

Chapter 1

PONTIAC MASTER PLAN

EXECUTIVE SUMMARY

THE NEW ECONOMY AS THE FUTURE OF PONTIAC

The Pontiac Master Plan sets a course of action that, when fully implemented, will allow Pontiac to thrive in the new global economy. This Master Plan is built around the Asset Based Economic Development Strategy, which was put together by a team from the Michigan Land Policy Institute at Michigan State University headed by Dr. Soji Adelaja and Mark Wycoff, FAICP. This strategy uses Pontiac's best assets – the people, the sense of community, the commitment to Pontiac, the location – and positions the City to tap into New Economy development (information technology, health care, research and development). New Economy industries – information technology, research and development, life sciences, and health care – are the future foundation of the Michigan and United States Economy. This Master Plan puts Pontiac a step ahead in trying to attract and recruit New Economy investment and identifies the steps necessary to attract this investment.

STRATEGIC PLACEMAKING AND NEW ECONOMY INVESTMENT

Talent – highly trained and educated workers - is what attracts New Economy business investment. In today's environment, talent is extremely mobile and tends to gravitate toward places with a high quality of life and significant community amenities.

The key to making Pontiac both an attractive destination for talent and a City that is able to retain its homegrown talent is a strong sense of place. Sense of place can best be described as the combination of amenities and characteristics that makes a place unique. This Master Plan is designed to strengthen the City's unique features and sense of place. Without a unique identity, a strong sense of place, and a first rate quality of life, Pontiac will not be able to compete for New Economy investment.

WHAT IS A MASTER PLAN?

A Master Plan is the document that guides development decisions for the Planning Commission and the City of Pontiac. The Master Plan sets a vision for the City and details policies and tools available to make the vision happen.

In the past, Master Plans were a noble exercise that helped communities think about the future. In the contemporary, global world, the Master Plan has become an essential tool to not only identify how Pontiac fits into the changing world, but also how Pontiac can thrive in this world.

There are elements of the Master Plan that are required by State law. However, this Master Plan meets and exceeds the State requirements and sets a bold new course for Pontiac.

PONTIAC MASTER PLAN VISION STATEMENT

Pontiac will be a vibrant, safe, and diverse community with a wide range of housing choices, that is a center for emerging technology and premier health care, with a wealth of highly-educated and trained employees and entrepreneurs, is family-friendly and is a community that is a high quality place to live, work, play and shop.

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HOW DOES THIS MASTER PLAN GUIDE FUTURE DEVELOPMENT?

Chapter 2 of the Master Plan identifies the specific goals and objectives of the plan. These include recommended tools and policies that provide guidance for:

- Land use decisions
- Architecture and development regulations
- Environmental protection and enhancement
- Parks and recreation
- Transportation
- Economic development

Chapter 6 details the City's Asset-Based Economic Development Strategy and Chapter 7 uses that strategy to identify development and redevelopment opportunities as well as the land use policies that are necessary to make the economic development strategy successful.

Chapter 8 is the blueprint for how to make these actions happen – the who, what, when, where, how much – that is needed to implement the plan.

WHAT HAPPENS IF IT ISN'T WORKING?

This plan is not written in stone. It is designed to be a living document, one that is adaptable to changing conditions and one that needs to be evaluated periodically to make sure the actions in the plan are relevant, efficient and continue to work toward creating a sustainable Pontiac.

HOW DO WE TELL IF THE PLAN IS WORKING?

The Implementation Matrix – the color spreadsheet in Chapter 8 – is a report card of sorts. This chart identifies all of the actions that need to be taken to implement this Master Plan. It assigns responsibility for each task, sets a timeframe for action, prioritizes each action, identifies potential funding sources, and key agencies, groups, officials, and individuals. Citizens and stakeholder can look at this chart to track the progress of implementation. The Planning Commission and City Council should use this chart to prepare their annual work plans and budget and to review the previous year's work.

Following the adoption of this plan by the Planning Commission, the City should seek to create a public-private partnership to assist with master plan implementation. There needs to be a non-governmental organization (NGO) to move the plan forward. The city needs a formal affiliation with a business-led initiative that supports and helps implement the plan similar to the West Michigan Strategic Alliance in Grand Rapids or LEAP in the greater Lansing Area. Formal partnerships with Oakland County and adjoining jurisdictions should be enhanced to guide strategic land use planning, economic development, enhancement of public education, housing in neighborhoods, and general quality of life improvements.

The best way to track the impact of the Master Plan is to evaluate development over the next 5, 10 and 15 years. Has the City's image changed? Is new development (or redevelopment) having a positive impact on quality of life for everyone in the City? Is Pontiac attracting New Economy investment? Ultimately the success of this plan can be tracked by projects – is the City able to make these projects happen? Do these projects put forth a positive image and strengthen Pontiac's standing as a City on the cutting edge? These will be the metrics that indicate success.

Chapter 2 – Goals and Objectives Summary



Ten Principles of Smart Growth:

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

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

SUSTAINABLE PONTIAC:

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

COMMUNITY VISIONING PROCESS:

- The process of developing a Vision for Pontiac began with four public Town Meetings. At these meetings, residents identified the themes that should be included in the Pontiac 2027 Vision. Residents, officials, City staff, and other stakeholders have a positive impression of Pontiac's future. Participants see Pontiac becoming a beacon of innovative business development and education. Their vision for the community is expressed in the Plan's Vision Statement and reflected in the goals and objectives described in Chapter 2.

Chapter 2 – Goals and Objectives Summary



The following is a condensed summary of the goals of the Pontiac Master Plan.

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

GOALS AND LAND USE CATEGORIES:

Residential

- Strengthen existing residential neighborhoods while providing new, diverse housing choices and ensuring that residential redevelopment and new infill development complement and enhance the character of the existing neighborhoods and have a positive effect on property values.

Parks, Recreation and Community Facilities

- Ensure access to park and recreation facilities for citizens of all ages, incomes, and abilities.
- Preserve and protect sensitive natural resources.
- Provide pedestrian walkways and bike paths to create a more walkable community.
- Encourage green development and LEED Certified buildings.

Development (Commercial, Industrial, Mixed-Use)

- Take advantage of Pontiac's central location to attract new office, retail, commercial and mixed-use development/redevelopment to Pontiac that works to help recruit "New Economy" businesses and workers.
- Develop underutilized and/or vacant land in the Downtown.

Roads and Transportation

- Ensure a high-quality and efficient network of roads and non-motorized facilities that is safe for both pedestrians and vehicular traffic and creates a positive aesthetic image for Pontiac.
- Strengthen regional mass transit opportunities and create a northern transit hub in Pontiac.

Civic Center

- Create a single municipal campus that provides a one-stop shop for all citizen needs and public services.



Chapter 3 – Demographics Summary



POPULATION CONCLUSIONS:

- Population trends in Pontiac have basically stabilized since 2000.
- Pontiac has accounted for approximately 5% of Oakland County's population for the past 15 years.
- The City's population is estimated to decline slightly over the next decade before stabilizing.

Historic Population Trend and Projections 1900-2035

Year	Population	
	City of Pontiac	Oakland County
1930	64,928	211,251
1940	66,626	254,068
1950	73,681	396,001
1960	82,233	690,259
1970	85,279	907,871
1980	76,715	1,011,793
1990	71,166	1,083,592
2000	66,337	1,194,156
2005	65,425	1,214,479
2010	62,228	1,261,172
2035	64,461	1,336,762

Source: SEMCOG, U.S. Census Bureau

HOUSEHOLD CONCLUSIONS:

- The City has a lower proportion of married couple households and a higher proportion of female headed households than the Region or Oakland County.
- A higher percentage of Pontiac households have a child under 18.
- The average household and family size in Pontiac are larger than the region or the County.
- Pontiac has a lower median household income than surrounding communities.
- Pontiac's number of households is projected to increase, while population decreases, indicating a smaller family size.

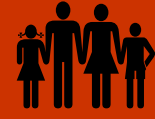
AGE STRUCTURE CONCLUSIONS:

- Pontiac has a higher percentage of population under the age of 5 years old.
- Pontiac has a lower percentage of population in their peak earning years (age 45-64) and retirement years (age 65 and older), indicating that residents may move out of Pontiac as they age.
- Pontiac's senior population (age 65+) declined 8% during the 1990s. The decline is expected to slow, but continue through at least 2010.

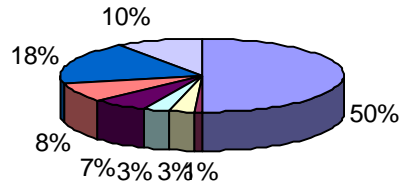
HOUSING CONCLUSIONS:

- 87 % of the City's housing stock is more than 25 years old.
- Pontiac has a significantly higher percentage of renter occupancy than surrounding communities and therefore need to be vigilant about enforcing standards to maintain a positive appearance.
- The City's population is estimated to decline slightly over the next decade before stabilizing.

Chapter 3 – Demographics Summary



Age of Housing

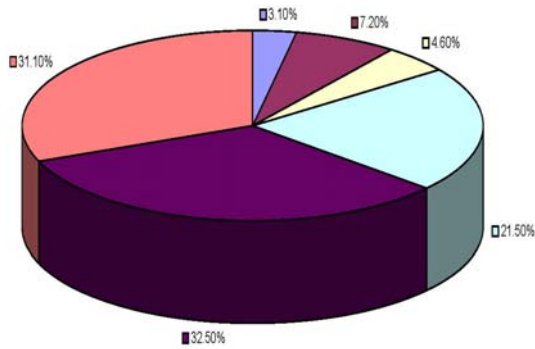


■ Total: ■ Less than 9 Years old: ■ 10-17 years old:
■ 18-27 years old: ■ 28-37 years old: ■ 38-47 years old:
■ 48-67 years old: ■ 68 years or older:

Common Measures of Age

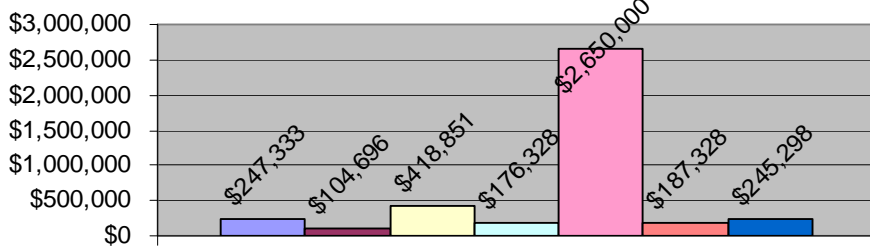
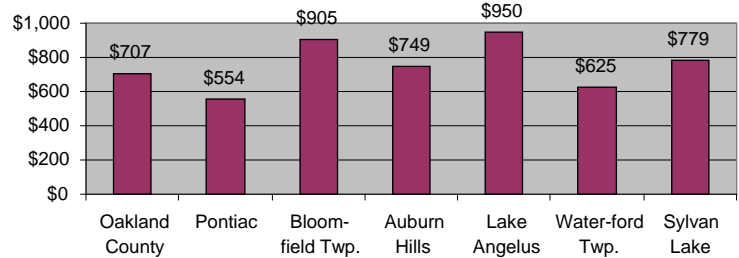
- Pontiac Median Age = 30
- Pontiac % of Population under 18 is 33.3%
- Pontiac population 65 and over is 8.5%

Educational Attainment - Adults 25 and over.



■ Graduate / Professional Degree ■ Bachelor's Degree ■ Associate Degree
■ Some College, No Degree ■ High School Graduate ■ Did Not Graduate High School

Median Rent



Owner-Occupied Value

■ Oakland County ■ Pontiac ■ Bloom-field Twp. ■ Auburn Hills
■ Lake Angelus ■ Water-ford Twp. ■ Sylvan Lake

Chapter 4 – Parks and Natural Features Summary



STORMWATER BMPS

- Adopt Stormwater Best Management Practices (BMPs) as part of the city’s zoning and engineering standards.
- Create opportunities for alternative stormwater detention and treatment
- Develop a comprehensive inventory and analysis of natural resources, sensitive habitats and threatened plant and animal communities.
- Use the natural resources inventory to prioritize open space and natural areas for preservation.
- Identify key wetlands and develop an ordinance to preserve and protect all remaining wetland areas.
- Require all municipal projects to use low maintenance native vegetation as landscaping materials.
- Adopt zoning standards protect and buffer streams and wetlands and associated uplands and water bodies.
- Work to monitor overall water quality and assess the efficacy of BMP efforts.

NATURAL FEATURES CONCLUSIONS:

- Given the limited amount of natural features present in the City, preservation and protection will have high priority.
- Natural features should be incorporated into any new development or redevelopment activity. Natural features add value to a place.
- Innovative stormwater management and the increased use of native species for landscaping will help to improve the City’s environmental quality.
- Pontiac has no surplus park land.
- The Baldwin Avenue area north of Montcalm is recreationally underserved.



NATURAL FEATURES

These are the key natural features in the City identified in Map 3:

- A system of wetlands, natural areas, and streams.
- A large natural area consisting of wetlands and limited floodplain in the southeast corner of the City.
- A small pocket of wetlands and natural area is located at the west side of Crystal Lake.
- A natural features area is identified in the northern extension of the City.
- An extensive system of lakes and streams extends throughout the city. Many of these streams and the Clinton River are diverted through pipes.
- The City has two Priority Two Michigan Natural Features Inventory (MNFI) sites and seven Priority Three MNFI sites.

Chapter 4 – Parks and Natural Features Summary



Because the Pontiac School Board is an independent body and has identified surplus property and is currently marketing that property for sale, the City of Pontiac needs to consider the recreational role these school playgrounds and fields play in each neighborhood.

The Owen Elementary School provides the only recreation space for residents of the Baldwin Avenue corridor north of Montcalm and therefore, the provision of replacement recreation space should be a part of any Owen School redevelopment plans.

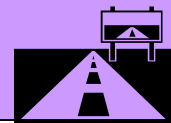
There are no park and recreation facilities that can be considered surplus facilities. Only the Hayes Jones Community Center building, which is in a state of disrepair and has been closed due to budget constraints, should be demolished or sold. Other community center buildings may be demolished or have operations transferred to a private sector partner, but the property should not be sold.

PARK STANDARDS:

- Pontiac does not meet the National Recreation and Park Association (NRPA) recommended standard of 10 acres of parkland for every 1,000 residents.
- Pontiac has 454 acres of parkland (including school properties) for 65,425 residents – a deficit of approximately 200 acres of parkland based on the 2005 population estimate.
- The majority of the City is served by a park or playground facility within a quarter-mile walk.
- Public school playgrounds are an essential part of the recreation network and as schools are closed and property sold, replacing these neighborhood recreation opportunities should be a part of the redevelopment of these sites.



Chapter 5 – Transportation Summary



TRANSPORTATION RECOMMENDATIONS:

1. Continue to work with Oakland County, the Friends of the Clinton River Trail and other stakeholders to extend the Clinton River Trail through downtown and east to Auburn Hills.
2. Develop a Non-Motorized Transportation Plan that includes a plan for intermodal Connections.
3. Adopt a city policy of creating bicycle lanes on all City Major and City Local Streets as a part of scheduled improvement, reconstruction or resurfacing projects.
4. Create bicycle-parking facilities in parks, at civic buildings and throughout Downtown.
5. Work with the Pontiac School District to formulate a Safe Routes to School plan.
6. Work with MDOT to convert Woodward Avenue into two-way traffic as described in the 2001 Downtown Plan
7. Continue to work with Oakland County, the State of Michigan and the federal government to establish a major transit center/hub in Pontiac that is part of a regional Detroit public transit network and create attractive, safe bus stops along the major SMART Bus routes.
8. Adopt pedestrian-friendly and walkable street profiles and standards to enhance walkability throughout the City.
9. Implement traffic calming on neighborhood and secondary streets to enhance pedestrian safety.
10. Improve the image along major commercial corridor. Potential improvements may include but are not limited to landscape requirements, building design guidelines, improved sign guidelines, and shared drives and parking areas.
11. Improve the City's wayfinding signage.

ROADWAY RECOMMENDATIONS:

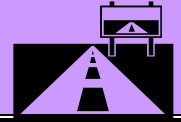
Along City Major roads, Pontiac should seek to create shared drives and parking areas as much as possible and attempt to limit the number of new curb cuts. Along the State Trunklines, the City should work with MDOT to consolidate curb cuts and amend the zoning ordinance to allow for more shared access drive and parking areas.

Pontiac should investigate traffic calming measures such as intersection bump outs, chicanes, speed tables, on street parking and other proved physical and programmatic traffic calming measures.

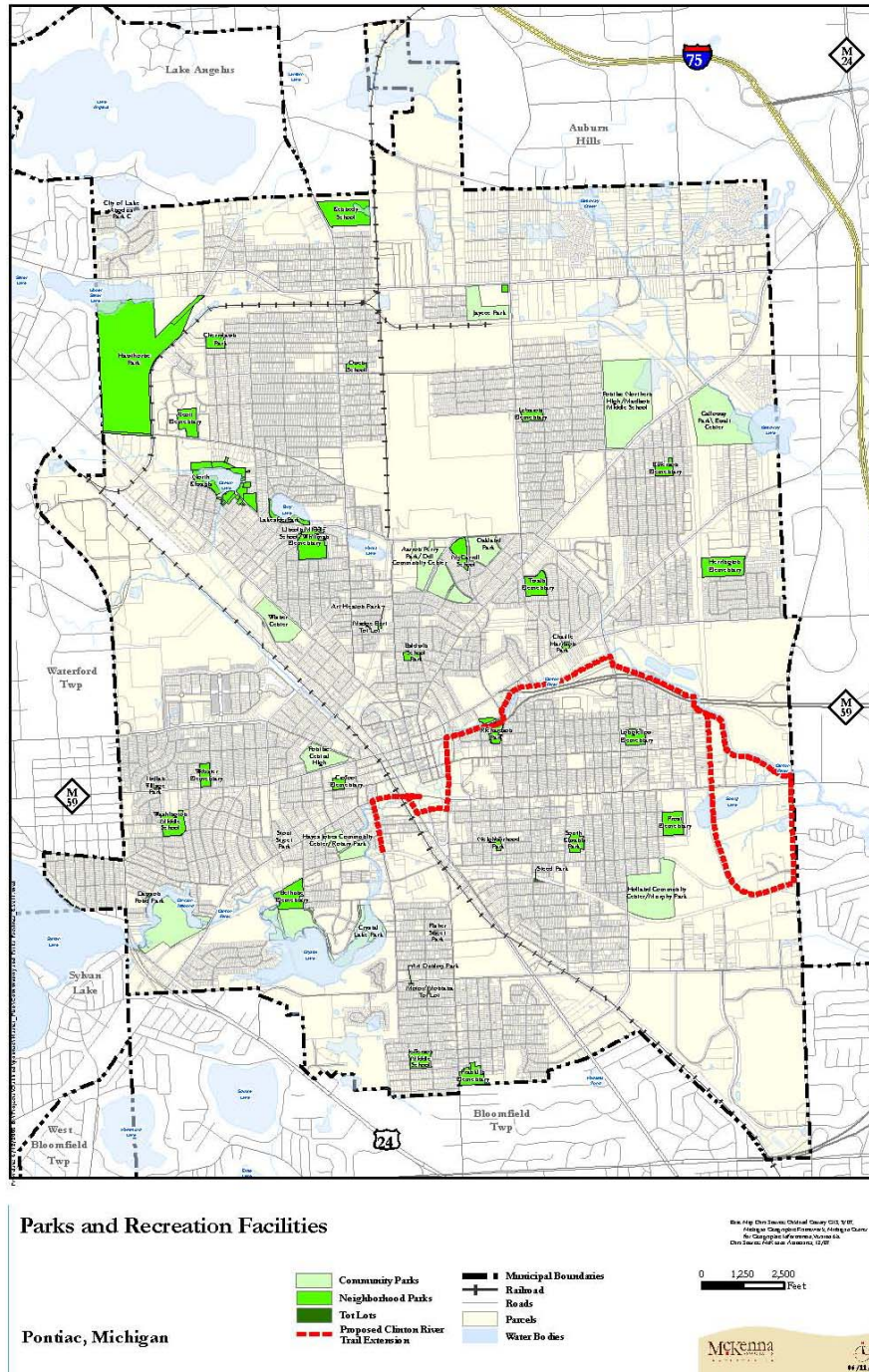
Residential Street Traffic Circle



Chapter 5 – Transportation Summary



PROPOSED CONTINUATION OF THE CLINTON RIVER TRAIL



Chapter 6 – Economic Development Summary



STRATEGY CATEGORIES

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

1. Creating a **world-class education** system that ensures students in the City get an education that prepares them for the New Economy and that helps attract new talent to the City.
2. **Connect to the New Economy** by leveraging the assets of regional talent and emerging high-tech manufacturing, medical and information technology sectors.
3. Prioritizing high potential – high impact redevelopment sites as a **great place to invest** and utilize regional resources accordingly.
4. Continue building a **“destination” downtown**, by supporting a 24-hour, seven day a week population and activity that appeals to a wide-variety of people.
5. **Create local entrepreneurs** through education, public support, business incubation and equal opportunities.
6. **Polish the image** of Pontiac by marketing the strengths and potential of the City and County while reducing crime and blight and other drivers of negative perceptions.
7. Restore **healthy, safe and attractive neighborhoods** with a range of housing opportunities for people with different incomes, needs and preferences.
8. Provide **quality community services** for all to ensure equitable opportunities for a high-quality of life regardless of socio-economic status.
9. **Leverage public and private partnerships** with stakeholders in the City, in Oakland County and with regional business leaders in order to improve the ability of the City and County to compete in the New Economy.
10. Maintain a **high-performance government** that is fiscally responsible and fosters strategic investment in people and partnerships. The formula for success in the New Economy begins first and foremost with investing in people and attracting talent. Talented, hard working people who bring new ideas and innovations to bear in the marketplace are the number one asset for growing a New Economy.

SOME OF PONTIAC'S BEST ASSETS:

- Location
- Oakland County seat
- Historic Downtown
- Transportation Infrastructure
- Wi-Fi internet access
- Automation Alley
- Opportunity for new economy clusters in large vacant buildings
- Work force
- Diverse housing stock
- Vacant land availability
- Transit line
- Recreation Facilities – parks, golf course, Clinton River Trail, soccer facility
- Historic neighborhoods
- Silverdome site
- Hospitals
- U.S. Post Office Distribution Center

Note: The Asset-Based Economic Development Strategy was developed by the Land Policy Institute at Michigan State University.

Chapter 6 – Economic Development Summary



POTENTIAL INTENSITY CHANGE AREAS:

- Clinton River daylighting
- Downtown
 - Lot 9
 - Woodward Avenue
 - Lafayette Square District
 - Bagley Congress TOD
 - Lot 6
 - Phoenix Center
- Commercial and Mixed-Use
 - Owen Elementary
 - GM Validation Center
 - Silverdome
 - Orchard Lake Road
- Residential
 - Glenwood Plaza
 - Fed-Ex Perry St. Site
 - McCarroll School
 - Hawthorne School
- Adaptive Reuse
 - Oakland Park Firehouse (recreation)
 - GM North Campus (auto-related business center)
- Other
 - Collier Road Landfill (alternative energy)
 - Kennett Road Landfill (recreation or technology)

Strategic Placemaking and the New Economy

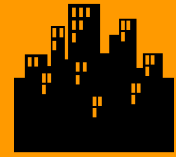
If talent is the currency of the New Economy, then placemaking is the primary strategy for cities and communities in the New Economy. Talent is attracted to high amenity communities with energy, opportunities, green infrastructure (parks, trails, bike paths, etc.). The richness of diverse places in Oakland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

“In the New Economy, we have to use what we have to get what we want. Land use strategies, placemaking, amenities and other quality of life factors have certainly replaced plant, equipment, capital and basic skills as attractors of ‘good growth’. ‘Good growth’ is knowledge based. It is not contestable. ‘Bad growth’ is contestable. ‘Good growth’ sticks with you because the fundamentals of who you are are what brings it to you in the first place. You also have to use all you have to maximize the productivity of knowledge-based growth. So, good growth is inherently smart and strategic. We have an opportunity here – because we are still at that point where few have discovered the power of placemaking.”

Dr. Soji Adelaja,
John A. Hannah Distinguished Professor in Land Policy
Director, Land Policy Institute at Michigan State
University

From a presentation to the Economic Growth &
Job Creation Strategy Team of the City of Lansing,
December 2005

Chapter 7 – Future Land Use Policies



Future Land Use Goals

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

- **ENCOURAGE MIXED USES**
Downtown redevelopment demands a mix of uses, including various combinations of residential, commercial, office, and other uses. Mixed uses create opportunity for innovative and new transit oriented development and more vibrant neighborhoods.
- **STRENGTHEN SENSE OF PLACE**
In the contemporary economic market, place matters more than ever before. Therefore, to better compete for business development and residential redevelopment, Pontiac needs to focus on creating a stronger sense of place, improving the quality of life, and changing the perception of the City. This includes a significant effort to improve the image and appearance of the City's principal thoroughfares.
- **IMPROVE EXISTING HOUSING STOCK**
Pontiac's housing stock should offer a range of product types and prices. Revitalizing the aging urban housing stock will require an innovative and simplified vision. The form-based approach will allow for the flexibility to address market conditions while retaining the features that define neighborhood character.
- **LIMIT STRIP COMMERCIAL DEVELOPMENT**
Strip commercial development should not expand beyond their current limits. Limiting strip commercial development will encourage the redevelopment of the downtown and existing neighborhood commercial areas.

FUTURE LAND USE CATEGORIES

The land use/design categories are illustrated on the Future Land Use Map and are described beginning on the following page. The ten categories are listed below:

1. Residential:
 - a. Low Density Residential (1-5 units per acre)
 - b. Medium Density Residential District (5-8 units per acre)
 - c. Multiple Family Residential District (12-15 units per acre)
 - d. Historic Residential District
2. Mixed-Use:
 - a. Transit Oriented Development District
 - b. Commercial and Residential Mixed Use District
3. Downtown
4. Commercial
 - a. Neighborhood Commercial District
 - b. Regional Commercial District
 - c. Corridor Commercial District
5. Office & Health Care District
6. Industrial District
7. Research And Development (ITRD) District
8. Recreation/Natural Area District
9. Public Use District
10. Special Use District

Chapter 7 – Future Land Use Policies



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Chapter 8 – Implementation Summary



ZONING AMENDMENTS

A comprehensive review of the City's ordinances, particularly the Zoning Ordinance, is necessary to determine the scope of amendments necessary to achieve the goals of the Master Plan.

1. **Zoning Ordinance amendments** are necessary to permit mixed use development in the Downtown District, Mixed Use: Transit Oriented Development District, and Residential Mixed Use District. Further amendments are needed to adopt a form-based approach for Downtown District. These amendments include:
 - a. Create New Mixed Use: Transportation Oriented Development (TOD) Zoning District.
 - b. Create New Mixed Use Commercial Residential Zoning District.
 - c. Create New Residential Zoning Districts.
 - d. Create Historic Residential Zoning Districts for each Historic Residential Neighborhood.
 - e. Create Special Use Zoning Regulations.
 - f. Modify C-1 Zoning District or Create Regional Commercial Zoning District.
 - g. Consolidate M-1, M-2 and IP-1 Zoning Districts into Industrial, Research & Development District.
2. **Change Zoning Designations (rezone)** on parcels where necessary to implement the land uses recommended by this plan.
3. **Upgrade Existing Zoning Regulations.** Raise the minimum landscaping, building design, parking, and other similar zoning requirements. Raising the minimum standards applicable to conventional development in existing zoning districts will improve the appearance of development in the City – a key to changing the image of Pontiac and is absolutely essential for recruiting new economy investment.

ENVIRONMENTAL

1. **Update Stormwater Management Standards**
2. **Enhance Wetland, Woodland and Natural Feature Ordinances**
3. **Daylight the Clinton River.**
4. **Encourage the adoption of LEED standards for all municipal buildings.**
 - a. *Require all new or renovated City buildings to be LEED certified.*
 - b. *Encourage LEED-NC or LEED-EB certification for non-residential buildings.*
 - c. *Encourage LEED-H certification for new single family homes.*

Pontiac has the opportunity to become a green leader in Michigan by adopting these guidelines. **This would be a move of great significance that would significantly change the perception of Pontiac.**

Chapter 8 – Implementation Summary



NEW ECONOMY DEVELOPMENT:

1. Implement recommendations from the Asset Based Economic Development Strategy (Appendix A) including:
 - Create a world-class education system..
 - Connect to the New Economy.
 - Prioritize high potential and high impact redevelopment sites as a great place to invest and utilize regional resources accordingly.
 - Continue building a “destination” downtown.
 - Create and cultivate local entrepreneurs.
 - Polish the image of Pontiac.
 - Restore healthy, safe and attractive neighborhoods with a range of housing opportunities for people with different incomes, needs and preferences.
 - Provide quality community services.
 - Leverage public and private partnerships.
 - Maintain a high-performance government that is fiscally responsible and fosters strategic investment in people and partnerships.
2. Continue to work to attract New Economy investment.
3. Develop a marketing package for Pontiac.
4. Issue an RFP for the Lot 9 property requesting proposals for a mixed use project that meets the guidelines set up in Chapter 7 of this Plan.

ON-GOING EFFORTS

The Master Plan is not intended to be, and should not become a static document. For this reason, it is imperative that the Planning Commission periodically **review the Master Land Use Plan** to evaluate, and potentially update portions of it. The plan should be reviewed at least once every three to five years.

Also, in order to qualify for State funding for parks and recreation improvements, the City must review and update the Parks and Recreation Plan at least once every 5 years.

PARTNERSHIPS:

Develop public-private partnership to assist with master plan implementation. A non-governmental organization (NGO) needs to be formed to move the plan forward.

The city needs a formal affiliation with a business-led initiative that supports and helps implements the plan similar to the West Michigan Strategic Alliance in Grand Rapids or LEAP in the greater Lansing Area. In this regard, regionalism merits special attention and should be emphasized more.

Formal partnerships with Oakland County and adjoining jurisdictions should be enhanced to guide strategic land use planning, economic development, enhancement of public education, housing in neighborhoods, and general quality of life improvements.