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Process

The easternmost section of Auburn Road, formerly known as "Olde Towne", is one of the oldest areas of what was formerly Avon Township. While commercial development has continued to grow throughout the rest of the city, this district has remained relatively consistent in its “old town” character and vacant sites prime for redevelopment. The two-lane Auburn Road is under the jurisdiction of MDOT and the corridor lacks defined driveways and parking areas.

While there had been previous studies for Auburn Road, and especially a design and new code for the Brooklands district, there had been little implementation. The City undertook this planning process to refresh the previous plans, provide direction for both the roadway and properties along it, and to outline specific actions to implement recommendations. Key steps in the 10 month process are listed below:

- A Market Analysis was conducted that included stakeholder interviews, a resident survey, cluster analysis, and demand forecasting.
- Public open houses were held in May (input on visioning and alternatives); October and November (draft plan)
- A Steering Committee made up of local residents, business owners and property owners, planning commissioners and city council members was established and met four times to lead the plan’s direction and endorse the vision and recommendations.
- The Planning Commission and City Council vetted preliminary ideas at a September joint meeting. Both bodies conducted public hearings during the plan adoption process.

While the previous plan for this area was titled “Olde Towne” after discussion by the steering committee and public, most identify the area as the Brooklands, the area’s historic subdivision name, which is this plan’s recommended name for future branding.
Past Plans

Olde Towne Urban Design Strategy (1999)

A robust, well-designed plan that illustrated development concepts that may have been aggressive at the time. Though many of the underlying ideas were sound, the timing was not. Little from this plan was able to come to fruition and some lessons can be learned from that process in terms of aggressiveness and outlining priorities and realistic steps to implementation.

Master Land Use Plan (2013)

This plan provides the basis for the optional Flexible Business districts that were adopted in the zoning ordinance. Street frontages in the plan for the Brooklands (Olde Towne) recommend 0’ front yard setbacks, parking in the side and rear. Building design standards include a minimum 20’ building height and façade recommendations consistent with this plan.

A key objective from the comprehensive plan particularly calls out the improvement of the Brooklands (Olde Towne) district: “Encourage infill development and the improvement of existing retail areas in the Olde Towne area to create an Urban Village and to strengthen Olde Towne as a primary commercial area serving the surrounding neighborhoods.”

Project Scope

This plan’s focus was on the Brooklands district (Culbertson to Dequindre) with other recommendations for key intersections on Auburn Road.

Apply zoning recommendations for Flex Business at intersections (see Zoning Audit, pages 38-39 and pages 24-25).
Public Involvement

Many residents, business owners, and city officials provided input at the three public open houses. Others provided comment through the surveys and online. Public input helped shape the final plan recommendations.

Most of the input favored changes to the design of Auburn Road and recommendations for development along it. There was both concern and support with the city's concept, dating back to the 1990's, to close some of the street intersections between Culbertson and Dequindre. Some of the most frequent comments are listed below. For a full summary of comments received during the process, please see the Public Participation Summary in the Appendix.

What the Public Said

- Majority support road redesign; but some prefer 5 lanes, others “do nothing”
- Most enthused about a public space along Auburn Road
- Several requests for better lighting and sidewalks along the corridor
- Mixed opinions on street closures; some support, some opposed, some wanted different locations
- Some noted problems with code enforcement and noise; desire dense walls as buffers to residential neighborhoods
- Sidewalks need to be consistent
- Incentives are needed for redevelopment
- Auburn Road needs to be redesigned in the Brooklands to stimulate redevelopment
- Concepts to relieve congestion at the major intersections (Adams, Livernois, etc. should be planned as well)
- Need for more and better organized parking
Plan Goals

The following goals were developed and refined throughout the planning process to provide a framework for the recommendations that follow.

- Strengthen the overall district brand as a unique destination
- Moderately intensify development to maximize the potential of the district
- Calm traffic, particularly in neighborhoods
- Redesign Auburn Road into a safe and attractive place for vehicles and pedestrians
- Create a more walkable environment that supports nearby residents, local businesses and commerce, and encourages new development opportunities
- Organize parking and provide additional parking supply
- Help stimulate desired redevelopment along the corridor
- Create clear transitions and borders between the residential neighborhood and the commercial corridor
- Provide safe pedestrian crossings
- Bring more green elements, landscaping, public open space and plazas to the corridor
- Promote city and property owner collaboration to support reinvestment
Schematic District Plan

Potential buildout recommendations across the district:

- Existing building rehab
- Infill redevelopment on underutilized sites
- Shared parking solutions
- Unified district character
- Consistent street treatment
- Paved, usable rear service drives
- Buffers between business district and adjacent neighborhoods

See pages 32-33 regarding potential side street closures.
District Character Vision

- Enhanced streetscape
- Clear crosswalks
- Improved landscaping
- Defined street edge and pedestrian zone
- On-street parallel parking
- Median with left-turn pockets
Auburn Road is within driving distance to population concentrations throughout the Detroit Metropolitan Area and beyond making it an attractive place to potentially live and operate a full range of businesses. To the west of the study area along Auburn are substantial shopping opportunities. To the east along Auburn Road in Shelby Township is commercial activity that can be characterized as older and shares many of the issues associated with the Rochester Hills section.

The challenge for the community moving forward is to recognize how the population and economy are changing and to set policies and take actions that expand activity and vibrancy of the study area section of Auburn Road.

**Overall Findings**

- Reasonable interest in further investment by current property owners and businesses in the study area
- Most of the patrons that frequently come to the study area live relatively nearby
- Average household incomes of residents of the surrounding area, city and study area are relatively high: $118,000 (mean)
- Relatively low achievable rent levels for commercial space that hinders reinvestment, dispersed pattern of building structures, and signs of disinvestment in nonresidential spaces providing market uncertainty.
- Auburn Road’s assets include underutilized and

The market assessment developed by The Chesapeake Group is based on information gathered through a variety of means:

- A review of secondary information, independent research and proprietary computer modeling
- Interviews with stakeholders
- Cluster Analyses
- A survey of residents of the Rochester Hills area
- Demand Forecasting defining opportunities for various activity for the study area

**Market Context:**

- Demographics: 2 large clusters driving market, mobility, changing lifestyles
- Technology: manufacturing evolving, relocation of industry
- Retail: On demand, internet, automated, delivery
- Housing: smaller size, diverse types of units, factors of choice, increasing rental market
underdeveloped land, a reasonable number of well recognized food service establishments, new business investment, and limited first floor vacancies.

- There is a negative perception of the area by shoppers in the market area

**Resident Survey Results**

More than 400 households interested in the future of the Auburn Road area responded to the survey. The survey indicates that:

- The average household spends about $130 per week on groceries. More than four of ten households spend more than $125.
- About 82% of the households frequent either Meijer, Kroger or Hollywood Market for grocery purchases. Meijer is in a dominant market position with 47% of the households.
- About two-thirds eat lunch or dinner outside the home at least as once per week. The majority of both lunch and dinner trips for food purchased or consumed at food service operations is made somewhere other than within the Auburn Road study area of Rochester Hills. Yet, Johnny Black's Public House is identified by 6.7% of the market as the preferred food service establishment for dinner which is the largest market share identified by respondents.
- Local non-chain food service establishments are the preference when eating dinner and lunch outside the home. (The study area has had significant recent investment by these types of operations.)
- About 43% of the households purchases fresh items from non-box or non-supermarket chains at least twice per month. Baked goods, meats, produce, and fruit are the products purchased by most in non-box or non-supermarket operations or settings.
- About one-third of all residents make apparel purchases at Kohl's.

**Study area patron characteristics and opinions:**

- About six out of every ten households have someone who comes to Auburn Road in Rochester Hills at least once each week. About two-thirds comes for shopping or food service establishments.
- On the other hand, only about one-fourth of the households have someone who comes to the study area section of Auburn Road at least once per week. About one quarter of the households rarely or never come to the study area section of Auburn.
- The difference in the frequencies reflects the noted substantial concentration of retail along Auburn west of the study area.
- The most frequent users of the study area section of Auburn come from a smaller geographic area than those who come infrequently.
- Generally, patrons come to the study area section of Auburn Road for shopping, food services or vehicle/machinery parts and services reflecting the tenant mix.
- Those who come most frequently are generally older than those who come less often. Almost three-fourths of those who come with the greatest frequency are over 55.
- For those who come frequently, the older the person the lower the average income.
- The shopping options and shopping experience along Auburn Road does not fair well in the opinion of the respondents. More than one-half of all define the shopping options and experience along Auburn Road as being "poor"
or ‘fair.’ On the other hand, they find the shopping options and experience elsewhere in Rochester Hills as being either “very good” or “excellent.”

- In general, restaurant options, housing options, personal and professional services and walking experience are viewed favorably.

### Housing Findings

- Many current residents are likely to move within the next five years for reasons ranging from household demographic changes to fiscal and physical issues. As few as one-fourth and as many as one-half of residents may move within a five year period.
- When moving, at least one-third of all household will seek a significantly different unit than that in which they currently reside, including small units.
- 59% of those likely to move want a walkable environment for recreation, shopping and other activity.
- The Auburn Road study area of Rochester Hills is a reasonable option for many of those area residents who desire to move at present and the foreseeable future that want walkability and a different scale unit.
- For market rate housing, the greatest potential for the study area is to meet the needs of those 45 to 64 with incomes generally split between those $50,000 to $75,000, $75,000 to $100,000 and $100,000 and above.
- Based on historical permit pattern for Rochester Hills as well as the movement of existing households defined through the survey, the study area could add between 45 and 55 new market rate housing units between 2016 and 2026.
- The majority of the units are expected to rents or associated mortgage (and if applicable condominium) payments in the range of $1,100 to $1,250.

- There is no discernable housing demand for market rate units with less than two bedrooms. Seven out of ten units should have either two bedrooms and den or work space or three bedrooms.
- For townhouse or other multi-story unit style housing, 50% of the units should have master bedrooms on first floors.

### Non-Retail Goods and Services

As defined, new housing units are expected for Rochester Hills in general and for the study area corridor. Additional "roof tops" and households create additional demand for employment activity within the area. Based on current employment patterns, underutilized land and space in the study area, the emerging technology that provides opportunities for new "industrial" activity, and growing service needs of residents as a result of continued aging of the population, the study area is a good location from which to capture some proportion of additional demand. It is estimated that:

- 11,500 square feet of additional traditional professional and personal service office space could be marketable.
- Medical "urgent care services" or "outpatient" service space is likely to create demand for an additional 4,000 to 5,500 square feet of space.
- In addition and assuming that the study area can create incubator space opportunities for emerging technology driven activity such as 3D printing which will also occupy "office" space, 5,000 to 10,000 square feet of additional space could be added.
Retail Goods and Services

The forecasting of retail goods and related services space is based on the objective of meeting the needs of the current and future residents of the study area and surrounding areas as well as the ability to capture such space in the corridor without negatively impacting other businesses within Rochester Hills and the Auburn Road study and adjacent areas. The forecasting of retail goods and related services space concluded:

- There are two markets served by area retail goods and related service activity. The first is the local market, generally residents of Rochester Hills and Shelby Township that reside in close proximity to the study area and some employees who work but do not live in either Rochester Hills or Shelby Township. The second is a market composed of those who come to the area from outside of the immediate area. These markets were confirmed by the survey of residents.

- Residents of the combined markets will generate or spend about $125 million in sales for retail goods and related services in 2016. These sales go to establishments both within and outside of Rochester Hills, the County and even Michigan. It is estimated that these sales support more than 367,000 square feet of space at any and all locations.

- By 2026, the combined market area residents will spend roughly another $2 million in sales based on growth. This will support an additional 6,000 square feet of space.

- The Auburn Road study area is expected to be able to capture roughly 6,000 square feet of retail goods and related services space associated with the growth in the market as well as roughly 35,000 square feet from the current spending. The total of just over 40,000 square feet is in addition to the existing space in the study area and contiguous areas of Auburn Road in Shelby Township.

The following represent potential opportunities for new operations or for expanded product lines for existing operations for the study area:

- Tire & Vehicle Parts Dealers
- Floor Covering Stores
- Nursery, Garden Center and Supply Stores
- Pharmacies and Drug Stores
- Cosmetics, Beauty Supplies, and Perfume Stores
- Shoe Stores
- Specialty Grocery Store
- Food Service Contractors
- Full-Service Restaurants
- Limited-Service Restaurants
- General Automotive Repair
- Reupholstery and Furniture Repair
- Miscellaneous Personal Services
Market Opportunities

- The market evaluation identified several factors that support redevelopment along the corridor, particularly the east end of the district where the city can work with Shelby Township across Dequindre for corridor/district improvements.
- Property/business owners are open to redevelopment, desire support from the City.
- Capital improvements to the roads and rear service drives are critical to stimulate redevelopment.
- Provide employment opportunities.
- Expand available services while providing opportunities to walk.
- Expand the opportunity for development of technology driven space and housing.
- Seek partnerships to secure opportunities or recruit interests that further quality development.
- Require private sector investment to match public sector investment in infrastructure.

Study Area Opportunities:
- Housing: 45-64 new units
- Office and tech-driven industrial space: 20,500-27,000 square feet
- Retail goods and services: 41,000 square feet
Market Recommendations

Public Private Partnerships

Public-private partnerships as well as private sector partnerships are essential to achieve objectives. Public-private and private-private partnerships will be essential to overcome specific issues including potentially site development that ensures existing businesses can relocate either permanently or on a temporary basis. Public involvement in parking and lighting through lease arrangements may be necessary to allow for some short-term Return-On-Investment (ROI) in order to focus on long-term ROI or simply to provide capital to finance private development.

Recruitment

Two forms of recruitment maybe essential to seize the range of opportunities: investor/developer and tenant recruitment. It may well be that additional interests need to be attracted to Auburn Road to accomplish the objectives for specific sites. In many cases, developer recruitment will be more cost-effective and less time-consuming than individual tenant recruitment. Redevelopment of some parcels and development of other parcels may require partnerships between the current owners and others, someone to buy the property, and/or other investors to bring it to fruition. This maybe necessary for many reasons including insufficient interests by current property owners, insufficient fiscal capacity, and inexperience. Recruiting other local and outside interests can result in purchase agreements, shared development of property with dual equity positions and other arrangements.

The need for and level of “pre-screening” potential contacts for any recruitment is a fundamental issue in the process. Consideration must be given to the available data bases, the cost-effectiveness of the “pre-screening,” and the likelihood of success with obtaining accurate information from a “pre-screening” process. Generation of the initial list of developers essentially involves pre-qualification as the developers sought should have experience doing similar projects as well as appropriate fiscal capacity. Thus, the research involves identifying developers through their projects. The most appropriate ways of doing this for non-local interests are through:

- Contact with professional organizations that track creative development.
- Tapping libraries associated with professional organizations that deal with unique situations like the American Planning Association.
- Review of focused development publications.
- Internet research based on articles about desired types of efforts from around the country and world.
Physical Assessment

- Overall the district lacks cohesion.
- Many of the buildings are dated and do not project the high quality design that has become synonymous with the rest of Rochester Hills.
- The relationship between where public realm ends and private realm starts is ill-defined.
- The district lacks public open space.
- The rear yards of commercial buildings and neighborhoods adjacent are not clearly delineated.
Design Opportunities

- Each site could be better designed to maximize its potential for new businesses, circulation, and site design.
- Create a cohesive district through streetscape treatments.
- Vacant parcels provide key development opportunities to stimulate further reinvestment.
- Define a street edge with two-story buildings to enhance the presence along the road.

The recommendations on the following pages are broken down into two categories: design improvements in the public realm and private realm.

- **Catalytic Site: Redevelop the city-owned property at Emmons and Auburn**
  
  This city-owned site could be redeveloped to spur further investment on the corridor. In the short term the City should continue to use the lot as district parking. In the long term the lot could be sold to be developed into mixed use or attached housing using the guidelines and regulations of the district to encourage others to do the same or be used as a gathering space or park.
Recommendations—Public Realm

The public realm are those spaces that are open for all to use. These spaces could include parks and plazas, but also include areas like sidewalks and rear service drives. In the Brooklands area significant improvements are recommended to these public spaces, activating the sidewalk through landscaping improvements, parking organization, and enhanced features like lighting and possibly the addition of plaza space. The rear service drives are also an area of the corridor that could be activated. They provide rear access to businesses, safe passage for kids to and from school without having to walk along moving traffic on Auburn, and possible event and festival areas once the business corridor becomes more established as a walkable area.

The Brooklands district should be designed to be inviting to pedestrians and non-motorized users as well as vehicles. Sidewalks should be lined with interesting buildings and spaces, with a mix of uses that give people somewhere to go. Development should be pedestrian-friendly in its orientation and relationship to the sidewalk.

Streetscape

Streetscape elements include inviting building facades, landscaping, sidewalks, street paving, street furniture, signs, awnings, and street lighting. Simple improvements to the streetscape will significantly improve the pedestrian environment and further emphasize the intended district character.

- Reinvest in streetscape:
  - Outdoor Seating
  - Lighting
  - Pavement Treatment
  - Landscaping
- Pave rear service drives and provide consistent buffers
- Manage stormwater through low-impact design

Example Enhanced Streetscape

- The sidewalk environment should accommodate ample space for pedestrians, street furniture, prominent storefronts, and outdoor dining where feasible. Street trees and other elements that create a comfortable separation between parking and drive lanes and the pedestrian areas should also be included.
- Receptacles, planters, benches, pedestrian-scale lighting, and other such amenities should be strategically placed throughout the district.
- Bike racks should be provided near entrances to buildings.
Catalytic Project: Create new public gathering space

Explore opportunities to close a street segment to recapture space for outdoor gathering.

Example Plaza Space

Example Gathering Space
Rear Service Drives

The existing rear service drives are inconsistent along the corridor. Their condition varies widely; there are many different kinds of fencing, paving, and levels of maintenance. In order to make them attractive for pedestrians, more consistent design treatments should be applied.

The photos below illustrate different levels of development; the rear service drive does not have to be especially ornate, but it does need to be clean and tidy with a screened trash enclosure. The rear service drives are also an excellent opportunity to manage stormwater drainage by installing permeable paving, landscape areas. The change in paving will indicate a change in use, cueing people that the space is shared by pedestrians, service vehicles and shoppers. Back entrances to the shops should be as inviting as the front.

There are many irregular areas in the rear service drives that provide parking. Providing consistent boundaries, landscaping and paving will unify the spaces and make it easier for people to find their way around. Parking spaces should be clearly delineated. Where rear service drives may be realigned to accommodate parking, continuous pavement treatment and pedestrian access should be provided.

Brick or decorative masonry walls are recommended along the entire length of both rear service drives or as screen walls where there is rear yard parking across the drive. If dense landscaping is provided, a fence could be an alternative to a masonry wall.

Over time, some of the rear service drives have become privately held (see map on page 8) This plan recommends private rear service drives be dedicated to the City through incentives such as a commitment for reconstruction and maintenance including snow plowing.

Examples of “Active” Rear Service Drives
Low-Impact Design

- Low-impact design is a method to naturally treat stormwater runoff. Rain Gardens and Bioswales should be considered along sidewalks, parking lots, and rear service drives. Larger drainage areas may require a combination of facilities and overflow areas should be provided for larger rain events. Plant species should be salt tolerant, provide aesthetic benefits and be low maintenance. Sidewalks should be designed to direct runoff into these areas, and maintenance agreements should be included as part of any approval.

- Porous pavement may be considered instead of impervious applications (i.e. asphalt or concrete) in parking areas or rear service drives. To function properly, porous pavement requires adequate subsurface soil conditions, overflow connection to a storm sewer or other final discharge location and routine vacuum maintenance. Porous pavement should not be installed in areas where there is a potential for soil contamination.

- Permeable pavers can be used wherever feasible to mitigate stormwater runoff. The change in pattern and material will also delineate the spaces between vehicle-only space and vehicle/pedestrian shared space between buildings and street curb.
Recommendations—Private Realm

The private realm is the space which is owned by private citizens. This could be existing buildings, parking lots or vacant lots. The Brooklands area is filled with many small businesses that could benefit from façade improvements that help promote the walkability of the corridor. Adding or improving the windows that face the corridor to show off merchandise and encouraging window shopping is one way to encourage patrons to walk the corridor. Additionally, adding landscaping beds, appropriately sized and designed signage, and better lighting are also potential private investments that will add to the overall aesthetic of the corridor. Better organization of rear lots will aid in visitor navigation and help in decreasing the number of vehicles entering the residential neighborhood looking for parking.

- Initiate a façade improvement program
- Optimize existing rear parking areas
- Reduce impacts of parking on neighborhood
- Revisions to zoning will ensure future redevelopment matches the desired character

Short-term Façade Improvements: Current building owners could rehabilitate their facades without pursuing full-scale redevelopment

Before

After (potential enhancement)
Short-term Façade Improvements

Before

After (potential enhancement)

Before

After (potential enhancement)
Recommendations—John R

Attached residential units (similar to Barclay Circle)

Consolidate access points (close to intersection and those that create conflicts)

Buffer from adjacent single-family

Office/service uses

These two illustrative intersection designs are intended to show redevelopment potential as permitted through the Flexible Business zoning districts. Intersections like these on Auburn Road outside the Brooklands district can benefit from improved site design, access, and mixture of uses. Threading in simple design elements like lighting, signage and landscaping that are similar to those used in the Brooklands are will help make Auburn Road feel like one cohesive corridor.

These illustrations are examples that could be arranged in different ways to achieve the same goals.
Intersection analysis was not part of this project, but this concept is adaptive so that if the intersections are improved with roundabouts, the concept to have the buildings in the front with access and parking in the side and rear remains.

Potential Redevelopment Concept

- Outdoor seating amenities
- Better defined parking with landscaping
- Infill buildings closer to street
- Improved 8’ pathway
- Driveways spaced away from intersection
- Rear Shared Access
- Buffer from adjacent single-family

Existing
Auburn Road from Culbertson to Dequindre in the area known as the Brooklands is a two-lane roadway with unlimited opportunities to turn left and a lack of delineation when it comes to pedestrian space, parking lanes, and drive aisles. The capacity of the road, meaning the amount of vehicles two lanes of traffic can sufficiently move, is appropriate. No additional lanes are needed at this time, in fact adding lanes would adversely effect the goals of this study, but the team explored other options to help improve traffic flow.

The design team toured the study area multiple times noting the issues with the transportation components of the design. During these assessments, the following three major issues surfaced:

- **Lack of walkability/ bikeability**
  There are varying degrees of sidewalk along the corridor. Some areas have small poorly located walks and some have none. What does exist is hard to locate and uncomfortable to use due to its size, location near active traffic lanes or crumbling condition. There are pedestrians and cyclists that traverse the corridor, but they are forced to do so in unmarked zones causing crash potential.

- **Poorly designed parking**
  The parking conditions within the right-of-way is fairly haphazard. There are limited delineated parking spots, much of the Brooklands corridor is one large access point without curb or gutter, so vehicles are not funneled into parking areas. Some businesses use angled parking and others manage parallel. Parking between and behind businesses is also similarly disorganized with some paved lots and other unimproved areas that allow for parking. This kind of parking schemes leads to confusion and an insufficient use of available parking areas.
● Poor access management
Due to the lack of consistent curbs and sidewalks to define intersections and access points, traffic movements are haphazard. It is difficult to tell where patrons of the local businesses or residents of the neighborhoods should turn into and out of. Since these movements can happen at any moment, anywhere along the corridor, greater crash potential exists. No new curb cuts should be permitted along Auburn Rd in the Brooklands area. Driveways should be required to be located off side streets or rear service drives.
Transportation Opportunities

This unimproved corridor area has many potential opportunities when it comes to right-of-way and infrastructure. By improving the road, sidewalks, rear service drives, and parking it will give the area character is lacking. Providing basic delineation of space between pedestrians, parking and travel lanes will encourage further pedestrian activity and create a safe zone for them to interact with local business.

Medians

The addition of medians will add organization to the left turn pockets, slow traffic, and add additional character and green space. The medians should be designed as raised planters or hardscaped with planters placed on top. Should the city decide to close access to some of the side streets, this could give the opportunity for longer more visually striking medians.

Example Medians
Transportation Recommendations

Right-of-Way Improvements

Throughout the planning process, the design team in combination with the steering committee, city staff and officials, MDOT, and the public evaluated different right-of-way schemes that aided in achieving project goals: calm traffic, improve pedestrian design, redesign “open” front parking, improve safety, and protect the neighborhoods.

The alternatives considered all maintained a minimum of a two-lane cross section with and without left turn lanes along with options for angled on-street parking, slip roads with angled parking, island parking, on-street parallel parking and schemes with and without center medians. Input supported the final recommendation of on-street parallel parking and a combination of center medians and left turn bays to aid in traffic flow. A detailed drawing of the preferred alternative is provided on the following page.

Evaluation Criteria:
- MDOT acceptance
- Impact on traffic flow
- Amount of Parking
- Aesthetics

Additional Alternatives Considered

Angled Parking

Slip Road
On-street parallel parking should be delineated with "X" pavement markings between every other space to make pulling in and out easier, especially for those not comfortable with backing into a parallel parking space. A buffer zone in between the travel lane and parking lane allows for door swings and easier entries and exits for drivers.
Gateways

Gateway treatments at Dequindre and Culbertson will help signal to drivers that they are entering a cohesive business district and calm traffic to assist in pedestrian activity and the act of parking itself. Strategically placed and enhanced with signage, landscaping, lighting and construction materials, crosswalks should be enhanced at these locations.

On-Street Parking

The addition and organization of on-street parallel parking will aid in providing parking that is clear and safe to use for the entire district. It will provide additional structure to the roadway and make obvious delineation of traffic lanes. Parallel spaces are also recommended for cross streets, but only the length of the business district. The streetscape should change to help delineate residential neighborhoods from the business corridor.

In addition, in the long-term, select cross streets could be evaluated for closure to capture additional parking spaces.

On-Site Parking

Parking, one of the most requested improvements sought during engagement, will not only be accommodated on street, but also behind the current buildings. It is recommended that specific sites be dedicated for communal parking lots through a shared parking agreement or formal parking association. Allowing for some encroachment into the residential lots behind the Auburn Road businesses will allow for larger, but few scattered lots. There is also opportunity for businesses to create paved lots behind their current buildings where they will not have improved rear service drives to access them. Adding additional curb cuts to Auburn Road for parking access is not recommended.

Parking Expansion and Design

Parking in the Brooklands Business District should be accommodated on site. In only the rarest of occasions (and as illustrated on the framework map) parking may be extended beyond the rear service drive to adjacent parcels. The following criteria should be used when considering expanded parking requests:

- Demonstrate a community benefit
- Reduce impacts on neighborhood (light, views, traffic)
- Provide extensive green buffer with masonry wall adjacent to residential uses
Non-Motorized
Non-motorized transportation will be supported through the addition and enhancement of continuous sidewalks on both sides of the road through the Brooklands area. These sidewalks will provide safe refuge for pedestrian and bicycle movement. Paving the rear service drives along the corridor will also provide additional non-motorized space that removes pedestrians and cyclists from proximity to moving traffic on Auburn. This also provides, as requested by residents, connection for safe passage from Reuther Middle School to the Brooklands neighborhoods.

Intersections
Intersection treatments for the most part will remain the same with signalized crossings at the book ends of the corridor. A new mid-district crossing is being recommended in the area where a public plaza or central parking scheme will be developed, somewhere in the vicinity between Longview and Gerald. This crossing should include high visibility crosswalks, signage, flashing beacons and extra landscaping to make motorists aware of the crossing. This additional crossing will allow for the free flow of pedestrians to the businesses on both the north and south sides of Auburn Road. Adding in left turn bays at intersections will help traffic flow freely with less stop-and-go from left-turn queues.

Street Closures
In certain scenarios the closure of access to Auburn Road from select side streets in the Brooklands may be a useful tool. Street closures can aid in improving safety on Auburn Road by having fewer curb cuts and to reduce traffic conflicts associated with left turns that impact traffic flow and potential for crashes. The closure will also allow for longer more aesthetically pleasing medians and additional on-street parking spaces. The area which is closed can also be used to create a much desired centralized public space or plaza area. Lastly the closure also works to keep some of the commercial traffic out of the residential neighborhoods.
Some considerations for street closures include whether or not the street is adjacent to a public or private rear service drive to allow for traffic circulation through the drive; where parking and/or public space is most desired or needed; the closures impact on traffic operations for the residents and surrounding businesses; and the design of the closure and whether it will be a one-way closure, full closure and whether access will be provided to the rear service drive or to Auburn Road.

The closures suggested are provided as an option. Further study is needed before any street is considered for closure, including temporary treatments to monitor and test impacts.

Traffic Calming: An alternative to full closure would be to prevent vehicles from entering the neighborhood but to allow them to exit; Or, to build “chicanes” to slow traffic and mark the entrance to the neighborhood.
Implementation of this plan for the Brooklands District will be accomplished gradually and through a variety of means. Many of the recommendations will occur as the private sector redevelops individual sites and buildings. The city should look to initiate the corridor redevelopment by implementing the roadway improvements in the near future. Some recommendations in the property along Auburn Road can be accomplished through public/private partnerships as redevelopment of the parcels occurs. The recommendations below are classified by their location and are summarized in the chart below (inside the street right-of-way or on private property). For more detail, see the Recommendations sections of the previous chapters and the following pages.

<table>
<thead>
<tr>
<th>Right-of-Way</th>
<th>Private Property</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public property owned by the city or MDOT</td>
<td>Property owned by private citizens, like buildings and vacant lots</td>
</tr>
<tr>
<td>Auburn Road ROW (MDOT)</td>
<td>Side Street and Rear Service Drives</td>
</tr>
<tr>
<td>- Improved pedestrian crossings</td>
<td>- Additional on-street parking</td>
</tr>
<tr>
<td>- Organized on-street parking</td>
<td>- Traffic calming</td>
</tr>
<tr>
<td>- Left-turn bays</td>
<td>- Gateways to distinguish the edge of the parking/business zone</td>
</tr>
<tr>
<td>- Medians</td>
<td>- Marked pedestrian crossings</td>
</tr>
<tr>
<td></td>
<td>- Rear service drive improvements</td>
</tr>
<tr>
<td></td>
<td>- Changes to zoning regulations</td>
</tr>
<tr>
<td></td>
<td>- Technical support to a business group</td>
</tr>
<tr>
<td></td>
<td>- Redevelop consistent with the plan</td>
</tr>
<tr>
<td></td>
<td>- Create a business group Task Force</td>
</tr>
<tr>
<td></td>
<td>- Shared parking agreements with others on the block</td>
</tr>
<tr>
<td></td>
<td>- Invest in improvements</td>
</tr>
</tbody>
</table>

Auburn Road is a state route. This means the MDOT is responsible for maintenance and any reconstruction. While improvements to the segment through the Brooklands needs to be redesigned, and several of the major intersections need to be improved to reduce peak hour congestion, MDOT does not have any funds allocated for that level of improvement for Auburn Road. MDOT has expressed interest in turning over jurisdiction to the city. However at the time this plan was prepared, the city would expect funds be made available to make some improvements before it would consider designation of Auburn Road as a city street. The city and MDOT should continue to have discussions about this potential turnback.
Right-of-Way – Auburn Road

- The City should continue to work with MDOT on right-of-way improvements for on-street parking, pedestrian facilities, supporting parking, and supporting vibrant businesses.
- Because expectations to upgrade stormwater to fully meet the current standards may be a barrier to redevelopment, the City could work with property owners on a stormwater system for both private property and the road (see sidebar).
- A preliminary estimate is around $3 million to rebuild Auburn Road between Culbertson and Dequindre including the median/three lanes, on-street parking, and redesign of the former front yard parking as illustrated. The next step would be to take the recommended concept and prepare engineering construction plans; that fee could be expected to be in the $300,000 range. These fees include a typical portion for stormwater upgrades. More comprehensive upgrades to stormwater in the right-of-way and for the rear service drives may be desired by the City, but would be an additional cost.

Right-of-Way – Side Streets and Rear Service Drives

- Parking can be striped on side streets and traffic calming such as curb bump outs/chicanes and different pavement colors implemented to better distinguish the Auburn Road commercial district/ Brooklands District from adjacent neighborhoods.
- Rear service drives should be paved to provide additional circulation for parking with adequate buffers from adjacent residential properties.

CIA

In order to facilitate streetscape improvements and revitalization in the Brooklands, the City may help a newly formed merchant association transition into a Corridor Improvement Authority (CIA) as a financing tool.

A CIA, through a Tax Increment Financing Authority (TIFA), would capture state, county, and local tax increases resulting from the redevelopment of sites within the district. A CIA helps fund qualifying public infrastructure improvements, marketing initiatives, and economic growth projects.

Stormwater Design

One of the impediments to redevelopment is the cost associated with upgrades to meet current stormwater design standards. The City may look to treat stormwater upgrades in a similar fashion on zoning non-conformities whereby some level of reasonable upgrade is expected but might not be the same as is expected for a new development in other parts of the city. The City may also work with MDOT so that stormwater improvements and low impact design materials/landscape is integrated with redesign of the Auburn Road right-of-way, side streets, rear service drives and new parking lots.

For example, a preliminary assessment identified that there are portions of the Ireland Drain within segments of the Auburn Rd ROW. The cost estimate includes extending the Drain that runs from Hessel to Eastern Streets, west to Culbertson. In terms of drainage in the alleys, while there is a storm drain along the south side alley (from Emmons to Hessel) there is no storm drain along the mostly private alleys on the north side. So improvements to the north alleys would require installation of a storm drain.
Private Property – Private Development, City Regulations and Programs

- Revise zoning districts.
  
  - Revise the Commercial Improvement district (as outlined in the Zoning Audit that follows)
  
  - Require the flexible business overlay at key intersections outside the Brooklands.

- One of the challenges is to allow some level of parking expansion in the rear, but still protect the integrity of the neighborhoods. Changes to zoning regulations to establish conditions upon parking expansion and design is one recommended tool (as outlined in the Transportation Recommendations section).

- Streamline the Approval Process. The developers will probably be working closely with a general contractor or project manager who is also responsible for preparing and coordinating detailed work plans. Careful timing and sequencing of interdependent events requires considerable skill. Time is money, and unnecessary delays in the permit review process can interrupt the entire schedule. Therefore, the City’s role in the process should be streamlined as much as possible.

- Explore partnerships with Oakland County’s Business Assistance Team to help spearhead business engagement.

Business Improvement Organization

The City and local businesses should continue to move forward with discussions on forming a coalition, shared parking authority, or a separate Corridor Improvement Authority. At a minimum, the businesses should work towards formalizing themselves into a business association to provide an avenue for dialogue and to explore options for corridor-wide improvements and revitalization.

<table>
<thead>
<tr>
<th>Financial Incentives</th>
<th>Soft Incentives</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Property Tax Abatement</td>
<td>- Affordable Utilities, Renewable Energy</td>
</tr>
<tr>
<td>- Business Tax Credits</td>
<td>- Workforce Training &amp; Development</td>
</tr>
<tr>
<td>- Small Business Loan Programs</td>
<td>- Employee Recruitment &amp; Screening</td>
</tr>
<tr>
<td>- Investment Tax Credits</td>
<td>- Small Business Incubator Space</td>
</tr>
<tr>
<td>- Revenue Bonds</td>
<td>- Site Location Assistance</td>
</tr>
<tr>
<td>- Tax Increment Financing</td>
<td>- Regulatory Assistance, Permit Coordination</td>
</tr>
<tr>
<td>- Economic Development Funds</td>
<td>- Collaborative Marketing</td>
</tr>
<tr>
<td>- Infrastructure Improvements</td>
<td></td>
</tr>
<tr>
<td>- Brownfield Remediation</td>
<td></td>
</tr>
<tr>
<td>- Job Creation Rebates</td>
<td></td>
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<tr>
<td>- Low Interest Loans</td>
<td></td>
</tr>
<tr>
<td>- Revolving Loan Fund for Façade Improvements</td>
<td></td>
</tr>
<tr>
<td>- City provided design services for façade improvements</td>
<td></td>
</tr>
</tbody>
</table>

- Get Organized. Create a Task Force with a board, chair, and subcommittees comprised of property owners, existing business owners, real estate brokers, lending institutions, and local developers. “Champions” need to be identified to help lead the transformation. City staff could be a resource. Create an email list of Task Force members for easily sharing information and resources.

- Host Quarterly Task Force Meetings. Ask existing businesses to host the meetings, and include time for networking with refreshments. Invite speakers with expertise in relevant
services, such as marketing, website development, social media, real estate appraisal and brokerage, lending, etc. Some of these meetings could be coordinated with the Chamber. Representatives of from Oakland County (Planning and Economic Development, One Stop Shop, and Business Assistance Team), and MDOT would be good choices to present or facilitate a Q&A session.

- Agree on a Purpose. Formulate a clear and concise mission statement, the purpose of the Task Force, input on planned public projects, ideas for shared parking, troubleshooting issues with city staff, etc. All Task Force members and the businesses should agree to promote and support the entire corridor and its interests as a whole.

- Facilitate One-on-One Lunch Meetings. Leverage relationships to meet with any landowners who have not already been engaged in the process. Explain the different plans for Auburn Road and the Brooklands area, potential code changes, redevelopment ideas, benefits, and why their involvement is important. Discuss impediments and challenges, and work together to identify possible solutions and strategies. Topics could include marketing, facades, parking, branding, hours of operation, property maintenance, illumination, etc.

- Retain a Commercial Real Estate Broker. Retain the services of one commercial real estate broker that represents all properties within the district, and share the cost among all vested stakeholders. Deputize the broker with responsibility for the listing information, establishing asking prices, actively recruiting developers and anchor tenants, promoting the corridor at conferences, etc.

- Package Financial and Soft Incentives. Task Force members should work with the City to assemble a diverse package of incentives and financial resources, including potential grants, loans, bonds, gifts, tax rebates, etc. Below is a summary of incentives commonly used in recruiting private investment. Soft incentives do not compensate well for an absence of financial incentives in marketing material, so could fall flat if packaged alone. (see table above)

### Marketing of the Plan

- Create and Convey a Unique Brand. To begin, establish The Brooklands District on city issued maps, wayfinding logos/signs etc. Then, if there is interest and funding, work with a marketing expert on development of a corridor brand and images to delineate and market the district.

- Social Media. One marketing option is to work with the City or Chamber’s social media pages (such as Facebook) that can be used to share information and news, and to celebrate victories.

- Media Releases. The best way to get the story printed accurately is to have Task Force members write the articles and then ask the media to print them as-is concerning events or development.

- Recruiting Developers and Tenants. The Real Estate Broker, if retained by the Task Force, could make a dedicated effort in recruitment. Recruitment should go far beyond just creating cut sheets and posting them on the brokerage website. The Broker should be committed to identifying candidates, making repeated phone calls, sending letters
with information packets, following-up with more phone calls, rolling out the red carpet for site tours, and facilitating the process of negotiation and real estate transaction.

Next Steps
- Seek MDOT TAP competitive grants for funding multi-modal, parking, streetscape, and other non-motorized improvements
- Partner with MDOT to pursue safety and access management funds to help close driveways and relocate the front yard parking and any funding that is designated for upgrades to stormwater.
- Continue to communicate with MDOT for accelerated application of its annual maintenance costs toward a potential partnership to improve Livernois to Dequindre as a possible transfer of jurisdiction for that segment from MDOT to the City.
- Direct CDBG funds towards streetscape improvements.
- Take the recommended right-of-way concept and prepare engineering construction plans.

Zoning Audit and Recommendations

The relevant sections of the zoning ordinance were reviewed for compatibility with the recommendations of this plan. The following recommendations are provided for future amendments to the ordinance.

Overview
The entirety of the Brooklands Business District (except for two parcels zoned B5 Automotive Business) is zoned Commercial Improvement (CI), adopted in the 1980s and subsequently amended. Since the 2006 Master Plan, optional Flexible Business (FB) overlay districts were adopted for many of the remaining business districts along Auburn Road and elsewhere in the city. The CI district references the FB-2 district for its uses and building design standards. This plan recommends the CI district be revised to better meet the vision of this plan for the Brooklands as well as updating and requiring the FB standards along the other portions of Auburn Road.

Uses
- Drive-through are currently conditional: these are too auto-oriented for this district. Recommend they not be permitted.
- Limit residential first floor non-retail uses in district core.

Schedule of Regulations (Article 5)
- Table refers to Article 6 CI for this district; list the dimensions here for consistency.
- 25’ rear setback is too deep. Rear service drives serve as a buffer between adjacent residential, and several parcels have 0’ rear setback.

Other studies and analysis required:
- Traffic operation analysis for any street closures
- Additional traffic studies of intersections alternatives for Adams and John R
- Storm water runoff analysis and possible area redesign
- Additional follow-up with neighbors should street closures be pursued
- This plan should be integrated into the upcoming Master Plan update.
already. Incorporate stronger landscape/buffer standards instead (see below)

- **Front setback currently 0-10'.** Consider amending to a setback of 10' only if it is used as "public" space: extension of pedestrianway, outdoor seating, etc. Provide better planning commission conditions for varying from 0' build-to-line.

### Building Design (Article 8)

- **Ground floor building height,** minimum 12 with "15 feet being preferred". Amend to make that more of a requirement, "preferred" allows too much leeway.
- **Clarify architectural features encroachment between CI chapter and FB chapter.** CI (Section 138-6.303) says only buildings built prior to 1986 may project not more than 3 ft. into ROW. FB (Section 138-8.502E) says otherwise.
- Add “Primary entrance shall be on Auburn Road, secondary entrance from parking lot or rear service drive”
- **Recommend adding Frontage standards applicable to CI as they are applicable to other FB overlays:** then can more strongly clarify entries, frontage building percentages, projections etc.

### Parking (Article 11)

- **Not currently required to pave; recommend required to pave or use permeable hard surfaces.**
- **Required to meet regular off-street parking for FB:** allow more flexibility for demonstrating the demand (mixed-use areas are less likely to have the same parking demands as auto-oriented areas).
- **Allow tuck under/building integrated parking.**
- **Good shared parking standards**

### Signs

- As permitted for the B-2 district, regulated outside zoning
- Includes building-mounted specific requirements for buildings located within one foot of right-of-way
- **Utilize FB sign regulations instead of B-2**

### Landscaping

- **Add buffer requirements for CI for a 42” decorative masonry wall or a fence (if covered by a maintenance agreement) and 5’ vegetative buffer around parking lots to minimize noise and obstruct views to neighborhoods.**

- **Diner/carry out restaurants:** 2 spaces/1000 sq. ft.
- **Retail/office:** 3 spaces/1000 sq. ft.
Public Participation Summary of Results

In addition to the resident and business surveys conducted as part of the Market Analysis, 2 sets of open houses were conducted. May 2016 was the visioning open house and Fall 2016 was the draft plan open houses, which included the opportunity to provide feedback through an online survey for those that couldn’t attend.
Open House 1 (May) Results

Buildings & Use:
What should be the maximum number of stories for a new building:
Options: 1 2 3 4 5

Answers: 3 8 3 0 0

What would you like to see more of in the district?

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>5</td>
</tr>
<tr>
<td>Sit-Down Restaurants</td>
<td>10</td>
</tr>
<tr>
<td>Café</td>
<td>12</td>
</tr>
<tr>
<td>Services</td>
<td>6</td>
</tr>
<tr>
<td>Offices</td>
<td>2</td>
</tr>
<tr>
<td>Condos/Flats</td>
<td>1</td>
</tr>
<tr>
<td>Townhouses</td>
<td>1</td>
</tr>
</tbody>
</table>

Other:
- clothing boutique (men and women); winery tasting room; restaurant bistro; sweet shoppe/soda fountain; breakfast places; photo gallery/studio; pet shop/grooming
- No more Chains (Applebee's etc.)
- bakeries/cafes (w/outdoor seating), mini farmers market/fresh food stand
- stuff for the neighborhood
- NO condos/townhouses--too much traffic
- fast food
- Like older look; smaller businesses
- Spencer Park - under used, capitalize on event there, spill over to district
- This area has needed a facelift forever! Improvements are very welcome!
- As in Royal Oak, leverage Beaumont and the medical school to create housing (condo) for medical residents. Beaumont would own and maintain units
- city owned lot: green space
Open House 1 (May) Results
Open House 1 (May) Results

Façade Improvements

- Preliminary concepts for existing buildings’ “facelift”
**Open House 1 (May) Results**

**Right of Way:**

How important are the following in the redesign of Auburn Rd from Culberston to Dequindre?

<table>
<thead>
<tr>
<th>Options</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wide sidewalks</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Tree Lawn</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Bike lanes</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Gathering space</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>On street parking</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

3x • Don’t lower the speed limit on Auburn Rd. Traffic is bad enough
• Lower the speed limit.
• More green space by roads
• Needs a new look; facelift
• Add traffic calming
• Pave alleys
• Keep one lane roads
• Pedestrian bumpouts and pedestrian crossings
• Slip road may be difficult to see business fronts if spaces are full
• Favor traffic over parking—Auburn backs up in the AM/PM school hours
• I like many of the proposals. However, the infrastructure must be able to support all the additional traffic new businesses would cause. Traffic lights/turn lanes at John R may be helpful
Right-of-Way Amenities and Solutions

- Many businesses rely on pass-by traffic with convenient parking
- Traffic needs to be slowed down to allow for safe maneuvering to parking and businesses
- Parking needs better delineation and organization to maximize number of spaces available
- Clear separation of uses (parking, driving aisles, sidewalks) to aid in safety and lower crash potential
- Opportunity to add landscaping and gathering areas to create a cohesive district
- Plan to activate alley right-of-way to aid in traffic circulation

- Angled parking

- Parallel parking
Open House 1 (May) Results
Open House 1 (May) Results

Streetscape
- Outdoor Seating
- Lighting
- Pavement Treatment
- Landscaping

Like
Don't Like
Auburn Road Corridor Plan

Friday, November 04, 2016
Open Houses 2 & 3 plus online survey results
158
Total Responses

Date Created: Tuesday, October 11, 2016

Complete Responses: 158
Q3: What are your thoughts on converting specific sites to district parking to ease the residential frustrations with parking and traffic spilling into the neighborhood? (select one)

Answered: 150    Skipped: 8
Q3: What are your thoughts on converting specific sites to district parking to ease the residential frustrations with parking and traffic spilling into the neighborhood? (select one)

Answered: 150    Skipped: 8

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I think it is an appropriate solution as long as it is heavily buffered</td>
<td>70.00%</td>
</tr>
<tr>
<td>I think it is not needed</td>
<td>16.00%</td>
</tr>
<tr>
<td>I think it should be located somewhere else along the corridor, such as:</td>
<td>14.00%</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>
Q4: What are your thoughts on closing off select streets’ access to Auburn Road to provide more public space, better pedestrian crossings, reducing turns on Auburn Road, more parking, and to maintain residential neighborhood separation? (select one)

Answered: 156    Skipped: 2
Q4: What are your thoughts on closing off select streets’ access to Auburn Road to provide more public space, better pedestrian crossings, reducing turns on Auburn Road, more parking, and to maintain residential neighborhood separation? (select one)

Answered: 156   Skipped: 2

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel it is helpful and necessary</td>
<td>55.13%</td>
</tr>
<tr>
<td>I do not like this recommendation</td>
<td>36.54%</td>
</tr>
<tr>
<td>I would like to see the following street(s) closed instead:</td>
<td>8.33%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>156</strong></td>
</tr>
</tbody>
</table>
Q5: What is your relationship to the corridor? (select all that apply)

Answered: 158    Skipped: 0
Q5: What is your relationship to the corridor? (select all that apply)

Answered: 158  Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am an Auburn Road business owner</td>
<td>3.80%</td>
</tr>
<tr>
<td>I am an Auburn Road property owner</td>
<td>10.76%</td>
</tr>
<tr>
<td>I am a Brooklands resident</td>
<td>68.35%</td>
</tr>
<tr>
<td>I am a Rochester Hills resident</td>
<td>34.81%</td>
</tr>
<tr>
<td>I am a corridor patron</td>
<td>13.29%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>12.66%</td>
</tr>
</tbody>
</table>

Total Respondents: 158
Other comments or suggestions: - Open-Ended Response (Open Houses 2 & 3 plus online survey)

Overall Comments

- Streamlining the dumpsters for easy pickup in summer and winter also enclosing them for appearance. Left turn lane at Culbertson and Auburn (Southside) for Reuther Middle School.
- As much as I like the idea of more parking, I am concerned with how much construction will impact my business and may cause closing of the business. I am not a huge fan of large corporations in small areas like this, but it may generate more for us. I have mixed feelings, but am curious to see the results.
- Build on unused property. No need to block roads off. Everything is in a mile away if you need to. Make crosswalk from Public House to big open lot across the street.
- I would like to see more outdoor cafes, places for children, etc.
- Thank You
- What does the "District Image" look like?
- I agree we need to clean up the area. We need better sidewalks and actual curbs. Update business that are there now and add some parking lots. I don't think we need a lot of additional new business, I don't see a lot of businesses coming to the area. Disagree with adding potential townhouses
- I am all for better sidewalks and curbs. Clean the area up appeal, but don't need a lot of extra business
- I'm glad that there may be a chance that this will no longer be the ugliest area of Rochester Hills
- I am happy someone is wanting to improve this area and make it more appealing. Thank you!
- This section of Auburn has needed a redesign for quite awhile. Compared to the rest of Rochester Hills, this area is a dump.
- I think parking is a huge concern. Also parking needs to be configured in such a fashion that it does not impede traffic. I also question what kind of retail stores / restaurants / bars are being targeted to build in the study area? Also what is the plan for some existing businesses that may or may not belong in this type of area?
- Looks great, really like how you make us engaged as well, keep this up. I want to help change this area to better the city.
- Lets get this redevelopment complete, it needs to get done!!!
- Brain freeze needs a barricade or guard rail. Currently, people line up north/south toward traffic. Someone is going to get hit. As a matter of fact, I woke up in the middle of the night the other night & had a nightmare that I drove down auburn & saw yellow tape in front of Brain Freeze because a kid got hit by a car. The pedestrians should line up east/west direction along the sidewalk, and the sidewalk should have a pedestrian barricade for protection. I don't want that dream I had to be a premonition of some kid getting hurt because the line-up goes straight to the road.
• I would like to see street lamps for our neighborhood. It would be nice to see maybe a small grocery store. Also maybe a park for children. I grew up on Frankson and currently own a home on Harrison. I'm excited to see improvements to our subdivision.

• Give the buildings a facelift and put in sidewalks. The only business that needs more parking is Johnny Black's. They make enough money to buy more land the neighborhood didn't have spill over problems before they came.

• It's a waste of tax payer money put it to better use, improve the lighting on these streets make them safer! The 8 blocks on Auburn will never get the foot traffic this pipe dream promotes. It's not downtown Rochester or Royal Oak.

• This is a great idea. Honestly anything is an improvement. Other ideas could include no interest loans to residents for exterior home improvements, landscaping, siding, roofs etc. City can enforce current codes in the neighborhood including elimination of feral cats. This is a huge problem. In force current safety codes on retail buildings, Bozanas is a death trap waiting to happen. Additional police enforcement by providing Brookland with its own mini stationing in the renovated fire hall. They city cold provide tax breaks to new business like they do with big manufacturers. Develop Brookland sub square, this area can be used by residents or Saturday markets, festivals and local business marketing. I could go on and on.

• Please don't do this. This is a terrible part of town and making it like the main street corridor in Downtown Rochester is not something I would like to see.

• It's a great plan to improve the area and make it fit in to the overall future of Rochester Hills- I am very excited about the future improvements in this area.

• Just leave things alone. This is yet another wast of money.

• Add a splash pad to one of the public plazas (something rochester hills lacks that people travel to places like partridge creek for).

• The only person I see gaining anything from this is the owner of Public House. This is no way benefits the neighborhood or residents that live here.

• This area NEEDS improvement. Go for it! Add mass transit preparations.

• Just STOP. You are ramming more and more into our area. They traffic is ridiculous. What happen to city of trees? Just stop!

• Thank you so much for considering my feedback!!

• This shouldn't even be a thing, it is unnecessary to put a sitting area in this neighborhood, or on these streets considering there is a park at the back of the neighborhood.

• I would love this so much!

• Get real feed back from the area residents before forcing your whim from the Ivory tower on high.

• Thanks for your work!

• who is paying for this

• This will be the same as auburn road in Auburn Hills a flop full of empty buildings and what is there does not suit the community. The Johnny blacks site has always had parking issues no matter what bar was there. To recommend giving them parking to resolve the issue that the city should have never allow to be created in the first place is disgusting and nothing more than trying to hide failure in "progress".

•
• Many of the businesses in the Brooklands area have very unsightly building fronts, they are unkempt, not landscaped and some are in terrible disrepair. These businesses need to be cleaned up. I think it would be beneficial if you could somehow get Shelby Township on board to fix up the Hollywood Market shopping area, especially the long standing vacant building right on the southeast corner of Auburn and Dequindre.
• This seems like a huge waste of time and resources. The traffic that currently uses that road is mostly through traffic. Until there are businesses there to draw people to stop, there is no need for this wasteful spending.
• Bike path to safely bike to Yates cider mill. Why was a second path put on John R but no safe way to ride in the Avon dequindre area? Also zoning for businesses should be more upscale some of the businesses look shady.
• It seems Pulte has the Rochester/Oakland Twsp area in it's pocket and the quality of their townhomes has gone down. Is there any other companies building in the area?
• I think lighting will be very important in this project due to the fact that the neighborhoods surrounding that area do not have street lights.
• Giving the area a little face lift would be good. Not sure all of the proposed changes are needed. Not sure too many businesses will make it with so many stores and restaurants so close by not sure how many more the area needs
• It's very nice you seek community input to this level. Thank you.
• I absolutely support this. We love Chadd's & Johnny Blacks and agree that parking looks terrible and feels junky. I think attention to this area will bring new interest to the area and influence other great storefronts and eateries to join in!
• ENGAGE Brooklands residents! This will be a key voice in this process and one from whom you want support!
• Eliminate gateway landscaping and signage, unnecessary expense and very 1990s. I don't believe majority of existing buildings can be rehabed into something modern and attractive given their crawl space, utilitarian "double wide" construction. I think if total replacement can be considered it would open up a host of exciting opportunities! Also, keep parallel parking street layout, all the other ones would be nightmare to clean of snow in winter time and snowed-in/iced in parking would drive business away. I don't see a problem with the street closures. I live on Culbertson, feel free to close it too...I'd prefer the cul-de-sac and no speeding through traffic even thought it would mean longer route out of the neighborhood for me. :D
• I am very excited about the changes to come and appreciate the email. I was out of town on 10/10 and am happy to be kept up to date - please continue the communications via email. As far as the plans, it is long overdue. I think we can make this area look nicer and function better. I do hope the number of bars are limited. I have friends who live in Royal Oak and the large number of bars and alcohol related incidents has been difficult.
• I see the concept of medians possibly causing issues with the middle school students. They don't like to cross at the light and will now dart out and stand on the median waiting to get across. Just one more accident waiting to happen.
• Adding more apartment / townhouses will create much more subdivision traffic, block all roads or none.
• I'm not sure there was a need for all these changes. There is hardly anything in this area to bring people here. We are not on the way to anything. We who live here don't need to live through a major change without a very good reason.
• As a 30 yr. resident, I feel this is a great subdivision to bring young families into our city, but the outward appearance is definitely a deterrent for a lot of people and plays into the bad rep for the sub
• I was disappointed that not more Brooklands residents did not show up to get an idea of what alternatives are available to their neighborhoods, both north and south of Auburn Road. (The complaints always come at the last minute)
• There is no comment or information on lighting. With increase of foot and car traffic, lighting should be another priority. Decorative lighting all along the road would help create a safe area for pedestrians and a memorable image when visiting.
• Continue to provide info to public on the Auburn Corridor Plan.
• Suggestion: call it the "Brooklands Sub". Add decorative, old-fashioned street lighting!
• Not happy with parking lot, right next to my house, value of my house will go down, have a hard time selling with parking lot next to house
• Get rid of party store it is very bad condition and bad traffic.
• As long as it doesn't mean that it will not affect my father's house at 2901 Harrison Ave. My father does not want to be forced out of his residence to make room for additional parking.
• Urge City to enforce existing codes & ordinance.
• I am very concerned as to the thought of my being evicted from the house I have lived in for 60 years. I have no intention of living anywhere else. I am 91 years old and I am in good health. I do not want to be forced out of my house.
• Uniform facades on businesses. 2. Multiple zoning options. 3. A good traffic control plan. I believe this plan would bring back a community atmosphere to the area - similar to 1950s-1970s.
• Too much favoritism to Johnny Black's - the restaurant is currently doing well but needs long term stability.
• Keep the public engaged--transparency. Get Shelby Twp engaged to convert east side of Dequindre.
• Road Commission left shortly after 4pm, we had many questions that we "the entire neighborhood" wanted answered.
• I like to see improvements as compared to Auburn Hills at Auburn and Squirrel Road.
• I like what was done in Auburn Hills around Squirrel Rd.
• bike shops and market (fresh fruit and veggies/farmer's market)
• something for kids. civic center.
• Money...? :( Do we bond to rebuild road.
• Love the Plans... Thank you for all your hard work and wanting to improve our area.
• Lots of greenery :)

Transportation Comments

• Please don't close Hessel. Hard to turn into from Dequindre. Please keep an eye on the car shop @ Auburn/Deq., cars being test driven speed through the neighborhood. Police the businesses.
• Leave Harrison open- most traffic is from the neighborhood.
• Leave Harrison open.
• Close Gerald to cut off traffic to Avon Woods and Avon Lakes.
• Install speed bumps or other speed deterrents in the neighborhood.
• I like the idea of closing off streets and am open to it, but I'm not sure it's "necessary". It would be helpful, in my view. I like the draft concept plan, with one major change: I prefer the "slip lane" parking concept, so I would recommend using that option. This would get vehicles off the main flow of Auburn traffic before dealing with parking a vehicle. I would also like to see a center left turn lane down the entire length of the proposal.
• I live on Harrison and I think closing off select streets is a great idea. I'm very excited to see this idea come to pass. :)
• I don't think it's necessary to close Harrison on either side. The plaza should be located within the neighborhood to prevent non-residents using the space.
• I do not want you to close streets just for parking for the restaurant / bar. I want access to my neighborhood! quit making everything for the BAR/RESTAURANT. I DONT WANT TRAFFIC SLOWED ON AUBURN. IT'S ALREADY BACKED UP AND IM DON'T WANT FURTHER DELAYS
• Concerned about safety of children and traffic backups.
• Something needs to be done about traffic backup from Dequindre.
• Lots of problems to still solve: added traffic from Pulte development across/beyond Barclay circle. Goddard school adding traffic and congestion. Don't want another Auburn Hills. Northville should be the model
• Lower speed limit to 25 or 30
• Closure of Northern Gerald to eliminate cut through traffic
• Would not suggest roundabout, drive to speed of traffic near walkable area, and residential area. Include in storm management more bioswales to manage runoff.
• Dequindre needs to be 5 lanes from 18 Mile to past Avon to ease traffic in this area. Doing this to Auburn Rd will slow and plug traffic even more. More thru lanes are need thru Auburn Rd and Deq area all the way to Mound Rd. This creates a worse bottle neck
• The most important thing is slower speeds and safe sidewalks. As it is now pedestrians are heavily discouraged. People passing on the shoulder makes it downright dangerous.
• Round bout at squirrell
• closing off streets would only cause more heavy traffic down other streets! building up this area is a waste of money did nothing to the "downtown auburn hills"! this would only cause more of a headache then anything! how about put the money to better use and put speed bumps in brooklands sub! cars speeding up and down the streets kids can't even play in the front yard! not happy about where my taxes might be going!
• Adding a left turn lane to Auburn Road is all that is needed. Leave everything else as is regarding the streets. I am concerned about emergency vehicle access and additional traffic on other neighborhood streets if roads are closed.
• Close Dawes and Hessel- not just Hessel.
• I am VERY against closing off ANY streets in the neighborhood, especially Harrison, I feel that it really only benefits Public House and the danger of closing off any roads is that it will create more traffic on Dawes which is a major school bus route. There are tons and tons of kids that
use Dawes as their main street for transportation home from the school bus or to ride their bikes on to get to a friends house, my son being one of them, so I am VERY VERY against adding any traffic to Dawes!!

- Again, what concerns me the most is traffic in the neighborhood. I'm excited that the City wants to redo the area, however, more people equals more traffic on my residential street where my children play. We have a hard enough time with people disregarding stop signs and speeding through here.
- Traffic is already a nightmare for me being i live on auburn rd.. this road is used as a thorough fare because of M59 being right there... i just dont see this solving that issue. updating and making the business look good im all for.. but adding medians so that you cant turn left doesn't make sense to me.. what is the solution as to how residents are to get home if they cant turn left on to there street? its going to create more headaches for the residents. i want the traffic issue fixed. this is a good start but along way from a solution.
- ENFORCE THE "NO PASSING" SIGN ON EASTBOUND AUBURN BETWEEN FRANSTON AND WEAVERTON
- One more meeting is needed focusing on the road changes!!
- Fix the road and leave everything else alone
- Enforce current laws and you will find better traffic flow and parking. Road closures will increase traffic thru Brooklands and Public House is bragging about outside dining (Yuck).
- If blocking off streets and adding street parking is the best you can do. Save the money for something else!
- I think it stinks - No crossing guards @ Reuther plus meridian increased traffic no care or concern for residents here.
- Further, specifically Gerald Ave to counteract the above, converting existing yield signs to stop signs. This could aid in the amount of speeding vehicles.
- Do not close roads 2. no parallel parking 3. make it look pretty if you want but remember everythign you do on Auburn Rd. affects us in the sub.
- Will there be a right turn lane at the school
- A right turn at Culbertson from Auburn
- Extend medians to Dequindre. The thing we are very concerned about is the cut through traffic in the area. We'd like to see all ideas to help control this if more business bring additional traffic to the area. If this is addressed, we are in full support of the plans.
- If this is put in to place I would suggest placing stop signs at all Brooklands E/W cross streets. Also the above mentioned added parking for the park to prevent people from parking on side streets to access the rear park accesses.
- If you close off certain streets, can you put speed bumps or some other deterrent, so that cars do not use the open streets as short cuts to speed thorough?
- Speed bumps to slow down the traffic that cuts through our neighborhoods. Similar to the ones installed on norton lawn and hickory lawn roads
- I live 3 houses away from Auburn on Harrison. The traffic (both cut through and parking) has doubled in the past few years. I would like to have the street closed, mainly for safety related issues.
- Sidewalks, lights, widening, enforce snow plowing on corners as to not block vision of road, something to reduce congestion during busy hours on auburn rd
Rochester Hills Auburn Road Corridor Plan
Appendix

Market Analysis Report
Introduction

Rochester Hills has long been a community serving populations in areas that stretch beyond its political boundaries. Rochester Hills is a growing community that has both nearby interstate access as well as a major trafficked corridors such as Auburn Road. It is a current and future employment generator for residents of the City, surrounding areas and Oakland County.

The following market analysis and strategic suggestions with respect to implementation for the Auburn Road study area in Rochester Hills was prepared by The Chesapeake Group, Inc. (TCG) under contract to LSL Planning.

The study identifies existing conditions, contains the analyses appropriate to describe economic opportunities, defines the opportunities shown to be sustainable, and, finally, provides the methods to move forward and seize these opportunities in the Auburn Road study area. The purposes and intent are to provide guidance for updating the area’s plan and enhance economic development efforts.

Auburn Road’s assets include underutilized and underdeveloped land, a reasonable number of well recognized food service establishments, new business investment, and limited first floor vacancies.

While these assets are critical to the past, present and future of Auburn Road in Rochester Hills; there are also some fundamental economic issues. These include relatively low achievable rent levels for commercial space that hinders reinvestment, dispersed pattern of building structures, and signs of disinvestment in non-residential spaces providing market uncertainty.

All of the estimates of potential that are defined in the analyses are conservative in nature and tend to understate the demand and economic opportunity. The estimates and suggested additional development are based on conservative assumptions and represent only The Chesapeake Group’s opinion based on the conducted surveys, analyses and experiences of the organization.

At times in the document specific names of organizations and businesses are mentioned. This neither reflects any endorsement by The Chesapeake Group, LSL Planning, and Rochester Hills, or any expression of interest by the entities.

Thank You

The Chesapeake Group, Inc. is truly thankful to the staff support provided by the City of Rochester Hills. We would also like to thank those who were interviewed during the process and the more than 400 households that participated in the survey.
Context

There are demographic and other changes within the United States and Michigan that impact the current and future opportunities for Rochester Hills and the Auburn Road study area. These issues include the following:

Demographics.

- Birth and fertility rates have fallen to the lowest level in the history of the country.
- The marriage rates continue to decline and are also at the lowest level in the country’s history.
- Michigan is continuing to lose its youth. Once finishing education at all levels, they often seek employment opportunities outside of the state. The pattern is more prevalent in northern areas but is a problem in Oakland County as well.
- The average age of residents continues to increase. “Baby Boomers” are seeking different housing options, shopping experiences and living environments than those associated with past generations of seniors.
- The two fastest growing components of the population - the Baby Boomer and the "Millennials" - are increasingly seeking and participating in passive and other recreational activity and new forms of entertainment.
- The young adult population relocates and shifts employment at a faster pace than any previous generation.
- As a result of fewer individuals having children at early stages of life, the large number of Baby Boomers past child rearing age, and increased wellness consciousness, the desire for walkable environments in which to live has increased and will continue to be a desirable lifestyle in the future.

Manufacturing and Technology.

Technological advances are dramatically changing the way goods are processed and assembled. Robotics and artificial intelligence are revolutionizing production and assemblage. Additive manufacturing (3D printing) is a breakthrough production technology enabling functional end-products or product feathers to be grown from materials such as conductive inks and metal powders in a layer-wise manner. The approach is inherently more efficient and flexible than subtractive manufacturing methods; the benefits are compelling in terms of reduced manufacturing and material costs, reduced process time, reduced environmental impact and improved product performance. New technology is reducing the demand for workers per unit produced.

The additive manufacturing coupled with new materials, artificial intelligence and robotics is resulting in manufacturing migrating toward locations that are close to markets or area reasonable distances from larger population centers.

Retail.

The face of retail is changing. The National Retail Federation predicts that in 2016, retail sales will grow by 3.1% overall, with online sales projected to grow 6 to 9%. The growth rate is expected to exceed the 10-year average of 2.7% growth. The International Data Corporation (IDC ) estimates that 3.2 billion people, or 44% of the world's population, will have access to the Internet in 2016. Retailing Today, an online resource for the retail trade, discusses the impact of technology on the form of retail. They project that smart mobile devices will increasingly enable consumers to shop online anywhere and anytime.

Other technological innovations such as electronic payment, automatic checkouts, rapid delivery by drone, and virtual reality enhancements such as virtual showrooms and 3D display of merchandise will continue to change the shopping experience and drive future expansion and growth. Uber already brings vehicles to people without dispatchers.
On-demand production utilizing 3D printing and other noted technologies will change the basic retail fabric. Successful "bricks and mortar" retail is increasingly dependent upon merging shopping with a variety of forms of entertainment, creating places that people want to go to buy goods and services instead of having to go to bricks and mortar based areas.

**Housing.**

Associated with the noted demographic changes are changes in the housing market. Due to mobility of younger segments of the population and household fiscal and physical changes for an aging population, changes in ownership patterns, locations for living, and living environments have and will continue to occur. The size and types of housing desired are also impacted along with associated service needs. Smaller units, those where exterior maintenance is not the responsibility of the homeowner and rentals are and will be increasingly in demand.

**Methodology**

Auburn Road is within driving distance to population concentrations throughout the Detroit Metropolitan Area and beyond making it an attractive place to potentially live and operate a full range of businesses. To the west of the study area along Auburn is substantial shopping opportunities. To the east along Auburn Road in Shelby Township is commercial activity that can be characterized as older and shares many of the issues associated with the Rochester Hills section.

The challenge for the community moving forward is to recognize how the population and economy are changing and to set policies and take actions that expand activity and vibrancy of the study area section of Auburn Road. The market assessment developed is based on information gathered through a variety of means including:

- A review of secondary information, Independent research and proprietary computer modeling.
- Interviews with stakeholders.
- Cluster Analyses.
- A survey of residents of the Rochester Hills area.
- Demand Forecasting defining opportunities for various activity for the study area.

The assessment summary includes salient information and the definition of future opportunities that impact housing, office and technology driven industrial activity as well as retail goods and related services.

**Resident Survey Review**

More than 400 households interested in the future of the Auburn Road area responded to the survey. The survey indicates that:

- The average household spends about $130 per week on groceries. More than four of ten households spend more than $125.
- About 82% of the households frequent either Meijer, Kroger or Hollywood Market for grocery purchases. Meijer is in a dominant market position with 47% of the households.
- About two-thirds eat lunch or dinner outside the home at least as once per week. The majority of both lunch and dinner trips for food purchased or consumed at food service operations is made somewhere other than within the Auburn Road study area of Rochester Hills. Yet, Johnny Black's Public House is identified by 6.7% of the market as the preferred food service establishment for dinner which is the largest market share identified by respondents.
• Local non-chain food service establishments are the preference when eating dinner and lunch outside the home. (The study area has had significant recent investment by these types of operations.)
• About 43% of the households purchase fresh items from non-box or non-supermarket chains at least twice per month. Baked goods, meats, produce, and fruit are the products purchased by most in non-box or non-supermarket operations or settings.
• About one-third of all residents make apparel purchases at Kohl’s.

Table 1 - Primary Operation for Apparel Purchases*

<table>
<thead>
<tr>
<th>Store</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kohl’s</td>
<td>37.2%</td>
</tr>
<tr>
<td>Carson’s</td>
<td>8.1%</td>
</tr>
<tr>
<td>Target</td>
<td>5.8%</td>
</tr>
<tr>
<td>Marshalls</td>
<td>3.8%</td>
</tr>
<tr>
<td>Nordstrom</td>
<td>3.8%</td>
</tr>
<tr>
<td>Macy’s</td>
<td>3.5%</td>
</tr>
<tr>
<td>Online</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

Auburn Road & Study Area Patron Characteristics and Opinions.

With respect to study area patrons:
• About six out of every ten households have someone who comes to Auburn Road in Rochester Hills at least once each week. About two-thirds comes for shopping or food service establishments.
• On the other hand, only about one-fourth of the households have someone who comes to the study area section of Auburn Road at least once per week. About one quarter of the households rarely or never come to the study area section of Auburn.
• The difference in the frequencies reflects the noted substantial concentration of retail along Auburn west of the study area.

Table 2 - Frequency of Trip to Auburn and Study Area Section of Auburn Road*

<table>
<thead>
<tr>
<th>Frequency of trips</th>
<th>Auburn Road Percent</th>
<th>Study Area Section of Auburn Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A few times/week</td>
<td>45.2%</td>
<td>14.5%</td>
</tr>
<tr>
<td>About once/week</td>
<td>13.9%</td>
<td>11.4%</td>
</tr>
<tr>
<td>About twice/month</td>
<td>10.8%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Once/ month</td>
<td>8.4%</td>
<td>10.8%</td>
</tr>
<tr>
<td>4 to 9 times/year</td>
<td>7.4%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Once or twice/year</td>
<td>7.7%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Less often than once/year</td>
<td>6.5%</td>
<td>25.5%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

• The most frequent users of the study area section of Auburn come from a smaller geographic area than those who come infrequently.
Table 3 - Frequency of Trips to Study Area by Zip Code Areas*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>48306</td>
<td>21.9%</td>
<td>2.9%</td>
<td>7.1%</td>
<td>80.6%</td>
</tr>
<tr>
<td>48307</td>
<td>53.1%</td>
<td>74.3%</td>
<td>64.3%</td>
<td>9.7%</td>
</tr>
<tr>
<td>48309</td>
<td>25.0%</td>
<td>22.9%</td>
<td>21.4%</td>
<td>9.7%</td>
</tr>
<tr>
<td>48317</td>
<td>0%</td>
<td>0%</td>
<td>7.1%</td>
<td>0%</td>
</tr>
<tr>
<td>All</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

- Generally, patrons come to the study area section of Auburn Road for shopping, food services or vehicle/machinery parts and services reflecting the tenant mix.
- Those who come most frequently are generally older than those who come less often. Almost three-fourths of those who come with the greatest frequency are over 55.

Table 4 - Age of Patrons By frequency of Trip to Study Area*

<table>
<thead>
<tr>
<th>Age</th>
<th>Percent Coming Once-Twice/Yr.</th>
<th>Percent Coming 9 Times/Yr.</th>
<th>Percent Coming About Once/Mon.</th>
<th>Percent Coming At Least Once/Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 to 34</td>
<td>9.7%</td>
<td>8.3%</td>
<td>12.5%</td>
<td>15.2%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>32.3%</td>
<td>25.0%</td>
<td>16.7%</td>
<td>6.1%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>35.5%</td>
<td>36.1%</td>
<td>33.3%</td>
<td>6.1%</td>
</tr>
<tr>
<td>55 or over</td>
<td>22.6%</td>
<td>30.6%</td>
<td>37.5%</td>
<td>72.7%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

- For those who come frequently, the older the person the lower the average income.

Table 5 - Age and Income of Most Frequent Patrons*

<table>
<thead>
<tr>
<th>Age</th>
<th>Income</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 to 34</td>
<td>$50,000 to $74,999</td>
<td>33.3%</td>
</tr>
<tr>
<td>25 to 34</td>
<td>$100,000 to $149,999</td>
<td>33.3%</td>
</tr>
<tr>
<td>25 to 34</td>
<td>$200,000 or more</td>
<td>33.3%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>Less than $10,000</td>
<td>4.8%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>$30,000 to $49,999</td>
<td>19.0%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>$50,000 to $74,999</td>
<td>14.3%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>$75,000 to $99,999</td>
<td>19.0%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>$100,000 to $149,999</td>
<td>23.8%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>$150,000 to $199,999</td>
<td>4.8%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>$200,000 or more</td>
<td>14.3%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>$10,000 to $14,999</td>
<td>8.3%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>$15,000 to $19,999</td>
<td>8.3%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>$30,000 to $49,999</td>
<td>8.3%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>$50,000 to $74,999</td>
<td>25.0%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>$75,000 to $99,999</td>
<td>8.3%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>$100,000 to $149,999</td>
<td>25.0%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>$150,000 to $199,999</td>
<td>16.7%</td>
</tr>
<tr>
<td>55 or over</td>
<td>$10,000 to $14,999</td>
<td>10.0%</td>
</tr>
<tr>
<td>55 or over</td>
<td>$30,000 to $49,999</td>
<td>20.0%</td>
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<tr>
<td>55 or over</td>
<td>$50,000 to $74,999</td>
<td>20.0%</td>
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<tr>
<td>55 or over</td>
<td>$75,000 to $99,999</td>
<td>20.0%</td>
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<tr>
<td>55 or over</td>
<td>$100,000 to $149,999</td>
<td>10.0%</td>
</tr>
<tr>
<td>55 or over</td>
<td>$150,000 to $199,999</td>
<td>20.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.
The shopping options and shopping experience along Auburn Road does not fair well in the opinion of the respondents. More than one-half of all define the shopping options and experience along Auburn Road as being "poor" or "fair." On the other hand, they find the shopping options and experience elsewhere in Rochester Hills as being either "very good" or "excellent."

**Table 6 - Quality of Shopping Options and Experience Along Auburn Road and Rochester Hills**

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>1 Poor</th>
<th>2 Fair</th>
<th>3 Good</th>
<th>4 Very Good</th>
<th>5 Excellent</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rochester Hills shopping options</td>
<td>0.7%</td>
<td>5.5%</td>
<td>27.3%</td>
<td>33.6%</td>
<td>32.8%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Auburn Road corridor shopping options</td>
<td>25.6%</td>
<td>31.1%</td>
<td>27.8%</td>
<td>8.9%</td>
<td>6.7%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Rochester Hills shopping experience</td>
<td>0.4%</td>
<td>6.3%</td>
<td>34.3%</td>
<td>33.9%</td>
<td>25.1%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Auburn Road shopping experience</td>
<td>22.6%</td>
<td>29.7%</td>
<td>28.2%</td>
<td>12.0%</td>
<td>7.5%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

In general, restaurant options, housing options, personal and professional services and walking experience are viewed favorably.

**Table 7 - Quality of Restaurants**

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>1 Poor</th>
<th>2 Fair</th>
<th>3 Good</th>
<th>4 Very Good</th>
<th>5 Excellent</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurant options</td>
<td>5.2%</td>
<td>12.5%</td>
<td>28.0%</td>
<td>30.3%</td>
<td>24.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

**Table 8 - Quality of Housing Options, Availability of Personal & Professional Services & Walking Experience in Rochester Hills**

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>1 Poor</th>
<th>2 Fair</th>
<th>3 Good</th>
<th>4 Very Good</th>
<th>5 Excellent</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Options</td>
<td>1.8%</td>
<td>12.2%</td>
<td>29.9%</td>
<td>32.5%</td>
<td>23.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Availability of professional and personal services</td>
<td>0.7%</td>
<td>3.3%</td>
<td>22.8%</td>
<td>36.4%</td>
<td>36.8%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Walking experiences that are safe, comfortable &amp; interesting</td>
<td>8.2%</td>
<td>21.2%</td>
<td>21.6%</td>
<td>24.5%</td>
<td>24.5%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

**Table 9 - Activities, Businesses & Infrastructure Desired by Respondents**

<table>
<thead>
<tr>
<th>Activities/Businesses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bakery</td>
<td>1.6%</td>
</tr>
<tr>
<td>Café</td>
<td>1.8%</td>
</tr>
<tr>
<td>Dog Park</td>
<td>1.8%</td>
</tr>
<tr>
<td>Entertainment/Activities for Children</td>
<td>3.0%</td>
</tr>
<tr>
<td>Farmers’ Market</td>
<td>2.8%</td>
</tr>
<tr>
<td>Grocery Store</td>
<td>2.5%</td>
</tr>
<tr>
<td>Improve Infrastructure</td>
<td>1.8%</td>
</tr>
<tr>
<td>Movie Theater</td>
<td>1.2%</td>
</tr>
<tr>
<td>Non-Chain Restaurants</td>
<td>1.4%</td>
</tr>
<tr>
<td>Outdoor Dining</td>
<td>1.2%</td>
</tr>
<tr>
<td>Parking</td>
<td>1.6%</td>
</tr>
<tr>
<td>Public Park</td>
<td>5.8%</td>
</tr>
<tr>
<td>Restaurants/Bars</td>
<td>16.4%</td>
</tr>
<tr>
<td>Sidewalks</td>
<td>2.1%</td>
</tr>
<tr>
<td>Walking/Biking Path</td>
<td>6.5%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

Table 9 includes activities, infrastructure and businesses people defined as those that they would like to see in the study area. (In some cases, the types of activity can be found in the Shelby Township adjacent section of Auburn Road.)
Cluster analyses were performed to identify economic gaps which could be served by Rochester Hills and if appropriate the study area section of Auburn Road. The analyses were performed at both the zip code and county levels to determine where Rochester Hills has a lesser number of businesses when compared to other zip code or county areas that have similar demographics and location and transportation factors. The following are clusters of business activity that generally do similar things or are interconnected in some way for which gaps have been identified that could be appropriate for the study area.


**Communications & Production.** (Including Motion Picture and Video Production, Teleproduction and Other Postproduction Services, Other Sound Recording Industries, Cable and Other Subscription Programming, Wireless Telecommunications Carriers except Satellite Telecommunications Resellers, All Other Telecommunications, Data Processing, Hosting, and Related Services, Internet Publishing and Broadcasting and Web Search Portals, All Other Information Services and Software and Other Prerecorded Compact Disc, Tape, and Record Reproducing.)

**Finance, Insurance & Real Estate.** (Including Commercial Banking, Savings Institutions, Credit Unions, All Other Non-depository Credit Intermediation, Mortgage and Nonmortgage Loan Brokers, Securities Brokerage, Miscellaneous Intermediation, Portfolio Management, Trust, Fiduciary, and Custody Activities, Miscellaneous Financial Investment Activities, Insurance Agencies and Brokerages, Claims Adjusting, All Other Insurance Related Activities, Offices of Real Estate Agents and Brokers, Nonresidential Property Managers and Offices of Real Estate Appraisers.)

**Other Professional Services.** (Including Offices of Lawyers, Offices of Certified Public Accountants, Tax Preparation Services, Architectural Services, Engineering Services, Drafting Services, Testing Laboratories, Interior Design Services, Graphic Design Services, Other Specialized Design Services, Custom Computer Programming Services, Computer Facilities Management Services, Human Resources Consulting Services, Marketing Consulting Services, Dental Laboratories, Other Management Consulting Services and Veterinary Services.)

**Entertainment.** (Including Theater Companies and Dinner Theaters, Other Spectator Sports, Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures, and All Other Amusement and Recreation Industries.)
Education. (Including Computer Training, Other Technical and Trade Schools, Fine Arts Schools, Sports and Recreation Instruction and Exam Preparation and Tutoring.)

Miscellaneous. (Including General Warehousing and Storage, Formal Wear and Costume Rental, Home Health Equipment Rental, All Other Consumer Goods Rental, General Rental Centers, Commercial and Industrial Machinery and Equipment Rental and Leasing Process, Physical Distribution, and Logistics Consulting Services, Direct Mail Advertising, Advertising Material Distribution Services, Photography Studios, Portrait, Commercial Photography, Translation and Interpretation Services, Employment Placement Agencies, Temporary Help Services, Telemarketing Bureaus and Other Contact Centers, Travel Agencies, Security Systems Services, Locksmiths, Landscaping Services, Carpet and Upholstery Cleaning Services, Child and Youth Services, Services for the Elderly and Persons with Disabilities, Other Individual and Family Services, Community Food Services, Other Community Housing Services, Hotels and Motels, Full-Service Restaurants, Barber Shops, Beauty Salons, Other Personal Care Services, Funeral Homes and Funeral Services, Dry cleaning and Laundry Services except Coin-Operated, and Pet Care Services except Veterinary.)

In addition, the following clusters have been identified that are unlikely to be accommodated in the corridor due to depth of property but whose location nearby could stimulate substantial employment benefiting contiguous residential areas.

Medical. (Including Offices of Physicians except Mental Health Specialists, Offices of Mental Health Specialists, Offices of Dentists, Offices of Chiropractors, Offices of Mental Health Practitioners (except Physicians), Offices of Physical, Occupational and Speech Therapists, and Audiologists, Offices of Podiatrists, Offices of All Other Miscellaneous Health Practitioners, Freestanding Ambulatory Surgical and Emergency Centers, All Other Outpatient Care Centers, Diagnostic Imaging Centers, Home Health Care Services, All Other Miscellaneous Ambulatory Health Care Services, General Medical and Surgical Hospitals, Specialty (except Psychiatric and Substance Abuse) Hospitals, Nursing Care Facilities/Skilled Nursing Facilities and Residential Intellectual and Developmental Disability Facilities.)


8

**Current & Future Housing Findings.**

Rochester Hills has seen significant growth in housing in recent years. Since 2010, the City has issued about 100 new permits annually. With the exception of 2014, all have been single-family units. Prior to the Great Recession in the early 2000's during the housing boom in the country, Rochester Hills issued new housing unit permits ranging from a low of 173 to a high of 554 annually with the overwhelming majority of units permitted being single-family homes except for in the peak permit years of 2003 and 2004.

Based on historical patterns and the relatively constant rate of housing permits since the end of the Great Recession, Rochester Hills is expected to permit about 100 units per year for the foreseeable future.

The survey of residents indicates that there is now and will be changes in desired preferences for housing by residents of the area well into the foreseeable future. The overwhelming majority of households in all communities spend their incomes on three basic commodities. These are housing, food and transportation. The survey of area residents indicates:

- Roughly nine out of ten households own their homes (including those with mortgages).
- About 60% of all households have lived in their current home for at least ten years, with almost one-half of these living in their homes for at least 20 years.
- About one-fourth of the households have no monthly rent or mortgage. (This is generally a result of having paid off mortgages or living in extended family situations.)
- The average household spends roughly $1,033/month on rent or mortgage payment, including those with no monthly payments.
- The average household spends roughly $1,230/month on rent or mortgage payment, excluding those with no monthly payments.

*Developed by The Chesapeake Group, Inc., 2016.*
Table 11 - Monthly Mortgage or Rent Payments*

<table>
<thead>
<tr>
<th>Payment</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>16.0%</td>
</tr>
<tr>
<td>Less than $400/month</td>
<td>2.0%</td>
</tr>
<tr>
<td>$400 to $599/month</td>
<td>6.1%</td>
</tr>
<tr>
<td>$600 to $799/month</td>
<td>8.2%</td>
</tr>
<tr>
<td>$800 to $999/month</td>
<td>12.9%</td>
</tr>
<tr>
<td>$1,000 to $1,249/month</td>
<td>16.3%</td>
</tr>
<tr>
<td>$1,250 to $1,499/month</td>
<td>18.0%</td>
</tr>
<tr>
<td>$1,500 to $1,749/month</td>
<td>8.5%</td>
</tr>
<tr>
<td>$1,750 to $1,999/month</td>
<td>6.1%</td>
</tr>
<tr>
<td>$2,000 to $2,499/month</td>
<td>4.4%</td>
</tr>
<tr>
<td>$2,500 to $2,999/month</td>
<td>1.4%</td>
</tr>
<tr>
<td>$3,000 or more/month</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

- Many current residents are likely to move within the next five years for reasons ranging from household demographic changes to fiscal and physical issues. As few as one-fourth and as many as one-half of residents may move within a five years period.
- When moving, at least one-third of all household will seek a significantly different unit than that in which they currently reside, including small units.
- The average (mean) annual household income is $118,200 in Rochester Hills. (The median income utilized by the Census Bureau does not accurately correlate to purchasing power and is substantially below this figure.)

Table 12 - Size of the New Unit When a Move Is Made*

<table>
<thead>
<tr>
<th>Size of New Unit</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larger</td>
<td>21.8%</td>
</tr>
<tr>
<td>Smaller</td>
<td>36.4%</td>
</tr>
<tr>
<td>Same</td>
<td>32.4%</td>
</tr>
<tr>
<td>Uncertain</td>
<td>9.5%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

- 59% of those likely to move want a walkable environment for recreation, shopping and other activity.

The Auburn Road study area of Rochester Hills is a reasonable option for many of those area residents who desire to move at present and the foreseeable future that want walkability and a different scale unit.

- For market rate housing, the greatest potential for the study area is to meet the needs of those 45 to 64 with incomes generally split between those $50,000 to $75,000, $75,000 to $100,000 and $100,000 and above.
- Based on historical permit pattern for Rochester Hills as well as the movement of existing households defined through the survey, the study area could add between 45 and 55 new market rate housing units between 2016 and 2026.
- The majority of the units are expected to rents or associated mortgage (and if applicable condominium) payments in the range of $1,100 to $1,250.
Table 13 - Share of New Units for Corridor by Rent/Mortgage Payments*

<table>
<thead>
<tr>
<th>Share of units @ lowest end of rent/mortgage scale</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>$800-$999</td>
<td>22.5%</td>
</tr>
<tr>
<td>$1000-$1249</td>
<td>27.5%</td>
</tr>
<tr>
<td>$1250-$1499</td>
<td>34.5%</td>
</tr>
<tr>
<td>1500-$1650</td>
<td>15.5%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

- There is no discernable housing demand for market rate units with less than two bedrooms. Seven out of ten units should have either two bedrooms and den or work space or three bedrooms.

Table 14 - Number of Bedrooms for New Units in Corridor*

<table>
<thead>
<tr>
<th>Bedrooms</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.5%</td>
</tr>
<tr>
<td>2</td>
<td>27.0%</td>
</tr>
<tr>
<td>More than 2</td>
<td>71.4%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

- For townhouse or other multi-story unit style housing, 50% of the units should have master bedrooms on first floors.

Projected Future Non-Retail Goods and Related Service Space.

As defined, new housing units are expected for Rochester Hills in general and for the study area corridor. Additional "roof tops" and households create additional demand for employment activity within the area. Based on current employment patterns, underutilized land and space in the study area, the emerging noted technology that provides opportunities for new "industrial" activity, and growing service needs of residents as a result of continued aging of the population, the study area is a good location from which to capture some proportion of additional demand. It is estimated that:

- 11,500 square feet of additional traditional professional and personal service office space could be marketable.
- Medical "urgent care services" or "outpatient" service space is likely to create demand for an additional 4,000 to 5,500 square feet of space.
- In addition and assuming that the study area can create incubator space opportunities for emerging technology driven activity such as 3D printing which will also occupy "office" space, 5,000 to 10,000 square feet of additional space could be added.
Table 15 - Office Space Potential In Auburn Road Study Area or Rochester Hills*

<table>
<thead>
<tr>
<th>Space</th>
<th>Total to 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Office</td>
<td>11,500</td>
</tr>
<tr>
<td>Medical</td>
<td>4,000 to 5,500</td>
</tr>
<tr>
<td>Non-Traditional Industrial Activity</td>
<td>5,000 to 10,000</td>
</tr>
<tr>
<td>Combined Activity</td>
<td>20,500 to 27,000</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

Commercial Demand & Spending on Retail Goods & Related Services.

The forecasting of retail goods and related services space is based on the objective of meeting the needs of the current and future residents of the study area and surrounding areas as well as the ability to capture such space in the corridor without negatively impacting other businesses within Rochester Hills and the Auburn Road study and adjacent areas.

The forecasting of retail goods and related services space concluded:

- There are two markets served by area retail goods and related service activity. The first is the local market, generally residents of Rochester Hills and Shelby Township that reside in close proximity to the study area and some employees who work but do not live in either Rochester Hills or Shelby Township. The second is a market composed of those who come to the area from outside of the immediate area. These markets were confirmed by the survey of residents.
- Residents of the combined markets will generate or spend about $125 million in sales for retail goods and related services in 2016. These sales go to establishments both within and outside of Rochester Hills, the County and even Michigan. It is estimated that these sales support more than 367,000 square feet of space at any and all locations.
- By 2026, the combined market area residents will spend roughly another $2 million in sales based on growth. This will support an additional 6,000 square feet of space.
- The Auburn Road study area is expected to able to capture roughly 6,000 square feet of retail goods and related services space associated with the growth in the market as well as roughly 35,000 square feet from the current spending. The total of just over 40,000 square feet is in addition to the existing space in the study area and contiguous areas of Auburn Road in Shelby Township.
Table 16 - Generated Combined Market Retail Sales and Supportable Space (Space in Sq.Ft.)

<table>
<thead>
<tr>
<th>Category</th>
<th>2016 Sales (Sq. Ft.)</th>
<th>2025 Sales (Sq. Ft.)</th>
<th>Sales Change 2016-25 (Sq. Ft.)</th>
<th>2016 Change 2016-25</th>
<th>2025 Change 2016-25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food</td>
<td>$18,849,000</td>
<td>$19,149,000</td>
<td>$312,000</td>
<td>29,984</td>
<td>30,460</td>
</tr>
<tr>
<td>Eat/Drink</td>
<td>$12,624,000</td>
<td>$12,825,000</td>
<td>$209,000</td>
<td>30,057</td>
<td>30,536</td>
</tr>
<tr>
<td>General Merchandise</td>
<td>$9,124,000</td>
<td>$9,270,000</td>
<td>$151,000</td>
<td>54,154</td>
<td>55,020</td>
</tr>
<tr>
<td>Furniture</td>
<td>$4,500,000</td>
<td>$4,571,000</td>
<td>$74,000</td>
<td>10,358</td>
<td>10,522</td>
</tr>
<tr>
<td>Transportation</td>
<td>$22,586,000</td>
<td>$22,945,000</td>
<td>$374,000</td>
<td>74,023</td>
<td>75,199</td>
</tr>
<tr>
<td>Drugstore</td>
<td>$8,587,000</td>
<td>$8,724,000</td>
<td>$142,000</td>
<td>8,345</td>
<td>8,478</td>
</tr>
<tr>
<td>Apparel</td>
<td>$8,012,000</td>
<td>$8,139,000</td>
<td>$127,000</td>
<td>22,230</td>
<td>22,584</td>
</tr>
<tr>
<td>Hardware</td>
<td>$11,862,000</td>
<td>$12,050,000</td>
<td>$188,000</td>
<td>48,337</td>
<td>49,103</td>
</tr>
<tr>
<td>Vehicle Service</td>
<td>$16,286,000</td>
<td>$16,545,000</td>
<td>$259,000</td>
<td>39,648</td>
<td>40,279</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$12,562,000</td>
<td>$12,761,000</td>
<td>$200,000</td>
<td>50,167</td>
<td>50,963</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$124,992,000</td>
<td>$126,979,000</td>
<td>$2,069,000</td>
<td>367,303</td>
<td>373,144</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

The following represent potential opportunities for new operations or for expanded product lines for existing operations for the study area.

- Tire & Vehicle Parts Dealers
- Floor Covering Stores
- Nursery, Garden Center and Supply Stores
- Pharmacies and Drug Stores
- Cosmetics, Beauty Supplies, and Perfume Stores
- Shoe Stores
- Specialty Grocery Store
- Food Service Contractors
- Full-Service Restaurants
- Limited-Service Restaurants
- General Automotive Repair
- Reupholstery and Furniture Repair
- Miscellaneous Personal Services

Auburn Road Study Area Market Opportunities
(Not necessarily linked to physical holding capacity)

The following are the collective development opportunities identified for the Auburn Road study area.

Table 17 - Identified Auburn Road Study Area Market Opportunities*

<table>
<thead>
<tr>
<th>Type of Activity</th>
<th>Units of Square Footage</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Housing Units</td>
<td>45 to 64</td>
</tr>
<tr>
<td>Office and Tech-driven &quot;Industrial Space&quot;</td>
<td>20,500 to 27,000</td>
</tr>
<tr>
<td>Retail Goods and Related Services Space</td>
<td>41,000</td>
</tr>
</tbody>
</table>

*Developed by The Chesapeake Group, Inc., 2016.

There are two approaches that can be taken to the enhanced development of the study area section of Auburn Road based on the market opportunities. One is to develop a mixed-use corridor composed of retail, offices and residential. The other could be to focus on purposeful niche "branding" of the area such as a focus on an individual identified "gap" defined in the cluster analysis. The latter option is possible but could prove take longer and be more difficult to achieve returns within a five to ten year period.
Examples of Opportunities Linked to Sites

A fundamental issue in areas like Auburn Road where achievable rent levels at present are relatively low, property depth associated with the corridor is not great, corridor property abut residential to the rear and other factors often hinder the ability to generate investment necessary to secure opportunities. Success in such areas often requires "thinking out of the box" and with design and requirements that differs from surroundings and perhaps even elsewhere in the City.

To illustrate opportunities, two sites were selected to visualize the type of development that could occur. The two sites were selected for the following reasons.

- One is owned by Rochester Hills and the other is currently for sale.
- The primary or only structures on each are neither of historic or architectural significance nor unique.
- Both are located at an intersection.
- Each is likely to be capable of accommodating greater mass than currently or previously existed.
- The sites are not dissimilar to others in the study area.

The first site addressed is that which is municipally owned. Located at the intersection of Auburn Road and Emmons Avenue. The structure on the site is being demolished.

By intent, the western most portion of the site is not considered for redevelopment as it could be sold or leased to the adjacent property owner for expanded parking, recouping some immediate revenue to Rochester Hills.

The second site is the current party store whose owner has placed it for sale and is located at the intersection of Auburn Road and Longview Avenue.
For both sites and with due consideration to both rent levels and the desire for walkability, it is suggested that:

- Frontage of the commercial be along Auburn Road,
- New structures be placed close to the property line on Auburn Road adjacent to sidewalks and proposed street improvements.
- Street level activity be either retail or office and be one story.
- Deliveries and drive in activity be located on the side of the structure.
- Additional structures or additional levels of development within one structure be built in a terraced situation to the rear of the structure facing either the side of the structure or residential properties to the north, negating the need for first floor space to bear added construction costs and associated rents.
- New development would include about a 50% increase in commercial space over and above what existed on the site before.
- Non-Auburn Road frontage structures would be two-stories taking a duplex or semi-detached form.
- Non-Auburn Road structures could house additional retail, office or tech-driven industry space or housing.
- To facilitate a transition from the residential neighbors to the north, the facades should be compatible with residential activity even if use differs.
- The sites could support relocation of existing non-retail activity along the corridor freeing other sites for more intensive development while facilitating the continued operation of the viable non-retail in the study area.
- The two-story structures could be buffered from other activity on the site in a number of ways if desired. The cost effective means could include fencing, landscaping, fencing and landscaping or unique design elements as in the examples that follow. Design could take advantage of views from various directions based on the added height of the structures through the use of balconies and other mechanisms.
- Limited parking for units could be accommodated within the structure design or shared with other activity on the site.

Economic Opportunity Policy Issues

There are six potential objectives that could be accomplished through the pursuit of the economic opportunities for the Auburn Road study area of Rochester Hills.

1. Hold current residents within the Auburn Road contiguous communities as they age, both Baby Boomers and young adults who grew up in the community.
2. Expand available services affording the opportunity to walk to those services.
3. Provide for employment activity that meets the needs of current and future residents.
4. Capture growth opportunities that will enhance short and long-term viability of the community.
5. Create enhanced walkability and synergy within the study area.

To achieve these objectives, the land use/development pattern and processes should:

- Work in a cooperative manner with Shelby Township to create one common image and functioning economic unit along the contiguous sections of Auburn Road.
- Expand the opportunity for development of technology driven space and housing.
- Seek partnerships to secure opportunities or recruit interests that further quality development.
- Require private sector investment to match public sector investment in infrastructure.
Further brief explanations of potential implementation activity follows.

Public Private Partnerships.

Public-private partnerships as well as private sector partnerships are essential to achieve objectives. Public-private and private-private partnerships will be essential to overcome specific issues including potentially site development that ensures existing businesses can relocate either permanently or on a temporary basis. Public involvement in parking and lighting through lease arrangements may be necessary to allow for some short-term Return-On-Investment (ROI) in order to focus on long-term ROI or simply to provide capital to finance private development.

Regulations to Support Tech Driven Business and Housing Options.

New regulations will be required to create unique settings with modifications to parking requirements, setbacks, etc. Potentially an overlay district or small site PUDs may be necessary. These regulations must be carefully developed to achieve objectives but not be onerous to ROI and processes. Housing regulations must accommodate development on commercial sites with potentially shared parking as residential peak times and commercial peak times are likely to differ.

Recruitment.

Two forms of recruitment maybe essential to seize the range of opportunities. These are investor/developer and tenant recruitment.

It may well be that additional interests need to be attracted to Auburn Road to accomplish the objectives for specific sites. In many cases, developer recruitment will be more cost-effective and less time-consuming than individual tenant recruitment. Redevelopment of some parcels and development of other parcels may require partnerships between the current owners and others, someone to buy the property, and/or other investors to bring it to fruition. This maybe necessary for many reasons including insufficient interests by current property owners, insufficient fiscal capacity, and inexperience. Recruiting other local and outside interests can result in purchase agreements, shared development of property with dual equity positions and other arrangements.

The need for and level of “pre-screening” potential contacts for any recruitment is a fundamental issue in the process. Consideration must be given to the available data bases, the cost-effectiveness of the “pre-screening,” and the likelihood of success with obtaining accurate information from a “pre-screening” process. Generation of the initial list of developers essentially involves pre-qualification as the developers sought should have experience doing similar projects as well as appropriate fiscal capacity. Thus, the research involves identifying developers through their projects. The most appropriate ways of doing this for non-local interests are through:

- Contact with professional organizations that track creative development.
- Tapping libraries associated with professional organizations that deal with unique situations like the American Planning Association.
- Review of focused development publications.
- Internet research based on articles about desired types of efforts from around the country and world.
Matching Public & Private Investment.

Previous investment in added infrastructure in the Auburn Road area was perceived as a disappointment to some of the property owners and tenants. The previous experience as reported involved private interests investing money in amenities that was perceived as being unmatched by the public sector. This is somewhat unique as generally the public sector often invests money without seeing a similar investment by the private sector.

All indications are that the public sector would like to facilitate enhancement of the area through added investment in infrastructure. Assuming that this assumption is correct or that at some point in time such an investment is likely to be made, matching investment in buildings, operations, and other capital by the private sector will be required to create a return to both the public and private sectors. It is suggested that a dollar for dollar match (each dollar in public sector infrastructure is matched by a dollar in the private sector "infrastructure") or another leverage formula be set or required in order to achieve objectives and ROI for all. If public sector dollars are the only dollars spent, enhanced activity will not occur. The reverse is also true.