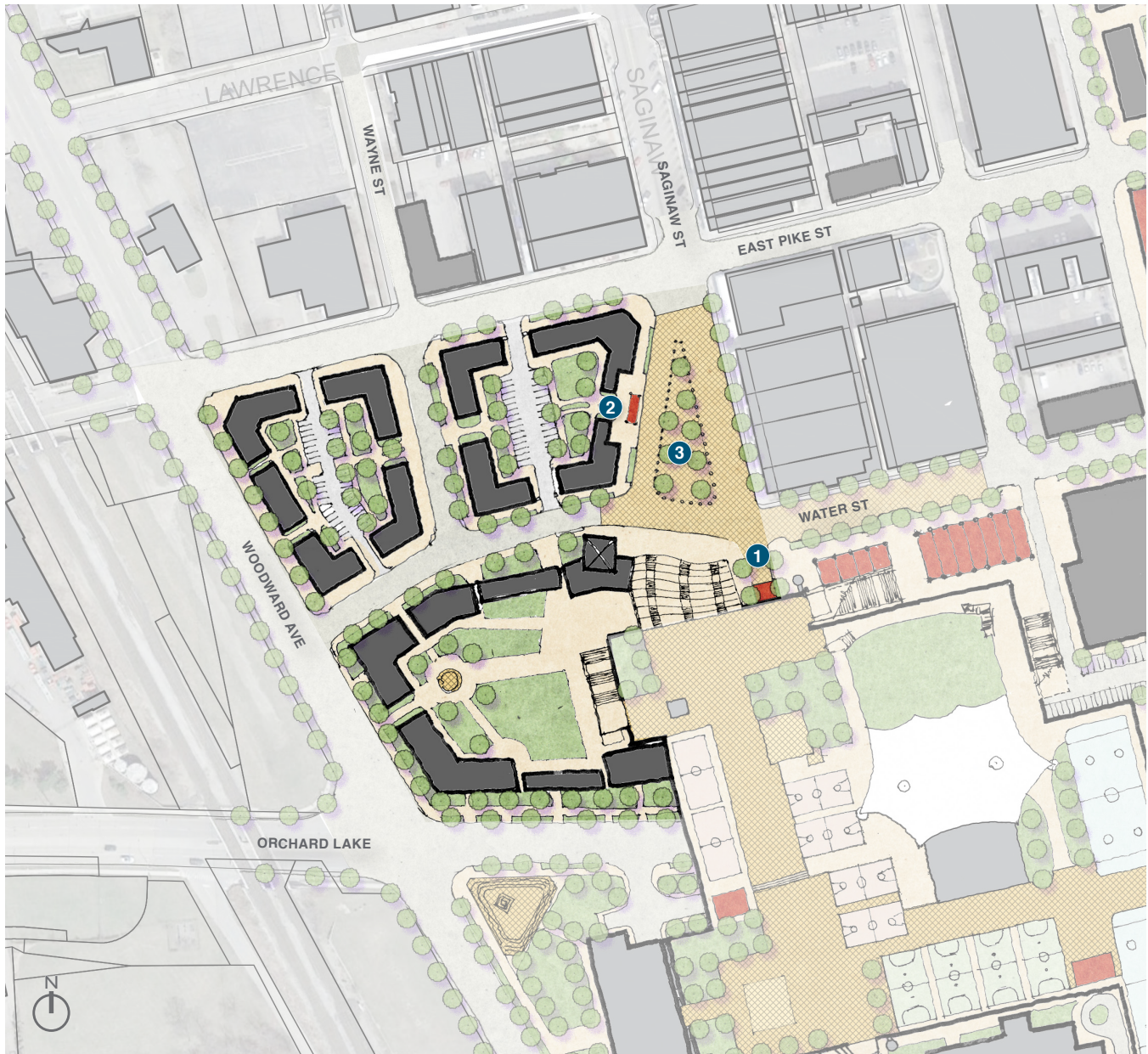
**2** View East Pike Street



**3** Woodward Ave South



## LOT 9 – INFILL DEVELOPMENT ALONGSIDE THE PHOENIX CENTER



### KEY

- EXISTING BUILDINGS
- PROPOSED MIXED-USE
- CIVIC BUILDING
- PEDESTRIAN SIDEWALK
- PLAZA
- GREEN SPACE

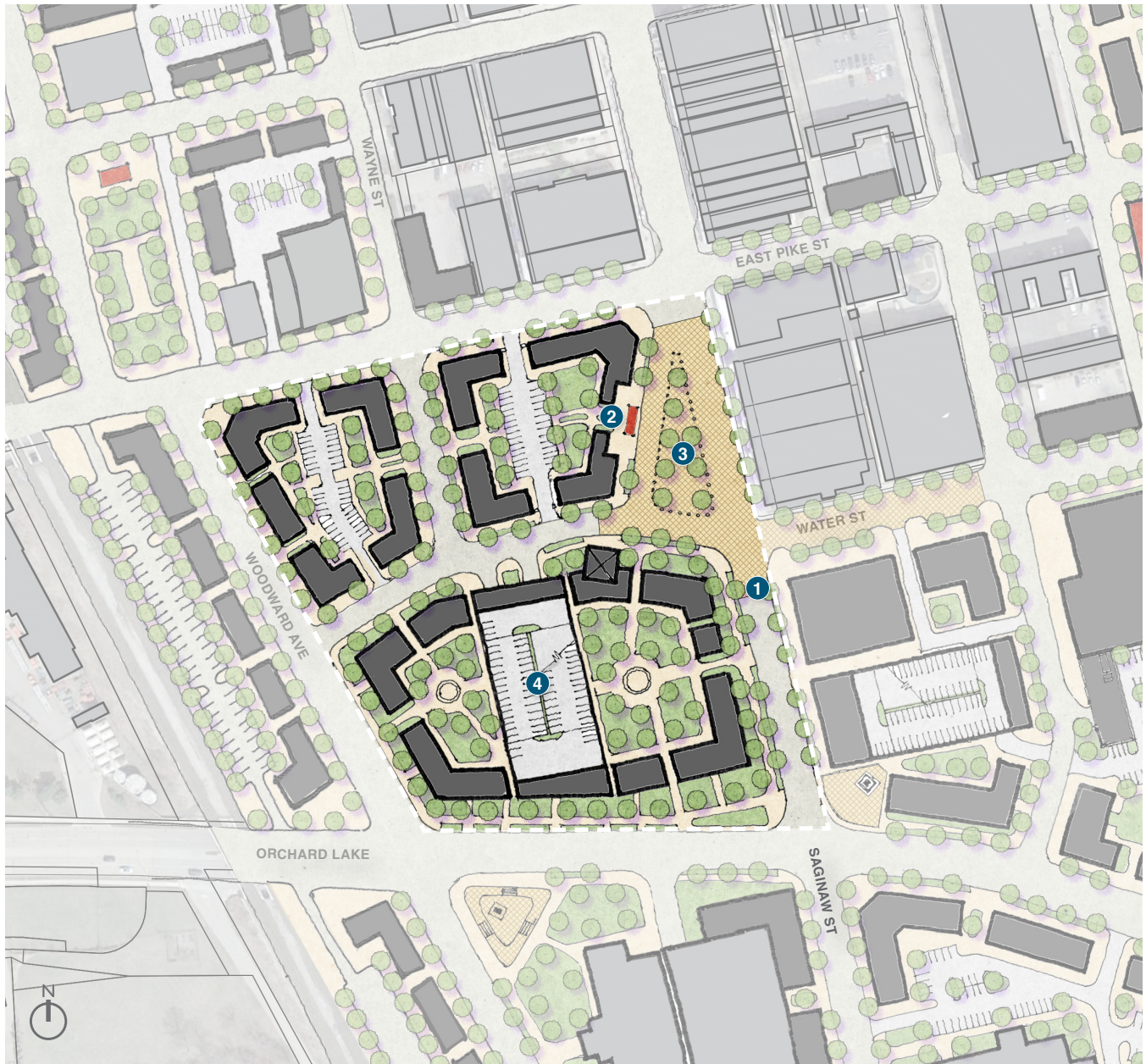
- 1 IMPROVED ENTRANCE
- 2 RELOCATED BUS STOP
- 3 PUBLIC PLAZA

### SHORT-TERM

- Relocate bus station to the west side of Saginaw adjacent to Lot 9
- Create a small public plaza in the front of bus station
- Place a liner building along the east boundary of Lot 9
- Improve the appearance of the vehicular entrance to the Phoenix Center with a new facade, terminating the vista on Saginaw
- Divide Lot 9 into walkable urban blocks



## LOT 9 – INFILL DEVELOPMENT WITH RECONNECTED SAGINAW STREET



### KEY

- EXISTING BUILDINGS
- PROPOSED MIXED-USE
- CIVIC BUILDING
- PEDESTRIAN SIDEWALK
- PLAZA
- GREEN SPACE

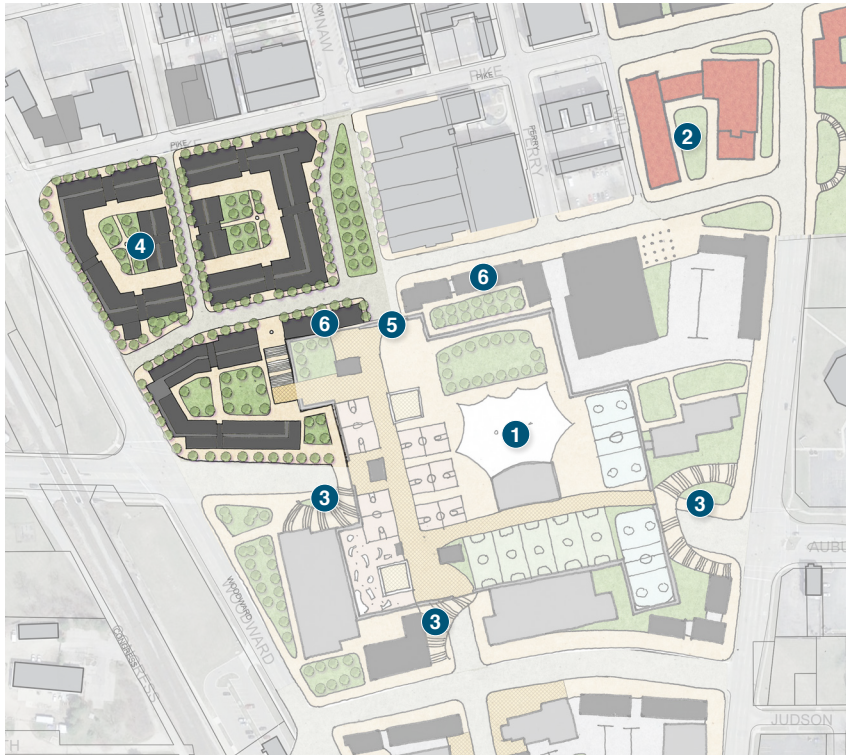
- 1 RESTORED SAGINAW STREET
- 2 RELOCATED BUS STOP
- 3 PUBLIC PLAZA
- 4 PARKING GARAGE

### LONG-TERM

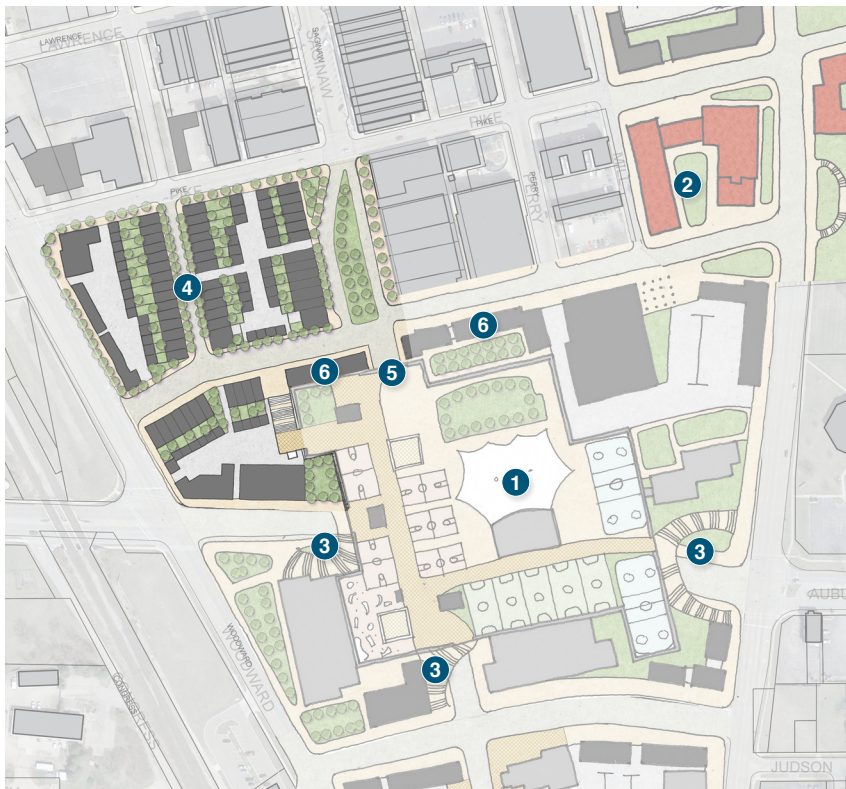
- Develop using a diverse range of building types and mix of uses
- Provide active frontages and avoid parking access on 'A' streets
- Create additional parking to compensate for demolished Phoenix Center



## LOT 9 – ADDITIONAL OPTIONS

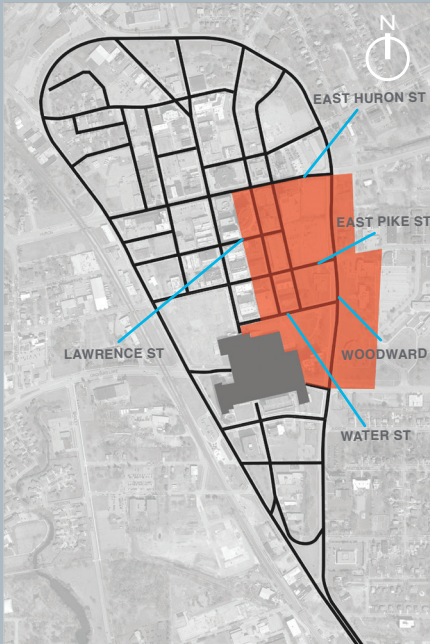


**Infill with Apartments**



**Infill with Row Houses**

## CATALYTIC PROJECT 3: CIVIC QUARTER



### OBSERVATION

On the eastern edge of Downtown lies a collection of civic buildings which includes the City Hall and Main Library. These buildings act as important anchors within the City attracting a significant number of visitors to Downtown. The library has been earmarked for expansion and a new public space proposed. Also within the vicinity is a large tower block, accommodating a senior center, with an adjacent open parking lot.

### DISCUSSION

Connections between buildings are generally poor in this location and the urban fabric could be strengthened further. The City Hall is constrained and cut off from Downtown by the wide Woodward loop. Internal room configurations and the loss of front steps have meant the building has turned its back on Downtown.

Although relocating the library more centrally may widen its benefits, the current location is preferable to a suburban site. Any expansion plans could be accommodated in its existing location. The parking lot to the front of the Senior Center is generally underutilized and does little to contribute to the street frontage or activate the area. The relationship between the tower block and Downtown would be improved by infilling the parking lot with complementary uses.

### RECOMMENDATIONS

The collection of buildings in this area should be strengthened into a coherent civic quarter. The construction of new steps and crosswalk improvements will make the City Hall more accessible. New infill buildings will help reinforce the street pattern, provide active frontages and integrate with an expanded library and new community facilities.

A new or relocated public market should also be located on the undeveloped lot adjacent to the Phoenix Center introducing retail and activity into a currently quiet part of Downtown. A community center would be an additional development that would both complement the civic buildings and be an important amenity for the Senior Center. Developed in stages, the community center could accommodate recreational spaces, functions and cultural events, local clubs and volunteer groups and other activities.



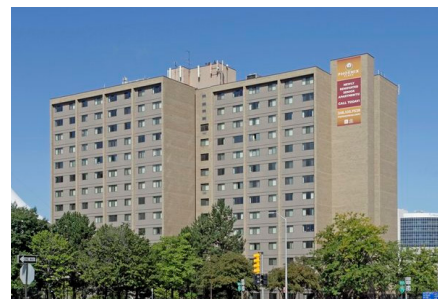
## CIVIC QUARTER – EXISTING CONDITIONS



**1** City Hall



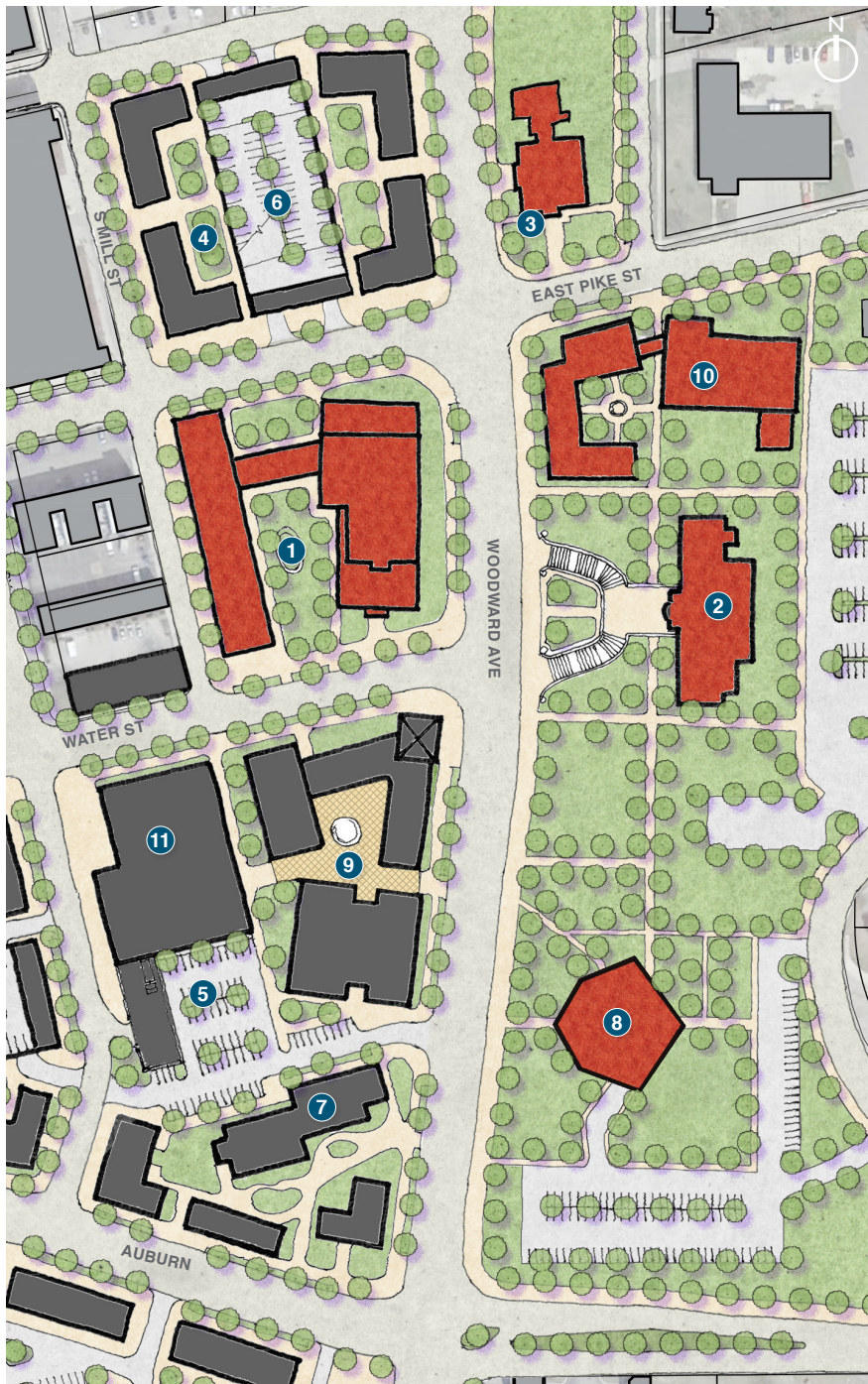
**2** Main Library



**3** Phoenix Place Apartments



## CIVIC QUARTER – PROPOSED PLAN



### KEY

EXISTING BUILDINGS	1 LIBRARY EXPANSION	7 PHOENIX PLACE APARTMENTS
PROPOSED MIXED-USE	2 CITY HALL	8 SCHOOL DISTRICT ADMIN. BLDG.
CIVIC BUILDING	3 RETROFIT OF HISTORIC BUILDING	9 COMMUNITY / SENIOR CENTER
PEDESTRIAN SIDEWALK	4 PROPOSED PERIMETER BLOCK	10 POLICE STATION
PLAZA	5 SURFACE PARKING LOT	11 PROPOSED PUBLIC MARKET
GREEN SPACE	6 PARKING GARAGE	

### SHORT-TERM

- Maintain and enhance the Main Library in its current location
- Create a coherent civic quarter by improving pedestrian connections, crosswalk re-striping, sidewalk enhancements, street landscaping and new steps to the City Hall

### LONG-TERM

- Progress the library expansion project with a new wing fronting the western edge of the block
- Develop a new community center on the south side of Water Street adjacent to the Senior Center
- Locate or relocate a Public Market on Water Street
- Reinforce the urban grid and street frontages with new infill residential and office development



# CATALYTIC PROJECT 4: SOUTH DISTRICT

## OBSERVATION

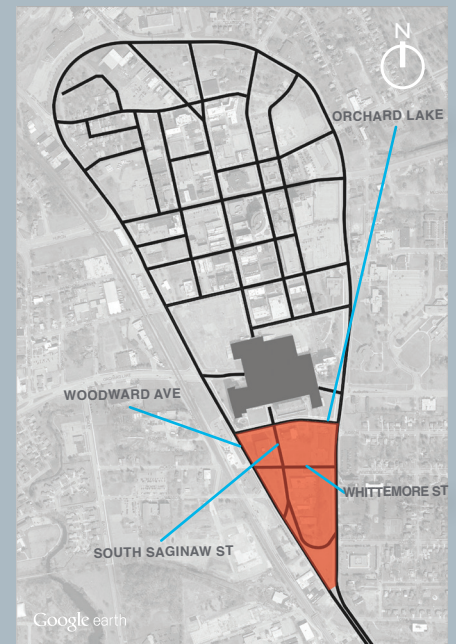
The South District features sporadic buildings across a number of blocks ranging from high-rise office towers, community/religious buildings and small industrial units. Each of the buildings varies in architectural style and quality. The large number of vacant blocks within the district creates a bleakness and the area is constrained by an awkward intersection with Woodward Avenue and a lack of connections to the north.

## DISCUSSION

The area has the potential to be a southern gateway into Downtown. While the Woodward loop currently diverts traffic away from the location, future plans to reinstate Saginaw as an unobstructed main street will ensure traffic passes through the area. The area is also located close to the Transportation Center and connections could be improved further. In the interim the area would benefit from the proposals for the Phoenix Center, as discussed earlier.

## RECOMMENDATIONS

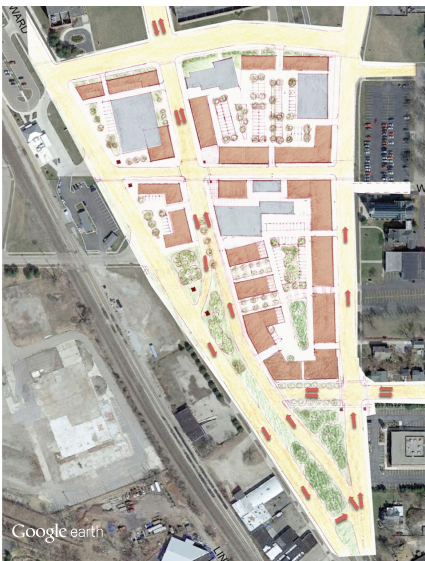
Vacant lots can be filled, with habitable rooms and entrances located on the ground floor and parking located to the rear. A mix of uses would be appropriate, including retail, offices, light industrial and some residential. Blocks should be walkable and be centered on a new node located at the intersection of S. Saginaw and Whittemore St which also provides good access to the Transportation Center. In the short-term stairs can be added to the southern facade of the Phoenix Center providing access to the roof and the proposed pedestrian path north to Saginaw.



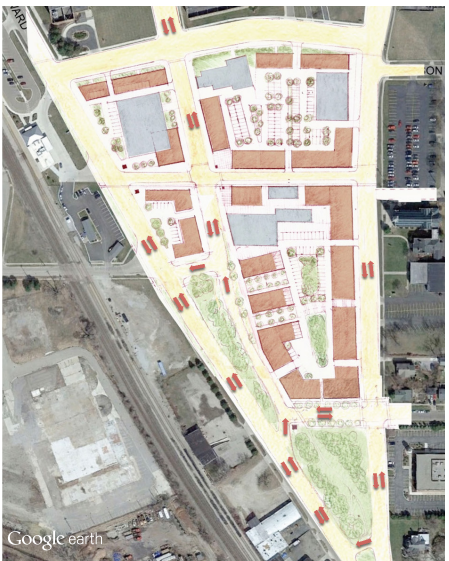
# SOUTH DISTRICT – PRELIMINARY STUDIES



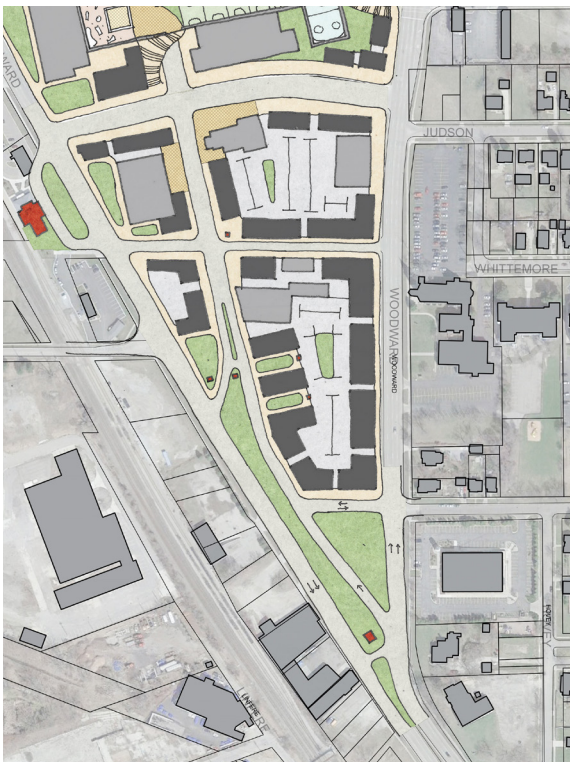
Directing Woodward primarily to Saginaw



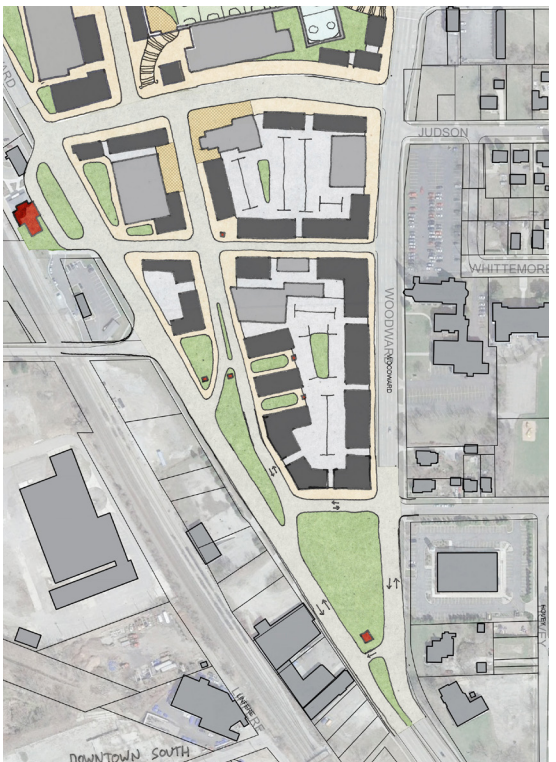
Provides a northbound peel from Woodward to Saginaw, similar to the Southbound peel on Woodward in Birmingham



Configuration once the Woodward loop is fully converted to two-way travel



Short-term Master Plan - Woodward One Way Avenue (Charrette outcome)



Mid-term Master Plan - Woodward Two Way Avenue (Charrette outcome)



# SOUTH DISTRICT – EXISTING CONDITIONS



Street Views, Google Pro 2016



1 Transportation Center



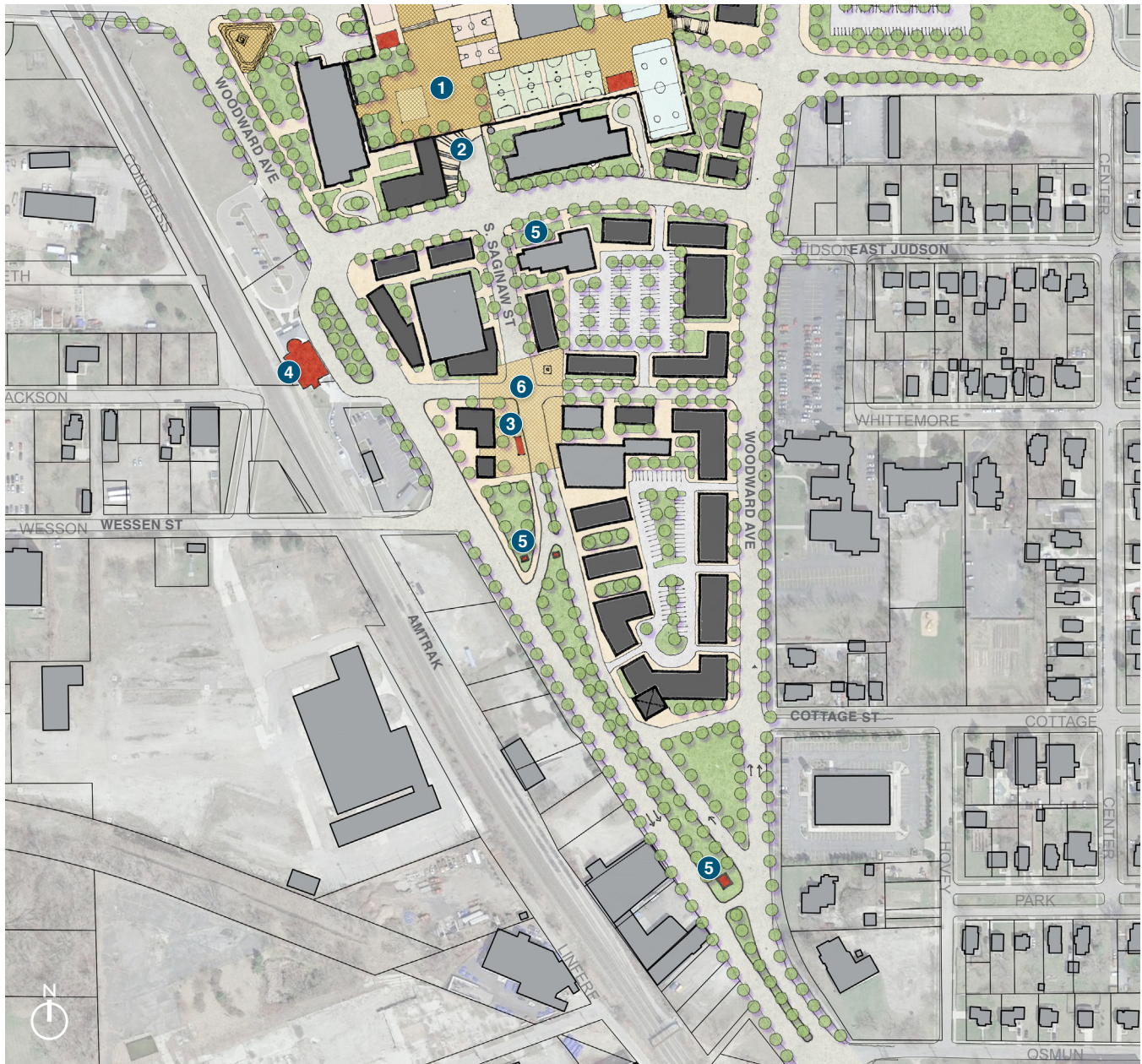
2 Church on Saginaw



3 Woodward Ave North



## SOUTH DISTRICT – INFILL DEVELOPMENT



### KEY

EXISTING BUILDINGS	1 PHOENIX CENTER
PROPOSED MIXED-USE	2 TEMPORARY STAIRS
CIVIC BUILDING	3 PROPOSED BUS STOP
PEDESTRIAN SIDEWALK	4 TRANSPORTATION CENTER
PLAZA	5 SITES OF CIVIC IMPORTANCE
GREEN SPACE	6 NEIGHBORHOOD NODE

### SHORT-TERM

- Introduce crosswalks at Judson Street and Whittemore St connecting the South District to the Transport Center
- Facilitate the addition of a soft-left turn from northbound Woodward Avenue into the South District
- Create a new node on the intersection of S. Saginaw and Whittemore St, with active uses and strong frontages
- Infill existing blocks with a mix of uses and building types, and retrofit existing structures



## SOUTH DISTRICT – RECONNECTED SAGINAW STREET



## LONG-TERM

- In conjunction with the reestablishment of Saginaw as a North-South connection and downgrading of the Woodward Loop, redirect Woodward traffic through the South District and Downtown
- Maintain and strengthen the street grid by building up to the property line, incorporating active frontages, creating alleys and concentrating parking in the middle of the blocks
- Continue to infill blocks and retrofit and/or re-purpose existing structures

# SPECIAL PROJECT: LAFAYETTE NEIGHBORHOOD

## INTRODUCTION

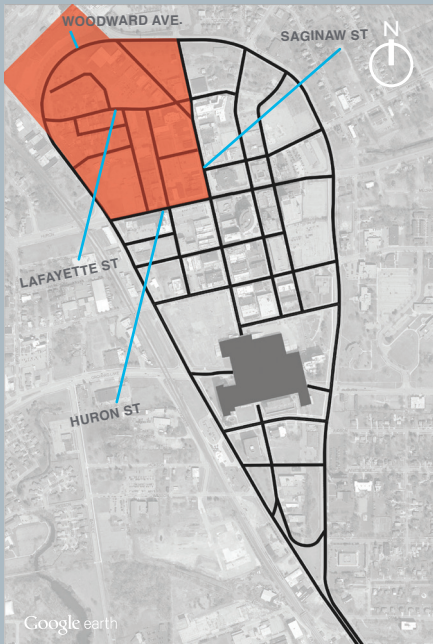
Lafayette Neighborhood is located in the northwest quarter of Downtown. The area features the Oakland Press, low-density housing, scattered warehouses and empty lots. The wide Woodward loop disrupts connectivity to the surrounding neighborhoods, schools and the Arts & Technology Academy.

## SHORT-TERM

- Infill blocks with a mix of residential property types and some mixed-use
- Consolidate certain empty lots for recreational purposes
- Establish a network of plazas, greens, and other public spaces
- Connect the new public spaces and the Arts & Technology Academy with a combination of sidewalks and pedestrian walkways

## LONG-TERM

- Place live/work and mix-use buildings framing the newly configured intersections and key open spaces
- Analyze the potential to subdivide The Oakland Press site into two walkable blocks
- In due course, remove the upper section of the Woodward loop and reinstate a traditional urban grid with walkable blocks, appropriately sized streets and adjacent neighborhoods fully integrated
- In conjunction with the downgrading and redesign of the Western section of Woodward Loop, develop buildings that front the street with aligned facades and parking to the back. By doing so creating an active pedestrian friendly street

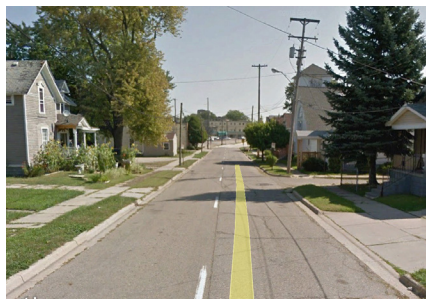




# LAFAYETTE NEIGHBORHOOD – EXISTING CONDITIONS



1 Lafayette Market



2 Looking east on Lafayette Street



3 Oakland Press Newspaper



## LAFAYETTE NEIGHBORHOOD – INFILL DEVELOPMENT



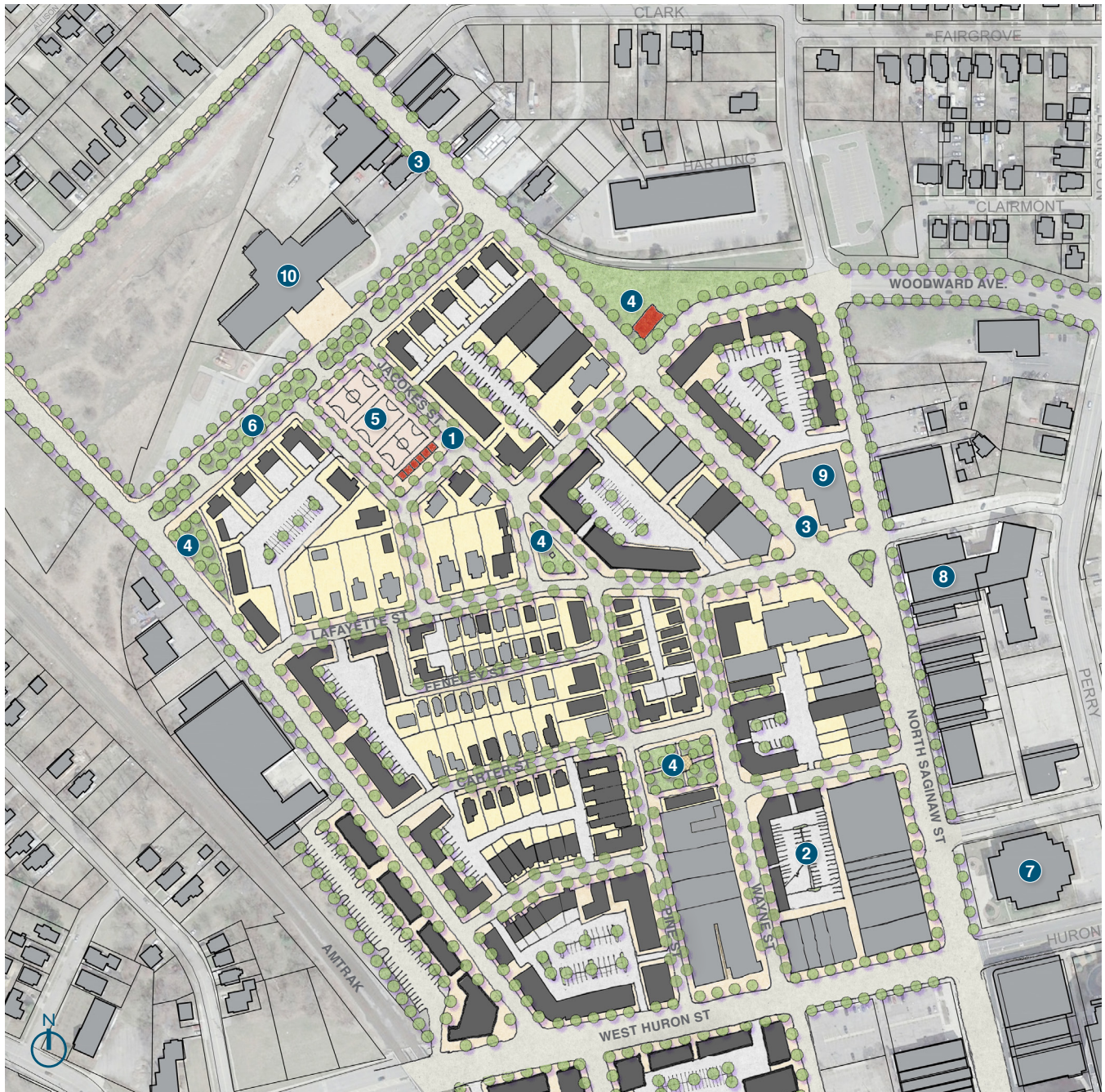
### SHORT-TERM

#### KEY

- |                     |   |                                       |
|---------------------|---|---------------------------------------|
| EXISTING BUILDINGS  | 1 CONNECTED JACQUES ST.                                 | 6 LINEAR PARK                         |
| PROPOSED MIXED-USE  | 2 PARKING GARAGE  | 7 DISTRICT COURT                      |
| CIVIC BUILDING      | 3 BUS STOP  | 8 LAFAYETTE MARKET                    |
| PEDESTRIAN SIDEWALK | 4 PLAZAS AND PUBLIC GREEN SPACE                         | 9 EDIFICE 34                          |
| PLAZA               | 5 CONSOLIDATION OF EMPTY LOTS FOR RECREATIONAL PURPOSES | 10 SARAH J. WEBBER MEDIA ARTS ACADEMY |
| GREEN SPACE         |   |                                       |



## LAFAYETTE NEIGHBORHOOD – WOODWARD LOOP TRANSFORMED



### LONG-TERM

#### KEY

- |                     |   |   |
|---------------------|---|---|
| EXISTING BUILDINGS  | 1 CONNECTED JACOKES ST.                                 | 6 PROPOSED AVENUE AS AN EAST-WEST CONNECTOR |
| PROPOSED MIXED-USE  | 2 PARKING GARAGE  | 7 DISTRICT COURT                            |
| CIVIC BUILDING      | 3 BUS STOP  | 8 LAFAYETTE MARKET                          |
| PEDESTRIAN SIDEWALK | 4 PLAZAS AND PUBLIC GREEN SPACE                         | 9 EDIFICE 34                                |
| PLAZA               | 5 CONSOLIDATION OF EMPTY LOTS FOR RECREATIONAL PURPOSES | 10 SARAH J. WEBBER MEDIA ARTS ACADEMY       |
| GREEN SPACE         |   |   |





# APPENDIX

## RETAIL MARKET STUDY

The following Retail  
Market Study was  
prepared by Gibbs  
Planning Group, April 28,  
2016, for the purposes  
of the CNU Legacy  
Charrette Downtown  
Pontiac.

EXECUTIVE SUMMARY

This study finds that Downtown Pontiac has an existing statistical market demand for up to 211,700 square feet (sf) of new retail development producing up to \$55.2 million in sales. By 2021, this demand will likely generate up to \$58 million in gross sales. However, the numerous modifications to the Downtown’s physical street patterns, parking and management practices need to be implemented for this demand to be realized. With the status quo, the city has little or no demand for additional retail and restaurant growth.

SUMMARY OF THE 2016 SUPPORTABLE RETAIL

45,000 sf	Department Store Merchandise
38,600 sf	Grocery Stores
18,900 sf	Special Food Services
16,800 sf	Specialty Food Stores
16,300 sf	Gift Stores
14,200 sf	Pharmacy
12,700 sf	Bars, Breweries and Pubs
11,600 sf	Limited Service Eating Places
8,400 sf	Full-Service Restaurants
6,300 sf	Furniture and Home Furnishings Stores
5,900 sf	Hardware Stores
4,400 sf	Jewelry Stores
3,500 sf	Lawn and Garden Supply Stores
3,100 sf	Book and Music Stores
2,900 sf	Florist Stores
1,800 sf	Beer, Wine & Liquor Stores
1,300 sf	Shoe Stores
211,700sf	Potential Total Additional Supportable Retail

This new retail demand could be absorbed by existing businesses and/or with the opening of 50 to 65 new stores and restaurants. If constructed as a new single-site center, the development would be classified as a community-type shopping center by industry definitions and could include 9 -10 department store merchandise stores; 7 - 8 gift stores; 6 - 8 special food services restaurants; 5 - 6 bars, breweries and pubs; 4 - 6 limited-service eating places; 4 - 5 specialty food stores; 3 - 4 home furnishings stores; 2 - 3 jewelry stores; 2 - 3 full-service restaurants; 1 - 2 grocery stores;1 - 2 florist shops; 1 - 2 hardware stores; 1 - 2 lawn and garden supplies stores; 1 - 2 pharmacy and beauty supply stores; and an assortment of other retail offerings.



# TRADE AREA BOUNDARIES



## THE STUDY

His study estimates that the Pontiac study area has an approximately 98-square-mile primary trade area, limited by Silver Bell Road to the North, Crooks Road to the East, Quarton Road to Franklin to W. Long Lake Road to the South, and the Orchard, Cass and Elizabeth Lakes to Airport Road and up to Morgan Lake to the West. The boundaries roughly equate to a five-mile radius.

## RETAIL COMPETITION

The closest retail competition to the subject site is two strip centers less than two miles west of Pontiac on Telegraph. Tel Huron Shopping Center, located at M59 and Telegraph Road, is a 70,080 sf strip center built in 1985. Tenants include Camera Mart, Dollar Center, Metro PCS, Payless ShoeSource, Retro Fitness, Rite Aid, a local fish market and beauty and professional offerings. Oakland Pointe Shopping Center is a distressed retail strip center on 32 acres just north of Elizabeth Lake Road on Telegraph Road. Developed by Trammell Crowe Company in 1985, the center is comprised of one 214,588 sf retail building with current occupancy at 66 percent. Major tenants are Big Lots!, Citi Trends, Dollar Tree, Dorsey Schools, GameStop and Toys R Us.

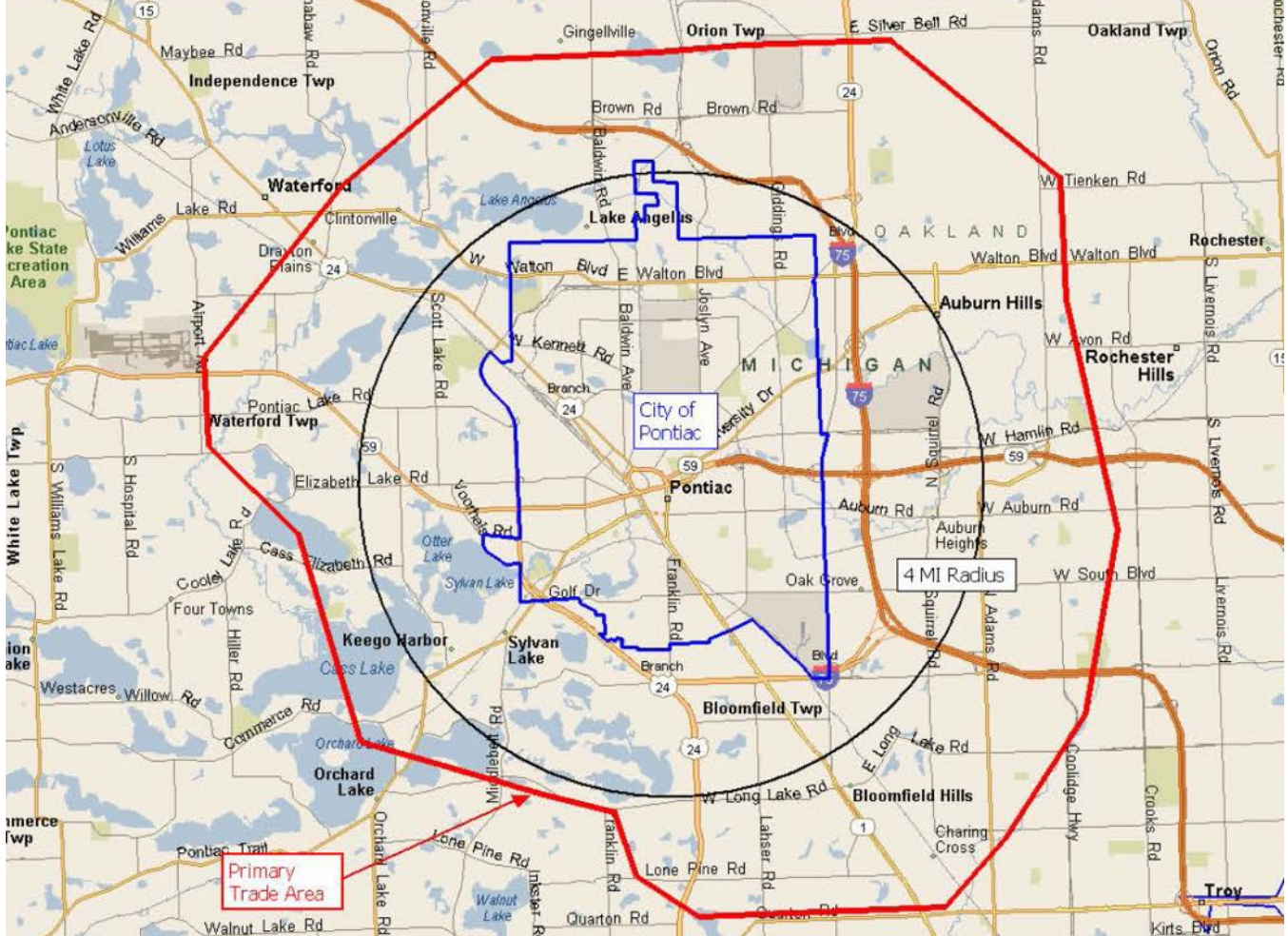
Moving out further from Downtown Pontiac brings an abundance of national retail and restaurant options for the consumer:

## BLOOMFIELD TOWN SQUARE

Is a Costco-anchored community center on Telegraph Road just north of Square Lake Road in Bloomfield Hills, approximately two miles south of Pontiac. Its 229,500sf of retail includes Art Van Clearance Center, Avenue Plus Size Clothing, Best Buy, Dick's Sporting Goods, Dollar Tree, Five Below, Hallmark, HomeGoods, IHOP, Panera Bread, Petco, Soccer Plus, TJMaxx, Tuesday Morning and Ulta. Its owned by Acadia Realty Trust.

## GREAT LAKES CROSSING

Is Michigan's only enclosed value mall, offering 185 manufacturers' outlets and traditional retail stores within 1.35 million sf. More than 30 of its stores cannot be found anywhere else in Michigan, including Bass Pro Shops Outdoor World, Disney Store Outlet, the newly opened Legoland Discovery Center entertainment venue,



Moving out further from Downtown Pontiac brings an abundance of national retail and restaurant options for the consumer

Nieman Marcus Last Call Clearance Center, Rainforest Café, Saks Fifth Avenue Off 5th and Victoria's Secret Outlet. Located roughly 4.5 miles north of the study area off I-75 at both the Baldwin Road and Joslyn Road interchanges, it also boasts an AMC/IMAX 25 Theater, Michigan's largest food court and seven full service restaurants. Taubman is the leasing agent.

#### BALDWIN COMMONS SHOPPING CENTER

Is a 400,000 sf community center opened in 1999 at Baldwin Road and I-75. Managed by Lomax Stern Development Co., tenants in this 100 percent leased center include Babies R Us, DSW Shoes, Five Below, Famous Footwear, HomeGoods, Kirkland's, Kohl's, Michaels, Nordstrom Rack, Old Navy, Party City, Petco, Rally House, Tilly's, and Ulta.

#### THE AUBURN MILE

A Ramco Gershenson property, is located on Baldwin Road between Baldwin and Joslyn Roads. Anchor tenants include Best Buy, Costco, Jo-Ann Fabric and Crafts, Meijer and Target. Other tenants in the 624,200 sf of retail and restaurant space are Arby's, Belle Tire, Comerica Bank, Ethan Allen, Logan's Roadhouse, Olive

Garden and Staples.

#### THE VILLAGE OF ROCHESTER HILLS

Is a Robert B. Aikens lifestyle center located 5.5 miles northeast of Downtown Pontiac. Built in 2002, it is anchored by Carson's department store and Whole Foods Market. It also offers more than fifty inline tenants, including Banana Republic, Bath & Body Works, Eddie Bauer, Gap, Loft, J.Jill, Pottery Barn, Talbots, Victoria's Secret and Williams Sonoma, and now new tenants Evereve, Lululemon and Paper Source. Dining options abound at the Village, where patrons can choose from full service restaurants such as the new B Spot Burger, Bravo! Cucina Italiano, Kruse and Muer, Mezza Italian Grille and Mitchell's Fish Market.

#### KINGSWOOD PLAZA SHOPPING CENTER

Is a neighborhood center located less than three miles south of Downtown Pontiac, on Woodward Avenue just northwest of Square Lake Road. Anchored by Staples and LaSalle Bank, this 66,500 sf center is a restaurant-heavy destination offering Dunkin Donuts, Golden Crown Restaurant, Kerby's Koney Island, La Marsa



# TRADE AREA DEMOGRAPHICS

## SITE AND LOCATION

The study site's primary trade area includes 180,300 people, which is expected to increase at an annual rate of 0.43 percent to 184,200 by 2021. The current 2016 households number is 71,900, increasing to 73,600 by 2021 at an annual rate of 0.49 percent. The 2016 average household income is \$83,150 and is estimated to increase to \$94,700 by 2021. Median household income in the trade area is \$51,400 and estimated to increase to \$59,200 by 2021. Moreover, 34.8 percent of the households earn above \$75,000 per year. The average household size of 2.43 persons in 2016 is expected to remain the same through 2021; the 2016 median age is 39.7 years old.

**Table 1: Demographic Characteristics**

<i>Demographic Characteristic</i>	<i>Pontiac Primary Trade Area</i>	<i>Oakland County</i>	<i>State of Michigan</i>
2016 Population	<b>180,300</b>	1,221,400	9,870,800
2016 Households	<b>71,900</b>	495,400	3,902,600
2021 Population	<b>184,200</b>	1,255,700	9,944,000
2021 Households	<b>73,600</b>	510,400	3,943,200
2016-2021 Annual Population Growth Rate	<b>0.43%</b>	0.56%	0.15%
2016-2021 Annual HH Growth Rate	<b>0.49%</b>	0.60%	0.21%
2016 Average Household Income	<b>\$83,150</b>	\$95,200	\$66,500
2016 Median Household Income	<b>\$51,400</b>	\$67,500	\$49,400
2021 Average Household Income	<b>\$94,700</b>	\$108,800	\$76,300
2021 Median Household Income	<b>\$59,200</b>	\$79,900	\$56,700
% Households w. incomes \$75,000 or higher	<b>34.8%</b>	46.1%	31.5%
% Bachelor's Degree	<b>20.8%</b>	25.8%	16.7%
% Graduate or Professional Degree	<b>15.3%</b>	19.2%	10.8%
Average Household Size	<b>2.43</b>	2.44	2.47
Median Age	<b>39.7</b>	41.5	39.9

**Table 1:** Key demographic characteristics of the study area's primary trade area, compared to Oakland County and the State of Michigan.

In comparison, Oakland County includes 1,221,400 people and 495,400 households. The former is expected to grow at an annual rate of 0.56 percent, and the latter is projected to grow at an annual rate of 0.60 percent to 2021, when the county's projected population will be 1,255,700 with 510,400 households. Incomes for Oakland County are substantially higher than the trade area, with an average household income of \$95,200 in 2016 that is estimated to grow to \$108,800 by 2021. The median household income in 2016 is \$67,500, and estimated to grow in five years to \$79,900. More than 46 percent of the county's population earned over \$75,000 annually in 2016. Average household size is 2.44 persons, projected to remain the same through 2021; the 2016 median age is 41.5 years old.

The State of Michigan figures are lowest of the three areas of comparison. For instance, average and median household income is \$66,500 and \$49,400, respectively, and 31.5 percent of households report incomes \$75,000 or higher. The state's 2016-2021 annual growth rate is a paltry 0.15 percent.

Table 2: 2016 & 2021 Supportable Retail Table

Retail Category	2015 Estimated Supportable SF	2015 Sales/ SF	2015 Estimated Retail Sales	2020 Sales/ SF	2020 Estimated Retail Sales	No. of Stores
<b>Retailers</b>						
Beer, Wine & Liquor Stores	1,870	\$315	\$588,254	\$331	\$618,503	1
Book & Music Stores	3,110	\$200	\$622,483	\$210	\$653,100	1
Department Store Merchandise	44,950	\$195	\$8,764,599	\$205	\$9,203,513	9-10
Florists	2,890	\$225	\$649,351	\$236	\$682,763	1-2
Furniture Stores	1,040	\$235	\$243,869	\$247	\$256,620	1
Grocery Stores	38,600	\$290	\$11,193,434	\$305	\$11,753,700	1-2
Hardware	5,890	\$250	\$1,473,197	\$263	\$1,546,125	1-2
Home Furnishings Stores	5,300	\$220	\$1,164,915	\$231	\$1,224,300	2-3
Jewelry Stores	4,410	\$345	\$1,520,334	\$362	\$1,597,523	2-3
Lawn & Garden Supply Stores	3,450	\$195	\$672,586	\$205	\$706,388	1-2
Gift Stores	16,340	\$170	\$2,778,345	\$179	\$2,916,690	7-8
Pharmacy & Beauty Supply Stores	14,220	\$415	\$5,900,239	\$436	\$6,196,365	1-2
Shoe Stores	1,330	\$225	\$299,935	\$236	\$314,213	1
Specialty Food Stores	16,770	\$235	\$3,941,556	\$247	\$4,137,998	4-5
<b>Retailer Totals</b>	<b>160,170</b>	<b>\$251</b>	<b>\$39,813,099</b>	<b>\$264</b>	<b>\$41,807,798</b>	<b>33-43</b>
<b>Restaurants</b>						
Bars, Breweries & Pubs	12,660	\$345	\$4,368,554	\$362	\$4,586,085	5-6
Full-Service Restaurants	8,420	\$290	\$2,442,033	\$305	\$2,563,890	2-3
Limited-Service Eating Places	11,560	\$280	\$3,235,402	\$294	\$3,398,640	4-6
Special Food Services	18,910	\$285	\$5,389,140	\$299	\$5,658,818	6-8
<b>Restaurant Totals</b>	<b>51,550</b>	<b>\$300</b>	<b>\$15,435,129</b>	<b>\$315</b>	<b>\$16,207,433</b>	<b>17-22</b>
<b>Retailer &amp; Restaurant Totals</b>	<b>211,720</b>	<b>\$262</b>	<b>\$55,248,229</b>	<b>\$275</b>	<b>\$58,015,230</b>	<b>50-65</b>

**Table 2:** The study site's primary trade area has demand for roughly 211,700 sf of new retail and restaurants.

## ASSUMPTIONS

The projections of this study are based on the following assumptions:

- No other major retail centers are planned or proposed at this time and, as such, no other retail is assumed in our sales forecasts.
- No other major retail will be developed within the trade area of the subject site.
- The region's economy will stabilize at normal or above normal ranges of employment, inflation, retail demand and growth.
- The new retail development will be planned, designed, built, leased and managed as a walkable town center, to the best shopping center industry practices of the American Planning Association, Congress for New Urbanism, the International Council of Shopping Centers and Urban Land Institute.
- Parking for the area is assumed adequate for the proposed uses, with easy access to the retailers in the development.
- Visibility of the shopping center or retail is assumed to meet industry standards, with signage as required to assure good visibility of the retailers.



# LIMITS OF STUDY

## THE LIMITS

The findings of this study represent GPG's best estimates for the amounts and types of retail tenants that should be supportable in the Pontiac study area's primary trade area by 2021. Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and are believed to be reliable. It should be noted that the findings of this study are based upon generally accepted market research and business standards. It is possible that the study site's surrounding area could support lower or higher quantities of retailers and restaurants yielding lower or higher sales revenues than indicated by this study, depending on numerous factors including respective business practices and the management and design of the study area.

This study is based on estimates, assumptions and other information developed by GPG as an independent third party research effort with general knowledge of the retail industry, and consultations with the client and its representatives. This report is based on information that was current as of March 24, 2016, and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time. Such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our market analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

This study should not be the sole basis for designing, financing, planning, and programming any business, real estate development, or public planning policy. This study is intended only for the use of the client and is void for other site locations, developers, or organizations.

## Appendix EXHIBIT A1: Community Profile

Gibbs Planning Group

### Community Profile

Pontiac, MI  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

<b>Population Summary</b>	
2000 Total Population	187,529
2010 Total Population	179,003
2015 Total Population	180,286
2015 Group Quarters	5,700
2020 Total Population	184,205
2015-2020 Annual Rate	0.43%
<b>Household Summary</b>	
2000 Households	72,230
2000 Average Household Size	2.52
2010 Households	70,740
2010 Average Household Size	2.45
2015 Households	71,871
2015 Average Household Size	2.43
2020 Households	73,641
2020 Average Household Size	2.42
2015-2020 Annual Rate	0.49%
2010 Families	44,719
2010 Average Family Size	3.07
2015 Families	44,766
2015 Average Family Size	3.05
2020 Families	45,459
2020 Average Family Size	3.06
2015-2020 Annual Rate	0.31%
<b>Housing Unit Summary</b>	
2000 Housing Units	76,780
Owner Occupied Housing Units	63.8%
Renter Occupied Housing Units	30.3%
Vacant Housing Units	5.9%
2010 Housing Units	80,329
Owner Occupied Housing Units	57.1%
Renter Occupied Housing Units	31.0%
Vacant Housing Units	11.9%
2015 Housing Units	81,847
Owner Occupied Housing Units	55.5%
Renter Occupied Housing Units	32.3%
Vacant Housing Units	12.2%
2020 Housing Units	83,545
Owner Occupied Housing Units	55.4%
Renter Occupied Housing Units	32.8%
Vacant Housing Units	11.9%
<b>Median Household Income</b>	
2015	\$51,432
2020	\$59,242
<b>Median Home Value</b>	
2015	\$168,734
2020	\$212,470
<b>Per Capita Income</b>	
2015	\$33,685
2020	\$38,399
<b>Median Age</b>	
2010	38.3
2015	39.3
2020	39.7

**Data Note:** Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



## Appendix EXHIBIT A2: Community Profile

Gibbs Planning Group

### Community Profile

Pontiac, MI  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

<b>2015 Households by Income</b>	
Household Income Base	71,871
<\$15,000	15.0%
\$15,000 - \$24,999	10.7%
\$25,000 - \$34,999	9.8%
\$35,000 - \$49,999	13.2%
\$50,000 - \$74,999	16.5%
\$75,000 - \$99,999	11.0%
\$100,000 - \$149,999	10.8%
\$150,000 - \$199,999	4.4%
\$200,000+	8.6%
Average Household Income	\$83,153
<b>2020 Households by Income</b>	
Household Income Base	73,641
<\$15,000	14.1%
\$15,000 - \$24,999	8.1%
\$25,000 - \$34,999	8.3%
\$35,000 - \$49,999	12.1%
\$50,000 - \$74,999	16.2%
\$75,000 - \$99,999	12.8%
\$100,000 - \$149,999	13.6%
\$150,000 - \$199,999	5.4%
\$200,000+	9.5%
Average Household Income	\$94,669
<b>2015 Owner Occupied Housing Units by Value</b>	
Total	45,448
<\$50,000	4.7%
\$50,000 - \$99,999	18.7%
\$100,000 - \$149,999	20.7%
\$150,000 - \$199,999	15.8%
\$200,000 - \$249,999	7.2%
\$250,000 - \$299,999	6.5%
\$300,000 - \$399,999	9.7%
\$400,000 - \$499,999	6.4%
\$500,000 - \$749,999	5.7%
\$750,000 - \$999,999	2.6%
\$1,000,000 +	1.9%
Average Home Value	\$248,009
<b>2020 Owner Occupied Housing Units by Value</b>	
Total	46,263
<\$50,000	2.6%
\$50,000 - \$99,999	11.0%
\$100,000 - \$149,999	12.9%
\$150,000 - \$199,999	20.6%
\$200,000 - \$249,999	11.6%
\$250,000 - \$299,999	9.4%
\$300,000 - \$399,999	11.5%
\$400,000 - \$499,999	8.0%
\$500,000 - \$749,999	6.9%
\$750,000 - \$999,999	3.6%
\$1,000,000 +	2.0%
Average Home Value	\$288,125

**Data Note:** Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

## Appendix EXHIBIT A3: Community Profile

Gibbs Planning Group

### Community Profile

Pontiac, MI  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

2010 Population by Age	
Total	179,004
0 - 4	6.5%
5 - 9	6.3%
10 - 14	6.5%
15 - 24	14.1%
25 - 34	12.3%
35 - 44	13.4%
45 - 54	15.0%
55 - 64	12.6%
65 - 74	7.1%
75 - 84	4.3%
85 +	1.9%
18 +	76.5%
2015 Population by Age	
Total	180,286
0 - 4	6.2%
5 - 9	6.2%
10 - 14	6.2%
15 - 24	14.0%
25 - 34	12.3%
35 - 44	12.3%
45 - 54	13.8%
55 - 64	13.6%
65 - 74	9.1%
75 - 84	4.2%
85 +	2.0%
18 +	77.7%
2020 Population by Age	
Total	184,206
0 - 4	6.1%
5 - 9	5.9%
10 - 14	6.2%
15 - 24	13.0%
25 - 34	13.1%
35 - 44	11.9%
45 - 54	12.7%
55 - 64	13.6%
65 - 74	10.4%
75 - 84	5.0%
85 +	2.0%
18 +	78.2%
2010 Population by Sex	
Males	87,347
Females	91,656
2015 Population by Sex	
Males	88,230
Females	92,056
2020 Population by Sex	
Males	90,384
Females	93,821

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



## Appendix EXHIBIT A4: Community Profile

Gibbs Planning Group

### Community Profile

Pontiac, MI  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

2010 Population by Race/Ethnicity	
Total	179,003
White Alone	65.4%
Black Alone	22.9%
American Indian Alone	0.4%
Asian Alone	5.1%
Pacific Islander Alone	0.0%
Some Other Race Alone	3.1%
Two or More Races	3.1%
Hispanic Origin	9.1%
Diversity Index	59.7
2015 Population by Race/Ethnicity	
Total	180,286
White Alone	62.7%
Black Alone	24.3%
American Indian Alone	0.4%
Asian Alone	5.8%
Pacific Islander Alone	0.0%
Some Other Race Alone	3.4%
Two or More Races	3.4%
Hispanic Origin	10.0%
Diversity Index	62.7
2020 Population by Race/Ethnicity	
Total	184,205
White Alone	59.8%
Black Alone	25.9%
American Indian Alone	0.4%
Asian Alone	6.6%
Pacific Islander Alone	0.0%
Some Other Race Alone	3.6%
Two or More Races	3.7%
Hispanic Origin	10.8%
Diversity Index	65.4
2010 Population by Relationship and Household Type	
Total	179,003
In Households	96.8%
In Family Households	79.0%
Householder	25.1%
Spouse	17.1%
Child	30.9%
Other relative	3.6%
Nonrelative	2.3%
In Nonfamily Households	17.9%
In Group Quarters	3.2%
Institutionalized Population	1.5%
Noninstitutionalized Population	1.7%

**Data Note:** Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

## Appendix EXHIBIT A5: Community Profile

Gibbs Planning Group

### Community Profile

Pontiac, MI  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

<b>2015 Population 25+ by Educational Attainment</b>	
Total	121,497
Less than 9th Grade	3.8%
9th - 12th Grade, No Diploma	8.1%
High School Graduate	20.0%
GED/Alternative Credential	3.1%
Some College, No Degree	21.5%
Associate Degree	7.5%
Bachelor's Degree	20.8%
Graduate/Professional Degree	15.3%
<b>2015 Population 15+ by Marital Status</b>	
Total	146,819
Never Married	36.3%
Married	45.1%
Widowed	5.9%
Divorced	12.6%
<b>2015 Civilian Population 16+ in Labor Force</b>	
Civilian Employed	90.7%
Civilian Unemployed	9.3%
<b>2015 Employed Population 16+ by Industry</b>	
Total	79,742
Agriculture/Mining	0.2%
Construction	4.7%
Manufacturing	16.2%
Wholesale Trade	1.8%
Retail Trade	11.0%
Transportation/Utilities	2.6%
Information	1.5%
Finance/Insurance/Real Estate	7.1%
Services	52.3%
Public Administration	2.6%
<b>2015 Employed Population 16+ by Occupation</b>	
Total	79,742
White Collar	63.2%
Management/Business/Financial	15.4%
Professional	24.0%
Sales	10.7%
Administrative Support	13.0%
Services	19.0%
Blue Collar	17.8%
Farming/Forestry/Fishing	0.2%
Construction/Extraction	4.7%
Installation/Maintenance/Repair	2.7%
Production	6.2%
Transportation/Material Moving	4.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.



## Appendix EXHIBIT A6: Community Profile

Gibbs Planning Group

### Community Profile

Pontiac, MI  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

2010 Households by Type	
Total	70,741
Households with 1 Person	30.3%
Households with 2+ People	69.7%
Family Households	63.2%
Husband-wife Families	43.1%
With Related Children	18.2%
Other Family (No Spouse Present)	20.2%
Other Family with Male Householder	4.8%
With Related Children	2.6%
Other Family with Female Householder	15.4%
With Related Children	10.0%
Nonfamily Households	6.5%
All Households with Children	31.2%
Multigenerational Households	3.6%
Unmarried Partner Households	6.8%
Male-female	6.2%
Same-sex	0.6%
2010 Households by Size	
Total	70,740
1 Person Household	30.3%
2 Person Household	32.5%
3 Person Household	15.7%
4 Person Household	12.2%
5 Person Household	5.7%
6 Person Household	2.3%
7 + Person Household	1.5%
2010 Households by Tenure and Mortgage Status	
Total	70,740
Owner Occupied	64.8%
Owned with a Mortgage/Loan	46.9%
Owned Free and Clear	17.9%
Renter Occupied	35.2%

**Data Note:** Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

**Source:** U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020. Esri converted Census 2000 data into 2010 geography.

## Business Summary

Pontiac, MI  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

Total businesses in area				
Businesses:			8,401	
Employees:			138,535	
Residential Population:			180,286	
Residential Population Ratio:			0.77:1	
	Number	Percent	Number	Percent
Codes				
Fire & Mining	176	2.1%	1,371	1.0%
Construction	554	6.6%	5,090	3.7%
Manufacturing	359	4.3%	23,090	16.7%
Wholesale Trade	150	1.8%	2,052	1.5%
Retail Trade	85	1.0%	647	0.5%
Food & Beverage	32	0.4%	1,017	0.7%
Health Trade	369	4.4%	5,294	3.8%
Trade Summary	1,845	22.0%	30,876	22.3%
Construction Improvement	126	1.5%	1,545	1.1%
Retail Merchandise Stores	65	0.8%	1,851	1.3%
Stores	134	1.6%	2,725	2.0%
Dealers, Gas Stations, Auto Aftermarket	250	3.0%	7,744	5.6%
Retail & Accessory Stores	158	1.9%	1,650	1.2%
Furniture & Home Furnishings	158	1.9%	2,470	1.8%
Food & Drinking Places	493	5.9%	8,573	6.2%
Miscellaneous Retail	461	5.5%	4,318	3.1%
Finance, Insurance, Real Estate Summary	1,006	12.0%	8,188	5.9%
Banks, Savings & Lending Institutions	356	4.2%	2,759	2.0%
Insurance Brokers	148	1.8%	1,366	1.0%
Insurance Carriers & Agents	145	1.7%	1,042	0.8%
Estate, Holding, Other Investment Offices	356	4.2%	3,022	2.2%
Accommodation & Food Services Summary	3,299	39.3%	48,301	34.9%
Hotels & Lodging	45	0.5%	968	0.7%
Food & Beverage Services	230	2.7%	3,230	2.3%
Amusement, Recreation & Entertainment	185	2.2%	4,131	3.0%
Food Services	461	5.5%	10,296	7.4%
Food Services	255	3.0%	2,317	1.7%
Education Institutions & Libraries	175	2.1%	9,309	6.7%
Other Services	1,948	23.2%	18,051	13.0%
Health & Medical	246	2.9%	11,891	8.6%
Professional Establishments	281	3.3%	717	0.5%
	8,401	100.0%	138,535	100.0%

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## Business Summary

Pontiac, Michigan  
Area: 98.02 square miles

Prepared by Gibbs Planning Group

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	15	0.2%	35	0.0%
Mining	4	0.0%	19	0.0%
Utilities	9	0.1%	708	0.5%
Construction	613	7.3%	6,574	4.7%
Manufacturing	363	4.3%	22,470	16.2%
Wholesale Trade	353	4.2%	5,026	3.6%
Retail Trade	1,317	15.7%	21,924	15.8%
Motor Vehicle & Parts Dealers	167	2.0%	7,452	5.4%
Furniture & Home Furnishings Stores	47	0.6%	632	0.5%
Electronics & Appliance Stores	97	1.2%	1,736	1.3%
Bldg Material & Garden Equipment & Supplies Dealers	125	1.5%	1,539	1.1%
Food & Beverage Stores	129	1.5%	2,475	1.8%
Health & Personal Care Stores	133	1.6%	1,323	1.0%
Gasoline Stations	83	1.0%	293	0.2%
Clothing & Clothing Accessories Stores	190	2.3%	1,973	1.4%
Sport Goods, Hobby, Book, & Music Stores	83	1.0%	1,100	0.8%
General Merchandise Stores	65	0.8%	1,851	1.3%
Miscellaneous Store Retailers	168	2.0%	1,265	0.9%
Nonstore Retailers	30	0.4%	284	0.2%
Transportation & Warehousing	111	1.3%	1,866	1.3%
Information	161	1.9%	1,874	1.4%
Finance & Insurance	659	7.8%	5,227	3.8%
Central Bank/Credit Intermediation & Related Activities	358	4.3%	2,767	2.0%
Securities, Commodity Contracts & Other Financial Investments	153	1.8%	1,393	1.0%
Insurance Carriers & Related Activities; Funds, Trusts & Other	147	1.7%	1,067	0.8%
Real Estate, Rental & Leasing	405	4.8%	2,404	1.7%
Professional, Scientific & Tech Services	966	11.5%	9,986	7.2%
Legal Services	274	3.3%	2,585	1.9%
Management of Companies & Enterprises	8	0.1%	35	0.0%
Administrative & Support & Waste Management & Remediation	401	4.8%	3,988	2.9%
Educational Services	193	2.3%	9,291	6.7%
Health Care & Social Assistance	658	7.8%	13,175	9.5%
Arts, Entertainment & Recreation	158	1.9%	4,456	3.2%
Accommodation & Food Services	558	6.6%	9,825	7.1%
Accommodation	45	0.5%	968	0.7%
Food Services & Drinking Places	513	6.1%	8,857	6.4%
Other Services (except Public Administration)	909	10.8%	6,696	4.8%
Automotive Repair & Maintenance	183	2.2%	2,333	1.7%
Public Administration	248	3.0%	11,990	8.7%
Unclassified Establishments	292	3.5%	966	0.7%
Total	8,401	100.0%	138,535	100.0%

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