



Towne

Urban
Design
Strategy

Prepared for
the City of
Rochester
Hills
Planning
Commission

KBA/JJR

Olde Towne Urban Design Strategy

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Introduction

The City of Rochester Hills, Michigan prepared a community Master Plan in 1992 which has guided community planning decisions for the last six years. During 1998, the Planning Commission committed to updating the Master Plan to assist them in making informed decisions regarding important issues facing the community. The plan update has focused on three elements: 1) city-wide review (land use, transportation, open space, infrastructure, demographic, economics) and recommendations; 2) study of 11 residual parcels that are under pressure for development or redevelopment; and, 3) four special studies of important planning areas. This report is one of the four special studies, which include the following areas:

- Auburn/Adams
Enhancement Potential
- Landfill Areas
Reuse Strategy
- Olde Towne
Urban Design Strategy
- Rochester Road
Corridor Study

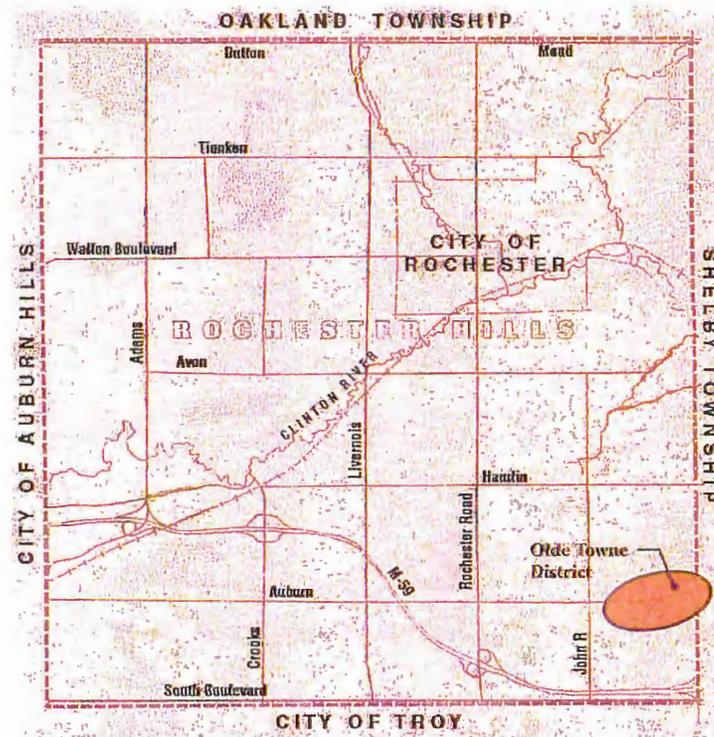


Figure 1 • Location of Olde Towne District

The four special area studies were selected subsequent to the process of assessing conditions in the entire community for the master plan update. These “special studies” emerged as larger areas with pressing issues currently facing the community. In the case of Olde Towne, local stakeholders have expressed concerns about the following needs:

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- Reinforce ongoing efforts to define 'District character' through image enhancement (facade improvements, streetscape, etc.);
 - Impact land use decisions and balance land use mix;
 - Provide adequate off-street parking for current uses and future development; and
 - Reduce opportunities for undesirable behavior, particularly in alleys.

Study Purpose

Olde Towne was identified with the hope of fulfilling the following objectives:

1. Examine the character and context of Olde Towne and identify physical planning issues and opportunities
2. Develop a conceptual planning and design strategy that catalyzes development which reinforces stakeholder and City interests.

Study Process

As with all aspects of the Master Plan Update process, the Olde Towne special study was conducted as an open and participatory process. Seven steps comprised the study methodology:

1. Data Gathering
2. Issues and opportunities public/stakeholders discussion
3. Preparation of alternative plans
4. Issues and alternatives discussion with the Planning Commission
5. Draft recommendations to the Planning Commission
6. Planning Commission review and comment
7. Finalize Report

The consultant team and city staff gathered information and assembled existing conditions maps and aerial photos to illustrate the area and its relationship to the community. Background data were collected to help the team and community residents understand the history of the study area and define the associated issues. The consultants then held a public meeting to discuss the study area with the stakeholders. Stakeholders in this case were comprised of local residents and business owners.

The consultants synthesized stakeholder input with background information and generated alternative development scenarios. These scenarios tested the capacity of the District to accommodate new development based on three models. The scenarios were reviewed in a workshop session with the stakeholders. Following their review and comments, a meeting with the Planning Commission was held to discuss the study area, the issues raised by the City, consultants and stakeholders, and to examine the possible development scenarios for the District. Planning Commission comments were received and folded into the process.

This report compiles all the study information for review by the Planning Commission. Land use policies recommended in this report are incorporated in the 1999 Rochester Hills Master Plan.

Existing Conditions

Regional Context

The Olde Towne District is in the southeastern corner of the City of Rochester Hills. It derives its name from its 'image' as one of the older areas of what was formerly Avon Township. The area is centered on Auburn Road between Culbertson Road and the County line (Dequindre Road). Contrasting with much of the recent development in Rochester Hills, Olde Towne consists of a gridded street network. From a land area and structural standpoint, Olde Towne actually bears more resemblance to the City of Rochester than the City of Rochester Hills (see Figure 2).

Although home to many structures built since 1945, residents and business owners within the District have attempted to capitalize on the 'historic' perceptions associated with Olde Towne. Thematically, this approach would again distinguish Olde Towne's character from the more contemporary development patterns visible along Auburn Road west to Rochester Road.

Additionally, Auburn Road is a busy thoroughfare corridor due to nearby linkages to Dequindre Road and M-59. As development patterns continue Auburn Road will continue to be a heavily traveled

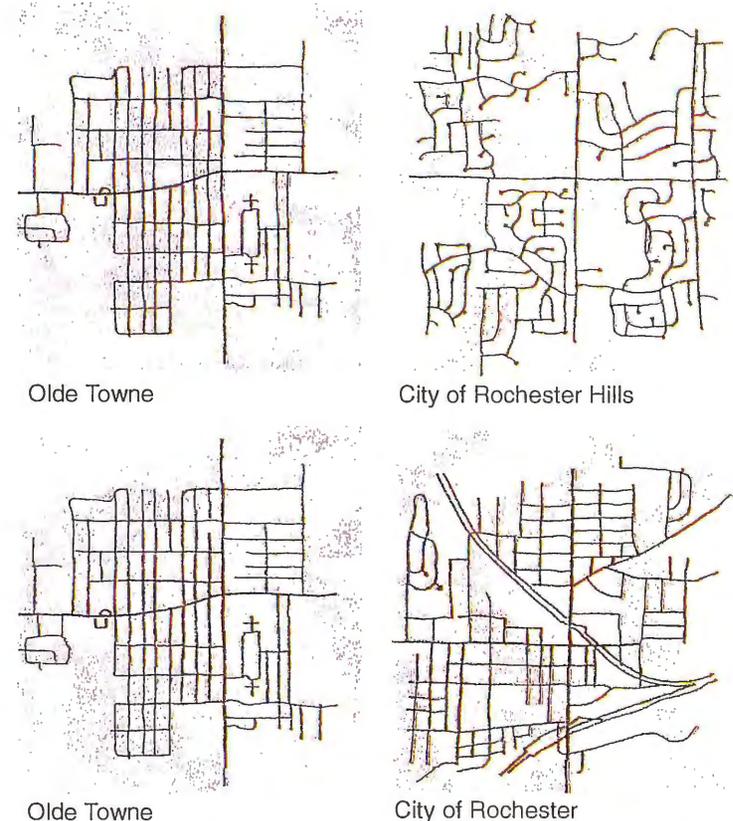


Figure 2 • Olde Towne bears more resemblance to the City of Rochester than the City of Rochester Hills

corridor. Area residents expressed concerns regarding potential conflicts between commuter through-traffic patterns and local ones.

Local Context

Olde Towne's "main street" is Auburn Road. The District is anchored at Culbertson Road by Reuther Middle School. Although characterized by residential and some business/commercial uses east of the District, the one-half mile length of Auburn Road through Olde Towne consists of auto-commercial, business/commercial, and other non-residential uses. Gethsemane Lutheran Church and Grace Apostolic Church are two unique institutional uses on Auburn Road.

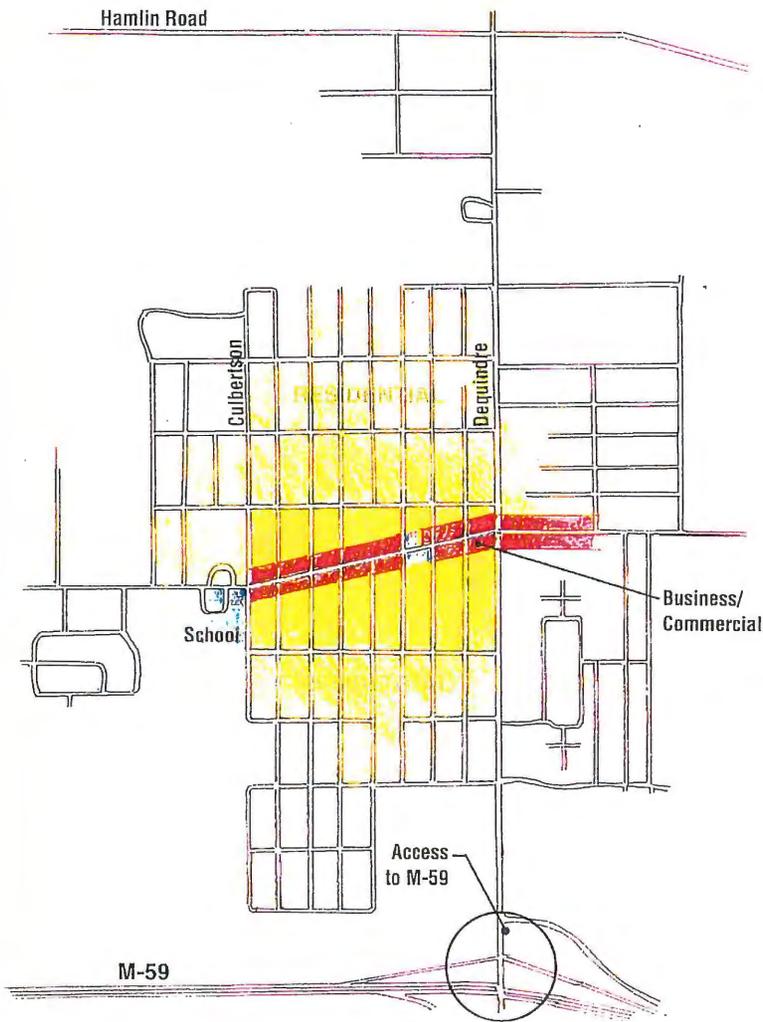
These uses are primarily restricted to the Auburn Road frontage and the remainder of the district consists almost exclusively of single family detached housing.

Although there are a number of well-maintained homes and evidence of other residential construction underway within the district, there are significant disparities in the quality of development along the Auburn Road frontage. Architectural styles, building scales, and facade treatments are visually disorganized. There are many underdeveloped sites along Auburn Road. Extensive single-purpose parking lots flank both sides of the road. Additionally, Auburn Road is peppered with vacant lots and poorly screened storage areas.

Existing Land Use (Summary)

The majority of the frontage along Auburn Road is general business, commercial, and auto-commercial (see Figure 3 on the following page). Olde Towne has become the home of many contractors and construction support businesses. There are some professional offices and community institutions (Grace Apostolic Church, and Reuther Middle School). The areas north and south of Auburn are almost exclusively single-family detached residential. Local residents and business owners commented on the proliferation of liquor stores, convenience commercial and gas stations along Auburn Road as a problem.

The 1992 Master Plan calls for Auburn Road to become exclusively auto-oriented and convenience commercial. There is a pattern of more contemporary commercial developments extending from Dequindre Road west into the District. However, recently developed commercial on the east side of Dequindre Road (in Macomb County) is largely vacant.



Residential use is located north and south of Auburn Road frontage. The neighborhood contains many recently constructed homes and evidence of additional improvement activity.

Figure 3 • Existing Land Use

Issues and Opportunities

Pedestrian Circulation

There is a conspicuous absence of a connecting walking infrastructure in Olde Towne. Sidewalks are inconsistent and discontinuous. The few existing sidewalks do not link to the stable neighborhoods north and south of Auburn Road. There are few marked crosswalks or signals to alert motorists to the presence of pedestrians. Pedestrians often put themselves at risk by walking in the road. At Auburn and Culbertson, business owners have installed an historical pedestrian light. However, pedestrian scale lighting is absent from the majority of the District.

Area stakeholders have expressed interest in developing a walkable District balancing the needs of vehicular users with the desires of pedestrians. There is interest in enhancing and connecting the pedestrian infrastructure including sidewalk improvements, trees, and lighting.

Vehicular Circulation and Parking

Auburn Road has a 100' R.O.W. and has inconsistent lane markings and dimensions. Although formally striped as one lane in each direction, the paving can accommodate up to three cars in each

direction. This ambiguity provides opportunities for dangerous driving behavior, particularly passing and parking movements.

There are only two traffic signals along Auburn Road in the Olde Towne District (one at Culbertson and another at Dequindre). Despite the posted speed limit, the extensive paving and distance between signals (one-half mile) encourages speeding and potentially hazardous driving.

Area stakeholders have found crossing Auburn Road, on foot and in a vehicle, difficult. Residents suggest that the current condition of Auburn Road encourages poor driving behavior and the use of their residential streets as 'short cuts' to Dequindre Road and M-59. Stakeholders expressed an interest in modifying the design of Auburn Road, particularly in concurrence with proposed improvements to M-59.

Angle parking directly off Auburn Road predominates in the Olde Towne District. The ambiguity in the number of road travel lanes has created a de facto parking access lane in most instances. In some cases there is a lack of clearly defined parking lot entrances and parking spaces. Generally, parking encroaches on the pedestrian zone in front of businesses and stores.

Existing off-street parking is generally inefficient and poorly organized. In most cases it dominates the image of the street and detracts from the image of commercial and business structures.

Area stakeholders have struggled to find alternative approaches to parking within their own individual properties. They feel limited by underutilized alleys, their restrictive lot depths, and the desire to not negatively impact residents on Auburn's north and south sides.

Buildings (setbacks, bulk and height, types, facades, etc.)

Buildings along Auburn Road in the Olde Towne District range from single story to two story structures. Generally, commercial and business

structures along Auburn Road have been customized and modified without consideration for broader District image and character (see Figure 4). Facade treatments, including the additions of mansard roofs, and cladding in various materials and colors, detract from the image of the street. This diversity of treatments neither unifies the image of the street nor reinforces District character. Additionally, the divergent locations, types, heights, and styles of signage are confusing to visitors and distract from a coherent District image.

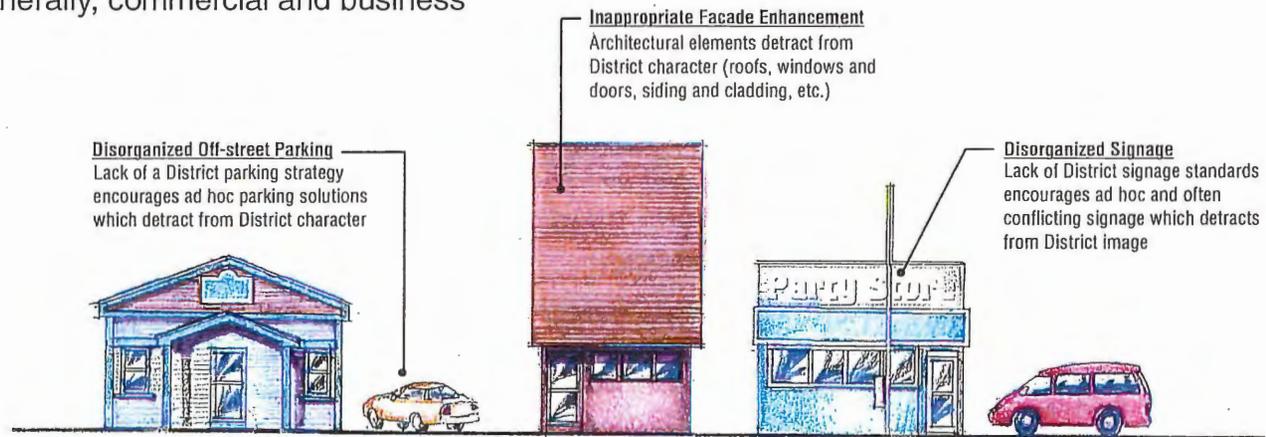


Figure 4 • Existing Conditions Elevation

There is a core of existing structures of similar scale and height on the north side of Auburn Road between Longview and Eastern that generally has a “zero lot line” front yard setback. Many of the older structures along Auburn Road share the “zero lot line” front setback. Some older structures actually encroach on the R.O.W. line of Auburn Road. However, newer commercial developments have deeper front setbacks and extensive parking along Auburn Road. This inconsistency weakens the perception of a ‘streetwall’ and the potential visual unity of the street.

Landmarks and Views

Olde Towne is an identifiable visual corridor because of a shift in Auburn Road between Culbertson Road and Dequindre Road. When approaching the District from either end, visitors enjoy an obliquely angled view of structures until the road bends and structures again appear perpendicular to the road. The most significant landmark is the steeple of the Grace Apostolic Church; the dominant vertical element of the District located at Gerald. Additionally, a large oak tree and an historic gazebo create the beginnings of a memorable experience when entering the District near Culbertson Road (see Figure 5).

Open Space

The deep front yard setback of Reuther Middle School and complementarily deep front yard setbacks of residential on the north side of Auburn Road west of the District form a ‘green’ entry image from Culbertson Road. However, there is no corollary gateway experience as one approaches the District from the east.

The only identifiable green space within the District is a vacant lot with mature trees on the south side of Auburn Road mid-block between Harrison and Eastern. It appears to be used and maintained as a community open space.

Although there are many mature trees visible from Auburn Road, few are actually on Auburn Road. Some business owners have provided their own landscape treatments at their entries. The Gethsemane Lutheran Church has a high quality landscaped image from Auburn Road.

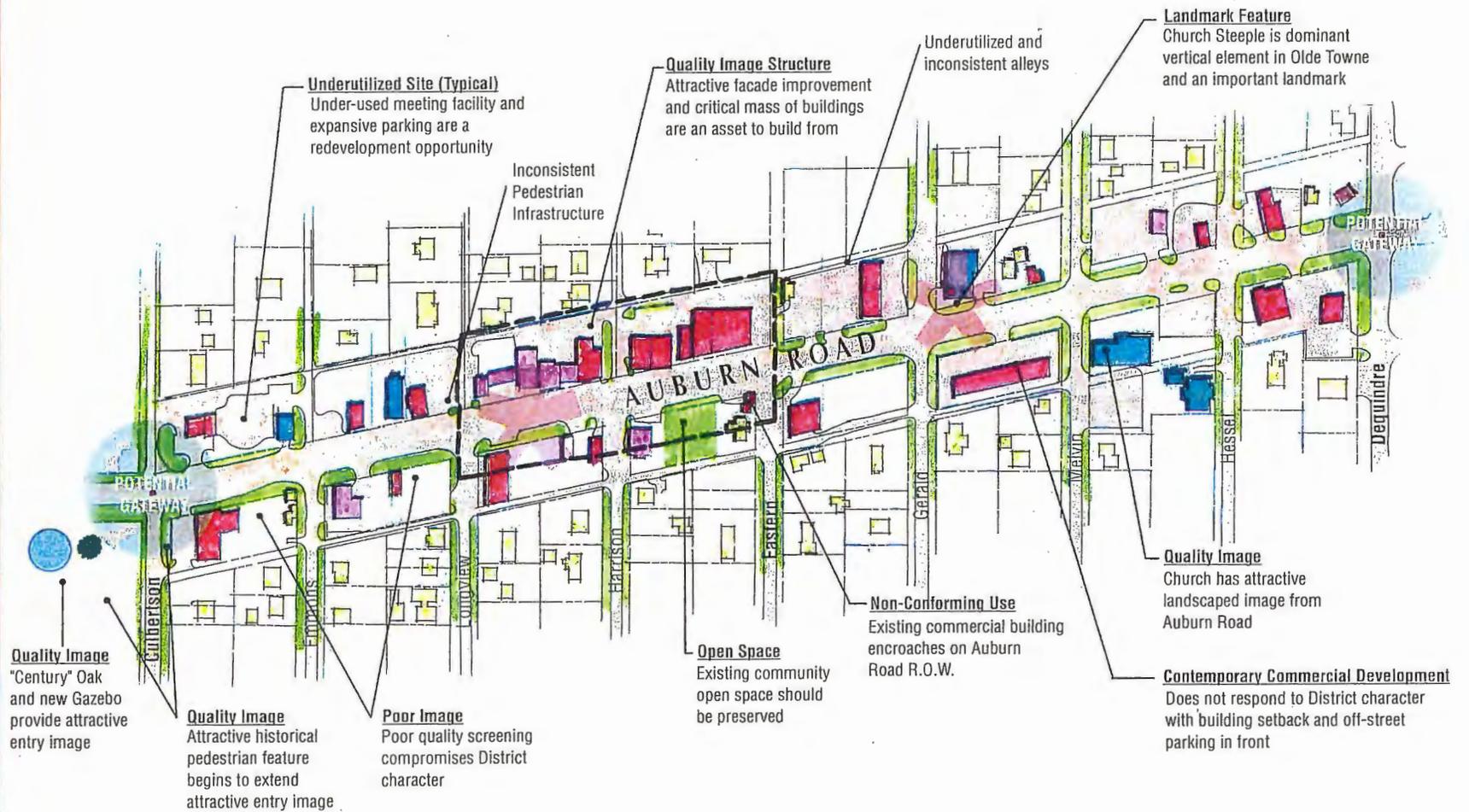


Figure 5 • Issues and Opportunities

Infrastructure

There is no continuous system of curbs and gutters along Auburn Road. Local business owners. Residents have complained of storm water run off overflowing parking areas, yards, and the first floors of buildings.

Alleys are unpaved, severely eroded, and discontinuous. Some business owners have incorporated alleys into their rear parking and service areas. Local residents have complained that the alleys, screened from casual visual access and natural surveillance, have become the location for many undesirable activities.

Opportunity Areas

There are several significant opportunity areas along Auburn Road. The extensive parking area for the city-owned Precinct 5 meeting hall is underutilized. With an infrequent use schedule and limited capacity, the associated parking area is grossly inefficient and more appropriate for a more intensive use.

There are several outdoor storage yards for tools and equipment along Auburn Road. These uses do not maximize the potential of the road frontage. The extended 'blank' walls of fencing along Auburn Road and the alley have created opportunities for undesirable activities.

Additionally, there are a number of undeveloped lots along Auburn Road. The most significant parcel is a 24,000 square foot lot on the south side of Auburn Road just west of Gerald. With proximity to a recently developed contemporary commercial structure and the core of existing structures in Olde Towne, this parcel may be one of the most significant opportunity development parcels in the District.

Alternatives

Alternative plans for Olde Towne were examined considering the following variables;

- Location of areas of varying land use intensity;
- Mitigating impacts on adjacent property owners and modification of the City grid;

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- Preservation of existing building stock;
 - Locations of off-street parking

In all cases the need for an enhanced streetscape and pedestrian friendly environment were constant. Additionally, the existing 'park' was retained. The need to create attractive District gateways, were explored in all alternatives.

Alternatives Considered

1. "Two Centers" This alternative explored the concept of creating two high intensity nodes of activity, one at each end of Olde Towne along Auburn Road. New development would be encouraged to cluster around the existing high school at Culbertson and at the county line at Dequindre. Lower intensity uses, including townhomes, were proposed to fill in between the two nodes.

This alternative was thought to create potentially detrimental impacts to the character of the residential community just west of Olde Towne. Due to the marginal commercial investment near Dequindre, additional investment at this location was not deemed

viable. Finally, focussing development away from the center of the District was thought to detract from the momentum of emerging businesses.

This alternative was not carried forward.

2. "The Commercial Strip" This alternative essentially is consistent with recommendations made by the 1992 City Master Plan. Auburn Road frontage would become auto-oriented commercial for its entire length through Olde Towne. Alleys would be eliminated and residential lots immediately adjacent to alleys would be acquired to provide adequate land area for contemporary commercial development. Each development would be required to provide sufficient off-street parking individually on each site.

This alternative was predicted to exacerbate stakeholder perceptions of Auburn Road as solely a connector to M-59 without an identifiable "District" character.

The dominance of the auto-oriented commercial development would negatively impact Auburn Road's ability to comfortably accommodate pedestrians. This alternative would widen the pedestrian divide between the north and south sides of Auburn Road. Finally, the requisite land acquisition for expansion of the commercial zone (into what is currently residential) was seen as damaging to the community.

This alternative was not carried forward.

3. "One Center" - This alternative used the existing core of commercial and business structures as a precedent for future development. It attempted to create a higher intensity "village center" near Auburn and Eastern, preserving existing structures and complementing them with infill with a zero front yard setback (see Figure 6). This alternative proposed a District parking strategy that did not require individual developments to fulfill their individual parking requirements on site. Rather, an accessible reservoir of off-street parking would compliment introduced on-street parallel parking to supplement parking needs within a 2 1/2 minute walk from the "center".

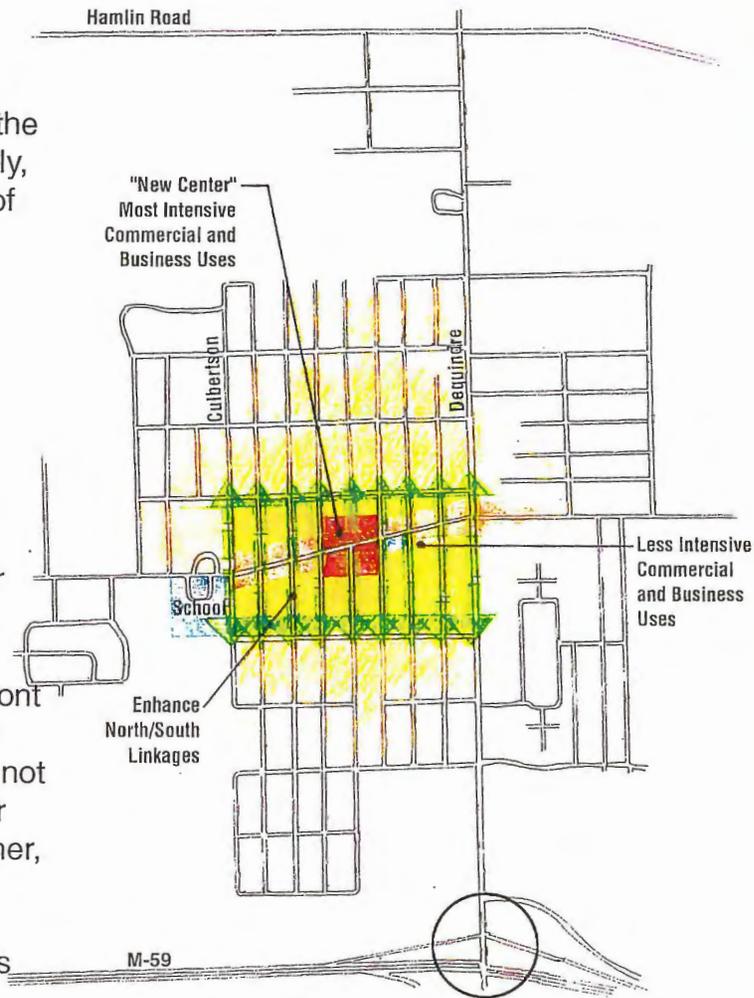


Figure 6 • Recommended Land Use Alternative



To accommodate the off-street parking requirements for the District, the alternative encouraged acquisition of residential lots immediately north and south of Auburn Road between Harrison and Gerald. Eastern would become a cul-de-sac to enhance privacy and safety for those residents most affected by the new village.

Lower intensity business, office, and commercial uses would extend from the District edges to the village. And although many existing businesses would be preserved, their off-street parking spaces would be integrated into the broader District concept.

This is the preferred alternative that is recommended for the Olde Towne District.

Strategic Concepts

Recommended Land Use

The goal of the recommended land use plan is to focus and consolidate more intensive commercial and business uses into a village center located at Eastern Avenue and Auburn Road (see Figure 7). Although similar uses may be retained between the village center, Culbertson and Dequindre, these areas would be encouraged to assume a less intensive character with a greater number of business commercial uses.

There is the potential for Olde Towne to attract a diversity of uses including professional office, business support services, restaurants, and a small grocery store, while maintaining the viable businesses that comprise today's commercial mix. Diversifying the range of services and uses in Olde Towne will reinforce the amenity base for the residents of the area, create additional attractions for visitors from other areas, and enhance the potential for a sustainable District.

This plan requires some land acquisition to accomplish the District village center shared parking reservoir approach. Once this plan is adopted, the City will need to implement a long-term land acquisition strategy (as properties become available) to allow the proposed transition to occur in an orderly fashion without disrupting existing long-term residents of the area.

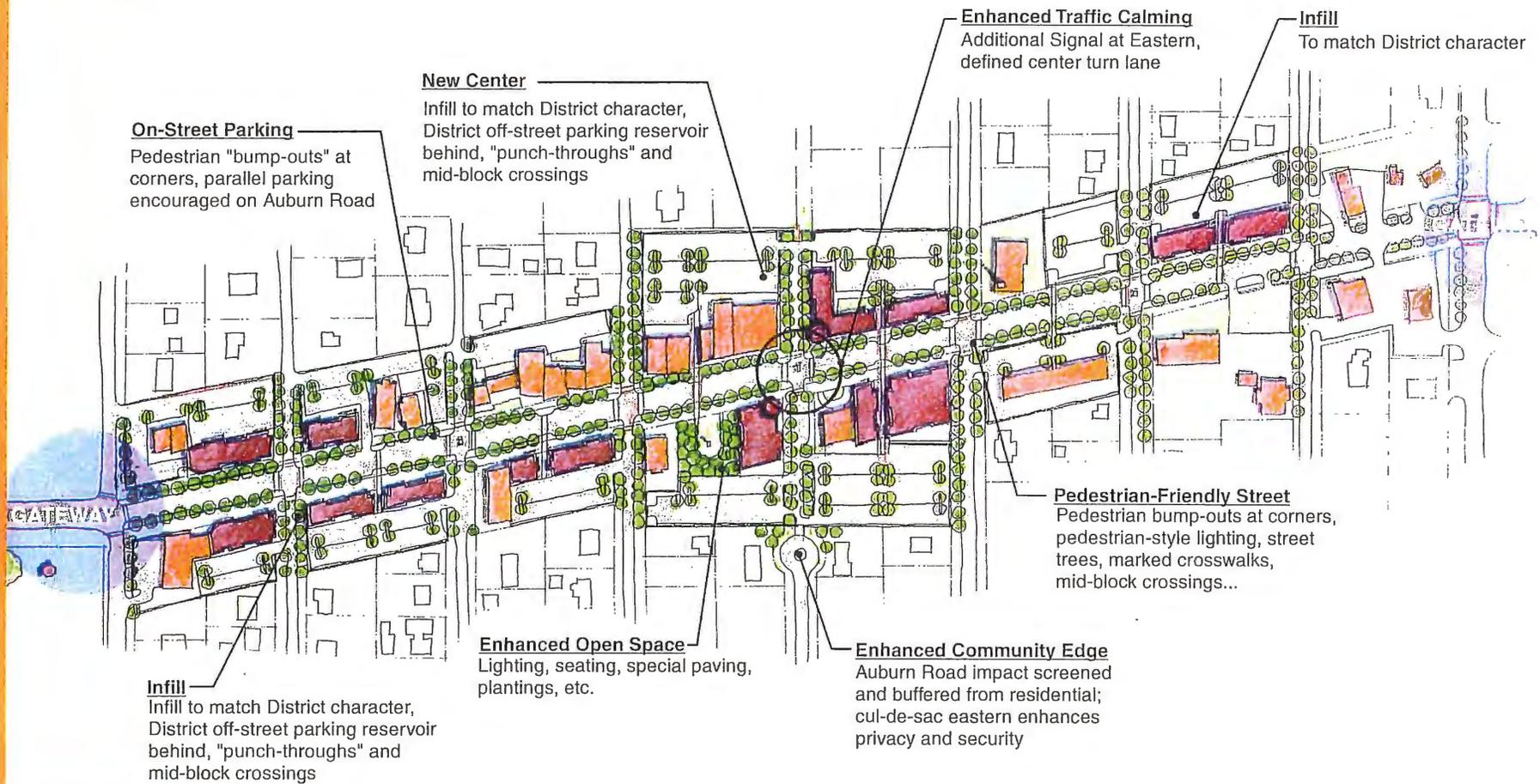


Figure 7 • Strategic Concept Plan

Gateways and District Character

Based on the unique alignment of Auburn Road between Culbertson and Dequindre, it is proposed that these two intersections become the District gateways. These intersections should announce a visitor's entry into a distinct District. These gateways should consist of the initiation of a 'language' of streetscape elements including pedestrian scale lighting, street trees, consistent signage.

The gateway image can be reinforced through consistency of building setbacks, bulk and height, and facade treatments.

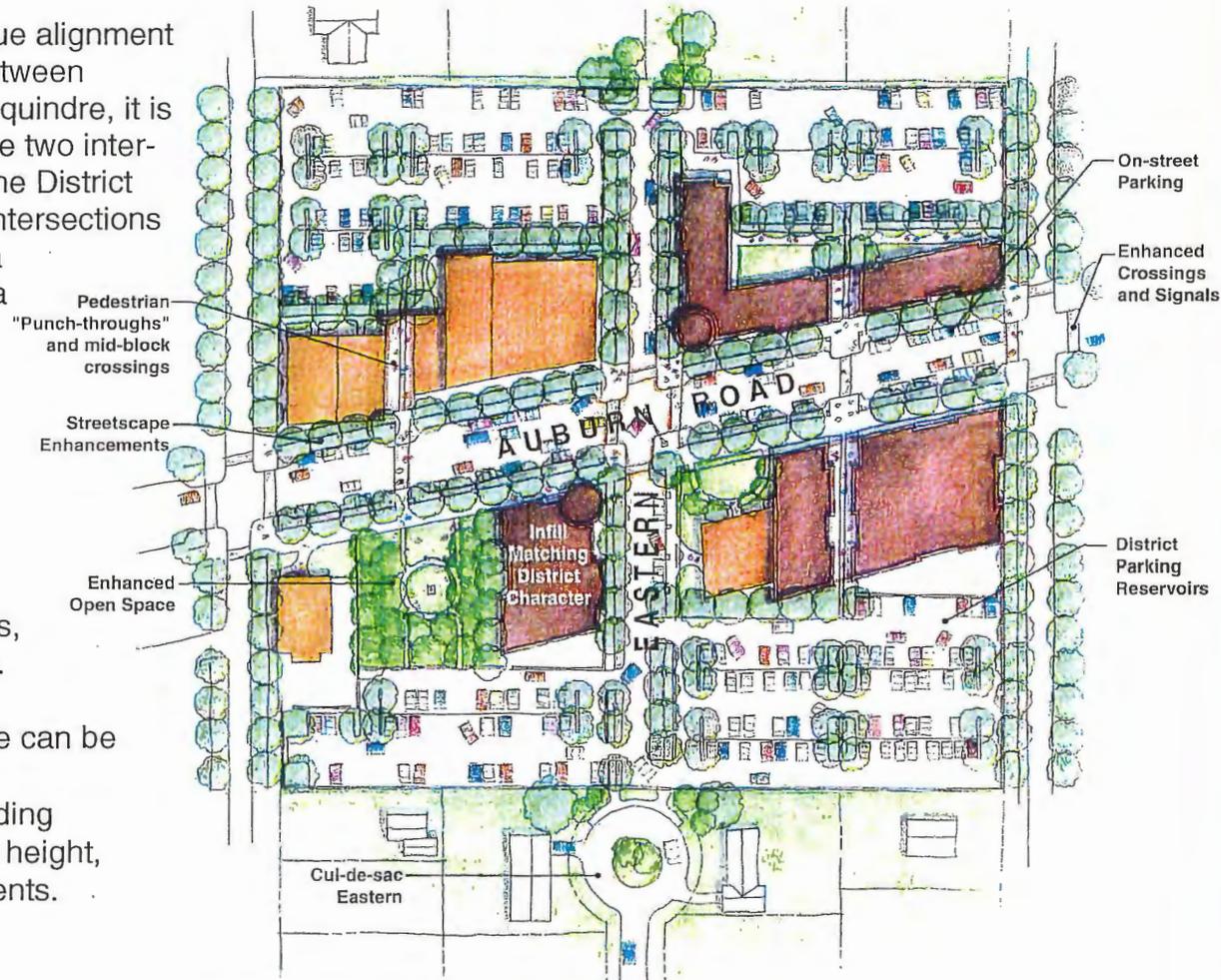


Figure 8 • New Center/Olde Towne District

Careful attention given to the initiation and termination of the entire range of District-specific treatments is the most significant gateway.

Vehicular Circulation, Traffic Calming, and Making a Pedestrian-Friendly Street

Auburn Road is and will remain an important connection to Dequindre Road and M-59. However, its convenience as a link to other communities should be balanced with its impacts

on the Olde Towne District. Any proposed modifications to Auburn Road should respond to its value as an inter-community linkage and its role as Olde Towne’s main street.

Auburn Road should formalize its lane markings and signalling to enhance the safety and wayfinding ability of motorists. Auburn Road should have one moving lane in each direction and a center left turn lane. This will allow for parallel on-street parking and ample pedestrian zone on either edge of Auburn Road (see Figure 9).

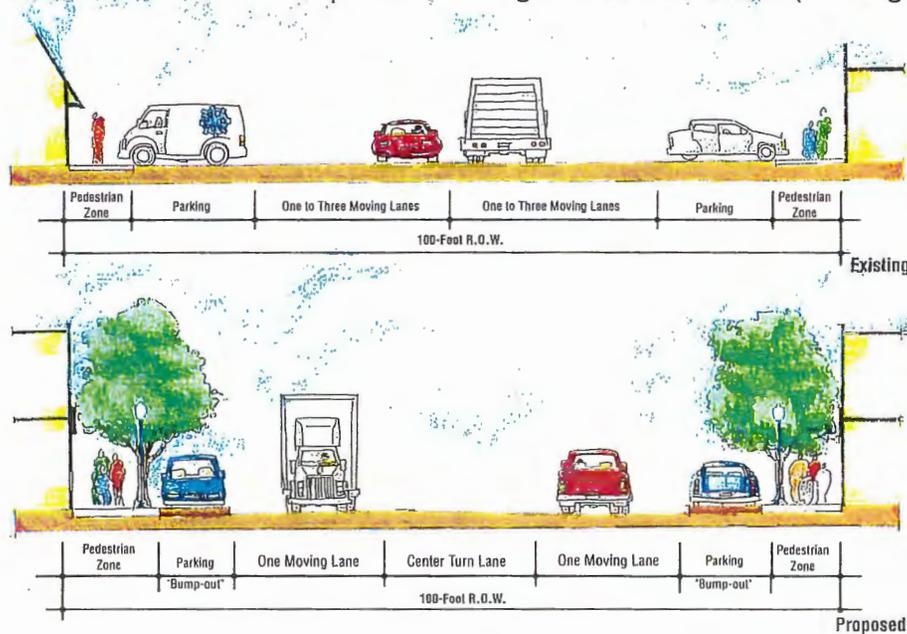


Figure 9 • Making a Pedestrian-Friendly Street

For residents, visitors, and business owners of the Olde Towne District, Auburn Road should be a “seam” connecting the north and south sides of the street. Although through-traffic should be accommodated, there should be opportunities for people to choose to walk, bike, etc. and use Olde Towne’s services and amenities. Defining distinct zones for pedestrians and vehicles is an important means of encouraging pedestrian activity. The general improvement of curbs, gutters, and sidewalks will start to reinforce these zones with infrastructure. On-street parallel parking will provide convenient short-term parking opportunities for patrons of businesses as well as buffer pedestrians from the impacts of Auburn Road traffic.

On-street parking zones should be defined by ‘bump outs’ at intersections. The ‘bump-out’ defines the parking zone and alerts motorists driving by. It extends the pedestrian sidewalk further out into the roadway, shortening the distance pedestrians travel to cross vehicle moving lanes.

Infrastructure

The perceived infrastructure problems in this District are primarily storm water management-related, and attributable to the poorly defined street

edge, drainage zones, sidewalks and parking areas. Once Auburn Road is re-configured as recommended in this strategy, infrastructure concerns can be eliminated. The City of Rochester Hills has good water and sewer service to this area. Once the storm water management system is improved with the road upgrades, all municipal utility services in Olde Towne will work well.

District Parking Standards

District parking standards are proposed that would promote the most appropriate development pattern for Olde Towne. Although some on-street parking is available for short-term use along Auburn Road and Eastern, the majority of off-street parking is proposed behind structures. As a system, all of the off-street parking requirements for the District are within a 2 1/2 minute walk. These standards have numerous local precedents including a successful model in the City of Royal Oak. Accessible from Auburn Road via pedestrian “punch through” and several mid-block crossings, this approach provides the opportunity to customize development to the unique needs of the Olde Towne District (see Figure 8 on page 17).

Building Setbacks, Building Height, Facade Enhancement

The recommended approach proposes a zero frontyard setback to respond to the existing “core” of older buildings. The existing precedent, if expanded, can produce a unique experience that reinforces the notion of a village center and responds to the specific built form of Olde Towne (see Figure 10).

Additionally, the strategy proposes zero sideyard setbacks for new development. Again, this recommendation emerges from historic precedent and is critical to the development of a “streetwall”.

Rearyard setbacks may vary but are to remain constrained by existing alleys.

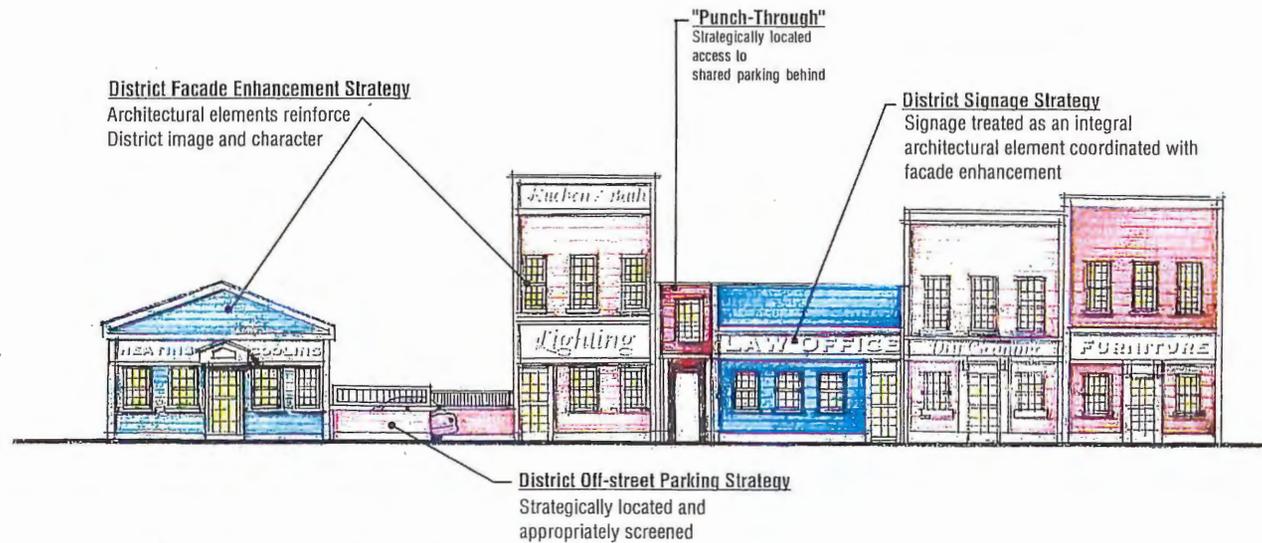


Figure 10 • Recommended District Character

Building heights should not exceed two stories (30 feet) to prevent visual distraction from Olde Towne's dominant vertical element, the steeple of Grace Apostolic Church.

Facade enhancement and the new facades should respond to stakeholder interest in a Colonial Revival Style thematically unifying the architecture of Olde Towne. Colonial Revival Style is characterized by balanced and symmetrical facade composition, simplified details with the occasional use of columns at entries, and multi-pane windows (6-over-6 or 8-over-8).

The strategy advocates the integration of building signage into the building facade instead of free standing signs. In most cases, signage should occupy the facade above first floor windows and below second story windows. Additionally, a master facade color palette is recommended that corresponds to the colors symbolic of the Colonial Revival Style.

Streetscape Improvements

The goal of streetscape improvements is to maximize the quality of the pedestrian experience of Olde Towne (see Figure 11). Should the District emerge as a walkable center active day and night, streetscape improvements are critical to the viability of Olde Towne as a safe and attractive area. Street trees will be perhaps have the greatest impact. Trees should be placed to give the appearance of a continuous canopy, sheltering the sidewalk and visually unifying the image of Auburn Road. Additionally, extension of the pedestrian lighting campaign initiated near Culbertson and Auburn is essential to the creation of a comfortable pedestrian environment.

Special paving is recommended at intersections and mid-block crossings to announce the pedestrian zone to vehicular traffic. Paving material selections should be coordinated with the development of standards for facade enhancements. Additionally, special paving is recommended within the zone targeted for tree planting and pedestrian light placement.

Waste receptacles and other street furniture should be strategically located at specific building entries (for example, in coordination with outdoor eating areas, etc.), pedestrian “punch throughs”, and transit stops. Additionally, street furniture selection should be an integral component of reinvestment of the existing open space on the south side of Auburn Road mid-block between Eastern and Harrison.



Figure 11 • Pedestrian-Friendly Streetscape Elevation

Next Steps

Implementation of the Olde Town Urban Design Strategy requires a four-part approach including:

1. District Association
2. Detailed planning and design
3. Funding and phased improvements
4. Market analysis and business recruitment

District Association

The City of Rochester Hills, Olde Town businesses, local institutions (e.g., churches, schools) and neighborhood residents all have a stake in the future development of the district. Local businesses and residents have been particularly active in the development of this plan and need an ongoing partnership mechanism to successfully work with the City to implement the plan. Development of an improvement district association which consists of representation of the stakeholder interests (including businesses, residents, property owners, and the City Planning Department) is an important first step in the advancement of the Olde Towne District.

The Olde Town Improvement District Association should be staffed by the City's Planning Department so a regular meeting schedule and milestones can be established. The purpose of this association is to formulate the specifics of translating the strategy into a plan and advocating its implementation. This unique district deserves special attention by the City to build on its history and plan for a more successful future.

Detailed Planning and Design

The strategy as it is presented in this report is only a concept and should be developed from both the planning and design perspectives. Planning issues include special zoning and development guidelines (i.e., setbacks, massing, architecture, appearance), signage, and parking considerations that are needed to assure Olde Towne can grow as a more urban and pedestrian-friendly environment. These planning tools should be directly coordinated with the design solutions resulting from the next phase of design activity.



The design concepts for land use relationships, vehicular circulation, parking, pedestrian circulation and open space need to be advanced to schematic and design development levels to provide a more detailed analysis of how improvements to the district will actually work, implementation costs, and what impacts will occur to area properties. At the schematic design level, it will be possible to determine where improvements will require property acquisition, as well as incremental investments which support the district. These aspects of the Olde Towne implementation plan will require a combination of staff and Planning Commission expertise. It would also require a phased financing plan, which identifies property owners, City and other investment requirements, and professional urban planning/design consultant assistance.

Funding and Phased Improvements

One of the most important steps in the improvement of Olde Towne is to show some progress in upgrading the physical infrastructure of the district. Individual business owners have made investments in their properties, but

discussions with the City over many years of planning for a better Olde Towne have not resulted in a coordinated investment strategy for both the public and private investments. While it may be premature to recommend a phasing program for the public improvements required to strengthen the district until further design development occurs, two projects emerge based on discussions of needs. The first is an improved Auburn Road corridor; the second is upgrading the alleys behind the Olde Towne district.

Auburn Road is a state trunkline, and the Michigan Department of Transportation (MDOT) must approve any improvements to it. It is generally the feeling of the City of Rochester Hills that both the City and State transportation officials would agree to a three-lane cross-section through Olde Towne, with one travel lane in each direction and a center left turn lane. This would allow for on-street parallel parking adjacent to each of the travel lanes, and ample room for a new sidewalk with streetscape amenities adjacent to the road and businesses. Both appearance and function of the district would be dramatically improved, while setting a new tone for district

redevelopment and reinvestment. This project will require organizational, political and funding savvy to be implemented. Rochester Hills should pursue state and federal dollars for this improvement project through sources like the Transportation Economic Development Fund (TEDF), and the Transportation Enhancement Act (TEA-21) to supplement local assessments and road improvement sources. Successful completion of the Auburn Road improvements will require patience, determination and a unified commitment between the City, the state and district stakeholders.

The alleys behind Olde Towne are a problem area for loitering, littering and teenage drinking. The alleys are obsolete in their function as service drives given the present contemporary use of the district. While these are significant issues that must be addressed, the alleys represent an important element in the future of the parking and circulation solution for the district that remains to be resolved through additional design development. The alleys represent the transition zone between the commercial and residential land uses in Olde Towne and must be carefully examined to create a harmonious design that enhances

both uses. Therefore, focusing on Auburn Road should be the highest priority for the district while other planning and design issues are being resolved. The Olde Towne committee should confirm these priorities as one of their early assignments.

Market Analysis and Business Recruitment

During the mobilization of the Olde Towne Improvement Association an ongoing task should be developing the overall vision for the redevelopment of the district in terms of mix and types of uses. Olde Towne is envisioned to be focused around a village center that will consist of more intense business, retail, restaurant, professional office and service uses than are present there today. At the edges of Olde Towne and some of the less intense business and service uses that are present today and need to relocate to Olde Towne from other parts of Rochester Hills (e.g., mechanical and electrical contractor operations) will be accommodated. The district can thrive by providing an interesting place for the local neighborhood and the larger Rochester Hills area. This will not happen by accident! The



Olde Towne committee must articulate their vision and get concurrence from the City to set all of the regulatory, administrative and economic development activities in motion in support of achieving the vision.

The transition of the area is expected to happen slowly, as market interest occurs. This market analysis and business recruitment program will require some professional support once the association has outlined the basis for the vision. These activities should begin immediately, and run concurrently with the other aspects of the implementation approach to assure coordination between the vision, market strategy, design, funding, phasing and implementation.