

City of Auburn Hills



Neighborhood Master Plan

PALLADIA Gensler Kate Beebe Associates Barton-Aschman

March 5, 1999

City of Auburn Hills

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Acknowledgements

The team of Palladia, Gensler, Beebe and Barton-Aschman would like to acknowledge the following groups and individuals for their assistance and support throughout the course of this Neighborhood Master Plan process:

City Officials

Mayor, James D. McDonald

City Council Members

Mayor ProTem Henry V. Knight

Michael C. Davis

Mari Harvey-Edwards

Margaret A. Cooper

Tom McMillin

Kay L. Sendegas

City of Auburn Hills

Recreation Department

(Brian Marzolf and Jennifer Hellebuyck)

City of Auburn Hills Fire Station #1

(Randy Wyatt)

City Manager's Office

(Jane Parpart, Sandy Kasperek)

(Pat Greve, Assistant City Manager)

(William Ross, City Manager)

Economic Development Director

(Mary Ann P. Miller)

Department of Public Services

(Glen Schoonfield)

Planning Consultant

(Steve Lehoczky, Lehoczky & Associates, Inc.)

Consulting Engineers

(Evan Pratt, Orchard, Hiltz & McCliment, Inc.)



Neighborhood

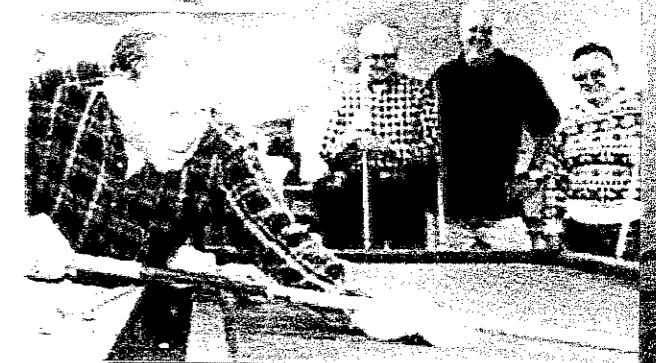
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"Ideas won't keep: something must be done about them."

Alfred North Whitehead

At the onset of this project, we had developed a design process in which the Auburn Hills community would be the critical element from which to develop this Neighborhood Village Plan. From our experience with all that have participated over these past few months, we have been continuously overwhelmed with the amount of support, imagination and commitment of the people of Auburn Hills. On behalf of the design team, we would like to extend our sincere thanks and applaud each of you for your devotion to this project...

The Auburn Hills Neighborhood Village Plan.



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1907; East on Auburn: Durrant's grocery on left.

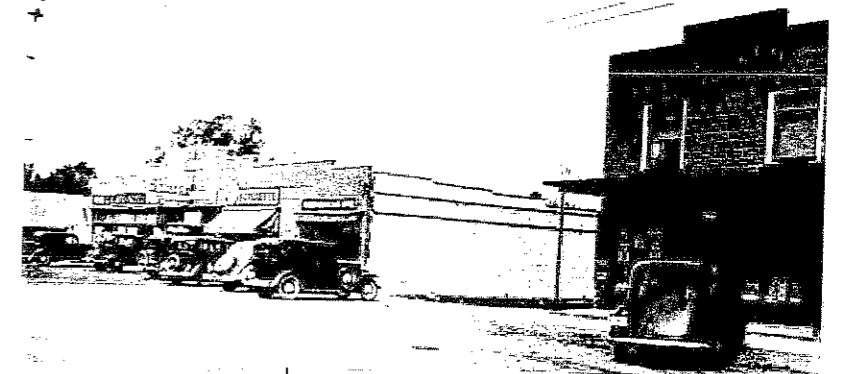
Neighborhood
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1962; Thomas grocery,
burned in 1969.



Frank Copp Store.



Approx. 1928; North side of Auburn
Road.



Kroger's; Late 1920's; West on Auburn
Road.



North side of Auburn Road.

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Introduction

Community . . .

Village . . .

Neighborhood . . .

What is it about these words that create a sense of warmth and security when spoken?

Throughout history, the innate desire to belong, to be a part of something has remained strong. As humans, we are instinctively drawn to groups; we have lived in tribes, feudal villages, neighborhoods and communities. As technology expands our world and creates increased isolation, we are again searching for the sense of belonging to a familiar, cohesive group, returning to the desire to live and raise our families in small towns and villages.

Our need for community has caused the recent rebirth of the Village. Communities like Seaside and Celebration are being developed. Towns such as Clarkston, Plymouth and Royal Oak are growing in popularity. Villages and towns that offer amenities such as a focused central area that integrates various aspects of everyday life (homes, shops, workplaces and civic areas) to draw residents and visitors have successfully created a well-developed sense of community.

In June of 1998, the City of Auburn Hills commissioned the team of Palladia, Gensler, Beebe and Barton-Aschman to take on the task of revising the original 1993 "Downtown Planning Concepts and Master Plan". The team's charge was to "find a practical, financially feasible means of creating a true town center" that will create "a sense of place to successfully encompass the community as a whole".

Upon researching the history of Auburn Hills, interviewing residents and local business owners and reviewing the parameters set by the City Council, the team began to design a new Neighborhood Village Plan that would restore the historic sense of community and create the "heart and soul" of a village. This focus would promote a "sense of place" and give people a common identity to strengthen the "civic pride" of the residents and business owners.

Although the City of Auburn Hills is currently thought of as a suburb, it has historically been a self-sufficient, viable village with all of the amenities needed to live; homes, shops, parks and civic areas, workplaces and government facilities. The development of the Auburn Hills Neighborhood Village Plan creates the opportunity to bring together the public and private sectors to build the "sense of place" that both the individual residents and the City as a whole desire, restoring the historic sense of community to create a physical as well as an emotional "home" for both residents and business owners.



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Master Planning Process Overview Methodology

Although no two cities are alike and no two communities are the same, the fundamental process for creating a new Neighborhood Village Master Plan is very similar from one location to the next. It is important though to point out that no master plan concept is valid unless a process of community consensus and economic reality creates it. The process in which this master plan has been developed includes:

- Data Gathering
- Analysis
- Conceptualization
- Refinement

As set forth in the master planning process, the information and recommendations that have been compiled were reviewed, additions or changes were made and directions were confirmed in a series of refinements with the City of Auburn Hills along with input from the community. This iterative process has kept the design team and the City of Auburn Hills in constant touch with the “reality” of the community’s needs, desires and financial resources.

Data Gathering

At the start of the process, it was necessary to assemble various categories of data such as physical site data, external physical site data, area market data, project economics and community goals and objectives.

Analysis – Physical Data

Existing facilities, infrastructure, vehicular patterns, pedestrian circulation, positive and negative environmental conditions and development constraints have been analyzed within this master plan process.

Analysis – Market and Economic Data

If the new Neighborhood Village Plan must include non-governmental uses and facilities, it is important to propose an array of appropriate uses, estimate the potential market demand for such uses over time and establish a preliminary program for development. Area demographic patterns, disposable income patterns, household information and sizes, business owners, as well as a list of potential land uses or facilities, which are to be considered for development opportunities, have been derived from this analytical data.



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Following a review of existing competitive facilities in the area, recommendations of capture rates have been researched for the various uses, resulting in an estimate of supportable space for various facilities at the new Neighborhood Village site and surrounding area.

Analysis – Project Economics

As the development of the market analysis progressed, the design team along with the economic consultant analyzed the availability of funding sources and explored a variety of alternative funding sources, which would include private and public funds.

Analysis – Community Objectives

Through the use of interviews and town hall meetings, the goal of the design team was to gather input and open a broad range of discussions. These focused on certain specific topics, including but not limited to the nature of the existing village and its relationships and functions in the community as a whole.

Briefing Summarization

Once the above information was assembled, it was compiled in a “Briefing Summarization” which became the foundation for the information discussed via the Town Hall Meetings. The overall purpose of this information was to provide a concise and convenient base of reference material of existing conditions within the community.

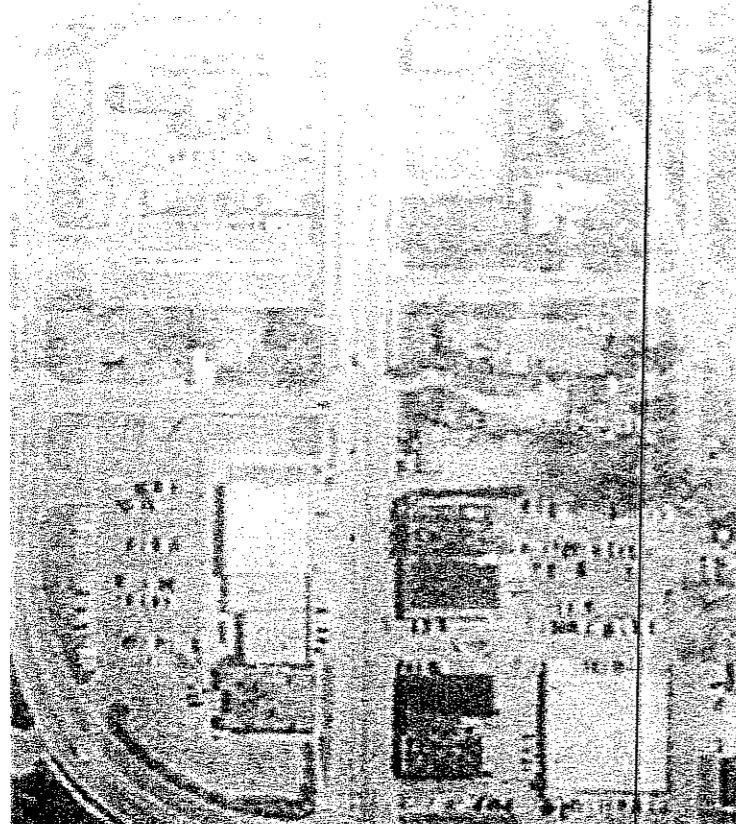
Conceptualization - Town Hall Meetings

The “Town Hall Meetings” were the primary method of encouraging community wide public participation in the design process. The purpose of the meetings was to generate a highly organized, well-prepared series of activities occurring over a relatively brief period of time. These Town Hall Meetings were formulated as:

- Town Hall Meeting 1 – *Introduction and Existing Conditions*
- Town Hall Meeting 2 – *Potential Uses, Image, Identity, Density*
- Town Hall Meeting 3 – *Preliminary Master Plan Alternatives*
- Town Hall Meeting 4 – *Revised Neighborhood Master Plan*

Refinement

The results of the Town Hall Meetings formed the basis for a final master plan design in which the optimum design alternatives have been developed, refined and presented for review. At this point, the feedback and suggestions from the City of Auburn Hills were used to guide the design process toward a final Neighborhood Village Plan strategy.



Neighborhood

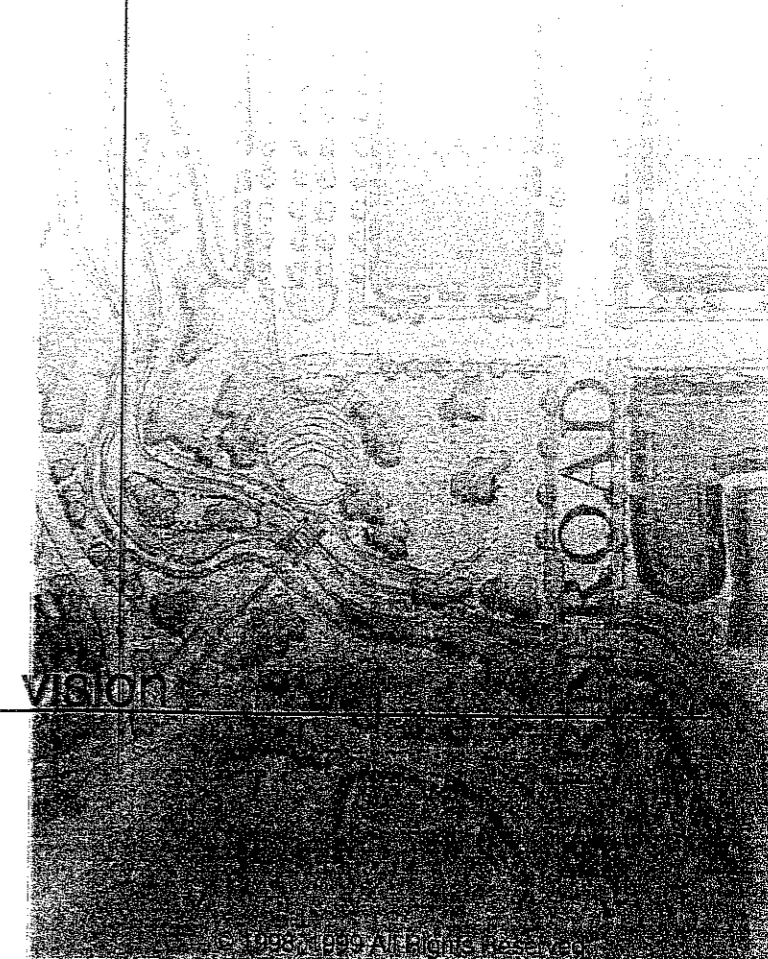
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Implementation Strategy

Upon further refinement of the Neighborhood Village Master Plan into a final form, economic strategies were developed into areas that are more definitive. The economic implementation strategies can vary for the numerous aspects of the plan, depending on the level of public and/or private participation. As the economist investigated the vast number of economic implementation scenarios, each was evaluated as part of the overall process in the development of the Neighborhood Village Master Plan.

As a result of this community wide open process methodology, the Neighborhood Village Master Plan seeks to create a place where the various aspects of everyday life, including living, shopping, working, community and civic enterprises are integrated rather than separated. Proper organization and integration of multiple uses results in a dynamic environment that can become both self-sufficient and secure. Such a place would quickly develop a positive, exciting image and identity for the City of Auburn Hills.

The Auburn Hills Neighborhood Village has been master planned to be more than just a cohesive arrangement of buildings and public space. It seeks to serve the community in a greater more meaningful way. It envisions a grand setting in which people can gather, interact and share experiences. A village well remembered as... "a special place".



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Site Information *History*



Approx. 1900; Sawmill at "Amy".

Neighborhood

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Site Information

In development of a neighborhood master plan, it is important to obtain information regarding the characteristics of the project area. The following section summarizes the information researched and collected during the data-gathering phase of the Master Plan process.

During the data-gathering phase, the following information was obtained from City and County archives, various governmental departments and City-employed consultants. The data was collected and analyzed to help the design team and the residents of Auburn Hills understand the physical, economic and social forces that affect their neighborhood.

History

Auburn Hills was first settled as "Auburn" in 1821, by a squatter named Elijah Thornton. The first landowner and permanent settler was Aaron Webster who came to Auburn to build a lumber mill by the Clinton River. Upon his death, Ebenezer Smith purchased the mill. During this time, Auburn was also known as "Smith Mills".

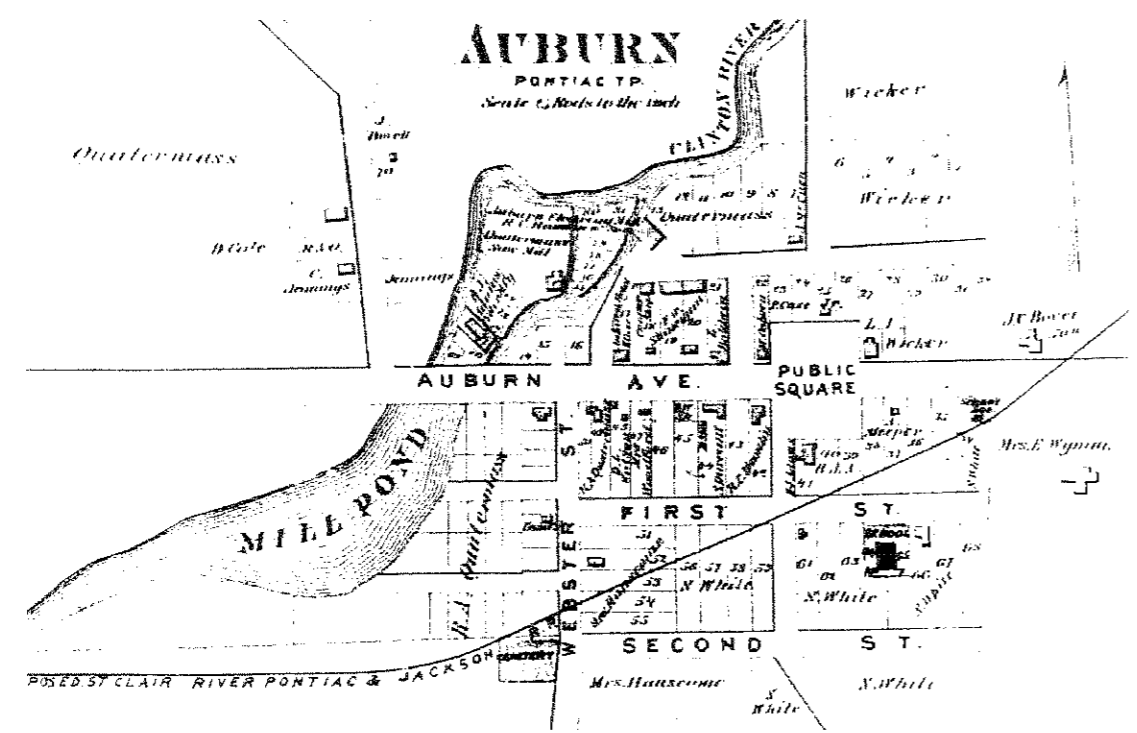
In 1826, the Village of Auburn was established. By 1830, the village had grown to 300 residents and 50 buildings. In the early 1830's, a rivalry between Pontiac and Auburn ensued due to the prospect of a newly proposed prison and railroad connecting Detroit with the northern areas. Eventually, Pontiac won the bid for the railroad and Jackson became the location for the prison. This caused a decline in residency and by 1856; the Auburn Post Office closed, followed by several other businesses.

In 1880, Auburn reapplied for a post office. However, due to another claim for the name of Auburn, a new name was chosen: Amy. Upon its acceptance, the new post office was approved and John Morris became the new postmaster. Even so, by 1883, the population declined to 80 residents.

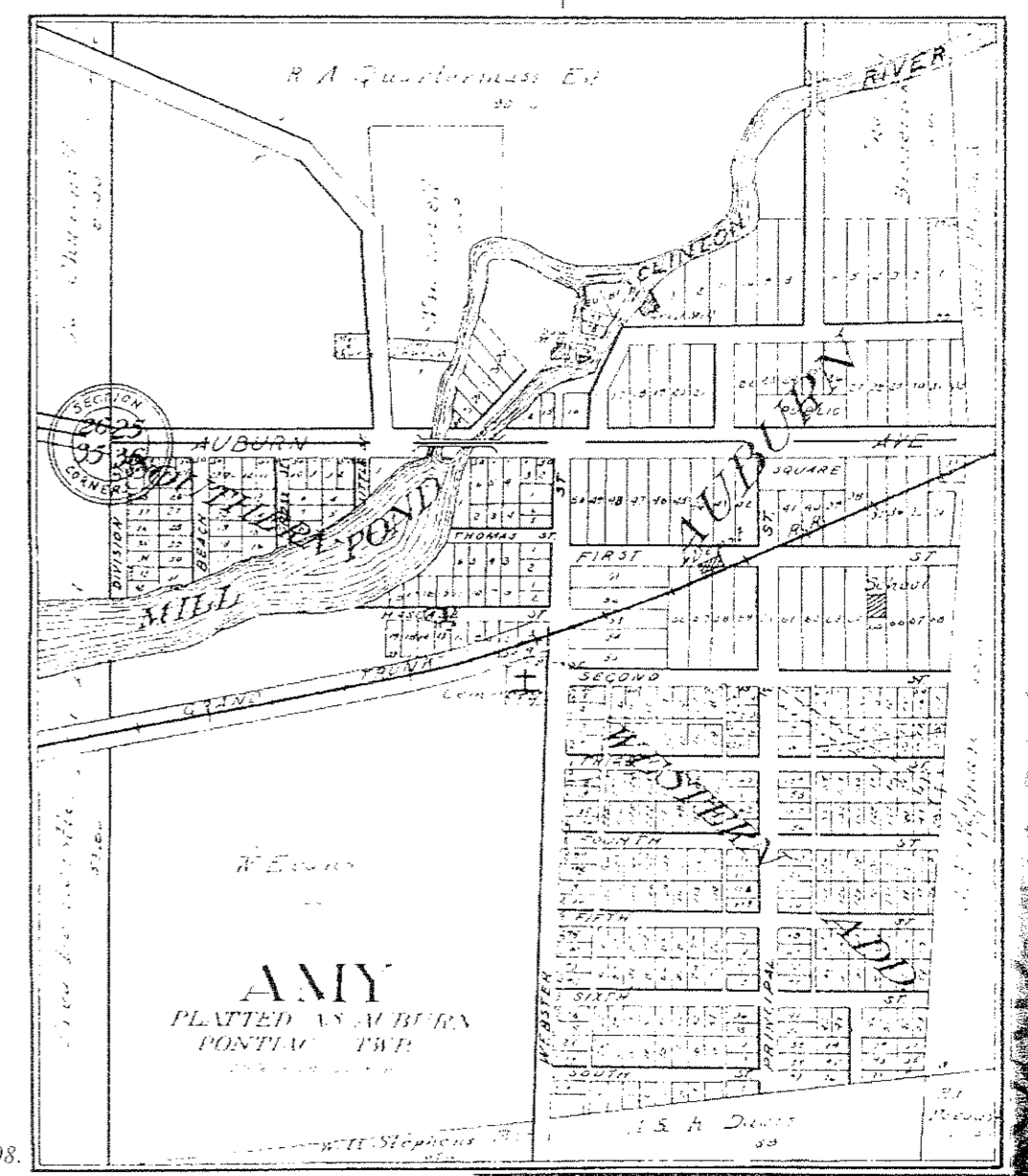
By 1902, the railroad finally came through Amy and growth had begun again. In 1917, the Michigan legislature renamed the village as Auburn Heights. Growth continued through the mid-1930's. A second decline began in the mid 1930's and continued through the 1960's.

Currently, major corporations, such as Daimler-Chrysler and Volkswagen of America have located in this area and are viewed as premiere corporate business residents, while a substantial retail market has been flourishing with such projects as the new "Great Lakes Crossings Entertainment Center". Additionally, Auburn Hills is home to the acclaimed sports/ entertainment venue, the "Palace of Auburn Hills".

The City of Auburn Hills is growing at a steady, but rapid pace. However, through all of its accomplishments, the historical "Public Square" or more commonly known "Village Center", has remained unchanged, plagued by its inability to serve as the common place for the community.



Auburn, 1872.



Amy, 1908.

City of Auburn Hills

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Regional Location

Area Analysis

The City of Auburn Hills occupies 17.5 square miles in mid-Oakland County, located east of the City of Pontiac and approximately 30 miles north of Detroit. In fact, the Oakland County governmental agencies are located in this central area.

Several regional transportation routes for Southeastern Michigan weave through the City limits. This provides easy access for residents and visitors to the numerous employment, shopping and civic facilities found in the surrounding areas. Interstate 75, M-59, Lapeer Road, University Drive, Auburn Road and Squirrel Road are some of the major vehicular transportation routes found in the Auburn Hills area. Prior to the development of the metropolitan area freeway system, Auburn Road was a commercial corridor for local businesses, connecting Pontiac, Utica and Mt. Clemens. These older business strips still maintain this land development pattern of the local service businesses, convenience stores and restaurants.

Following the construction of the I-75 and M-59 freeways, the newly incorporated Auburn Hills became a premier location for major business development in the region. New business parks located north of the traditional neighborhood, along the Interstate 75 freeway.

The Grand Trunk Western and the Pontiac-Oxford Northern Railways run through the southern and northern portions of the city, respectively. Auburn Hills is also in close proximity to both Detroit Metropolitan Airport and Oakland International Airport.

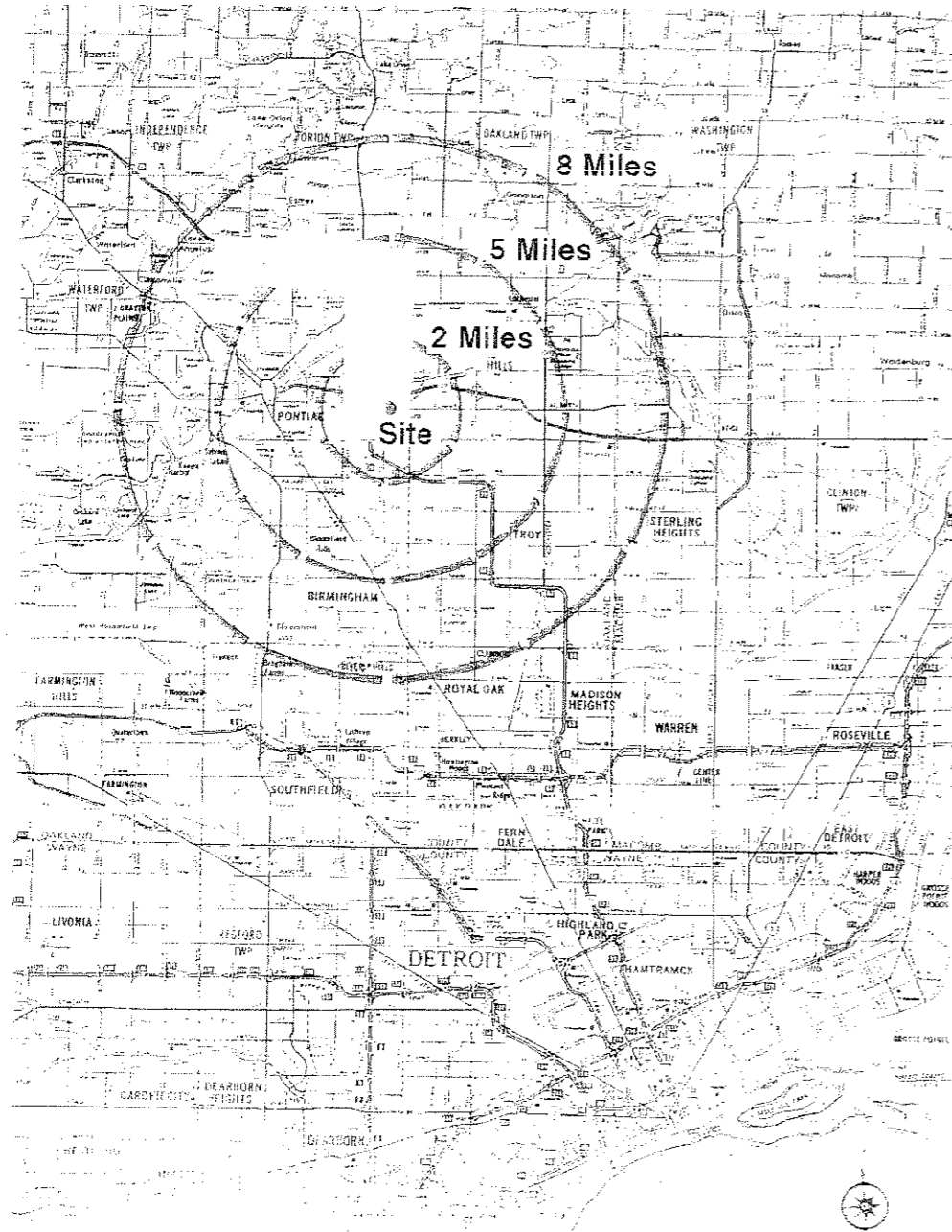
Numerous employment opportunities exist in Auburn Hills. Corporations such as the Daimler-Chrysler Technology Center, Comerica Operations Center, Electronic Data Systems (EDS), ITT Automotive and Volkswagen of America are located within the City limits. This helps to make the Pontiac-Auburn Hills area the largest employment area in Oakland County.

Also located within the vicinity of Auburn Hills are two large sports and entertainment venues (the Pontiac Silverdome and the Palace of Auburn Hills), Great Lakes Crossing (a 1.4 million square foot shopping and entertainment mecca) and two higher education facilities (Oakland Community College and Oakland University).

The village of Auburn Hills begins at the intersection of Auburn Road and Squirrel Road, continuing east and west from the Clinton River to the Grand Trunk Western Railroad tracks. This area is considered the historical center of town, although its proximity within the City is located in the southern portion of Auburn Hills.

Neighborhood

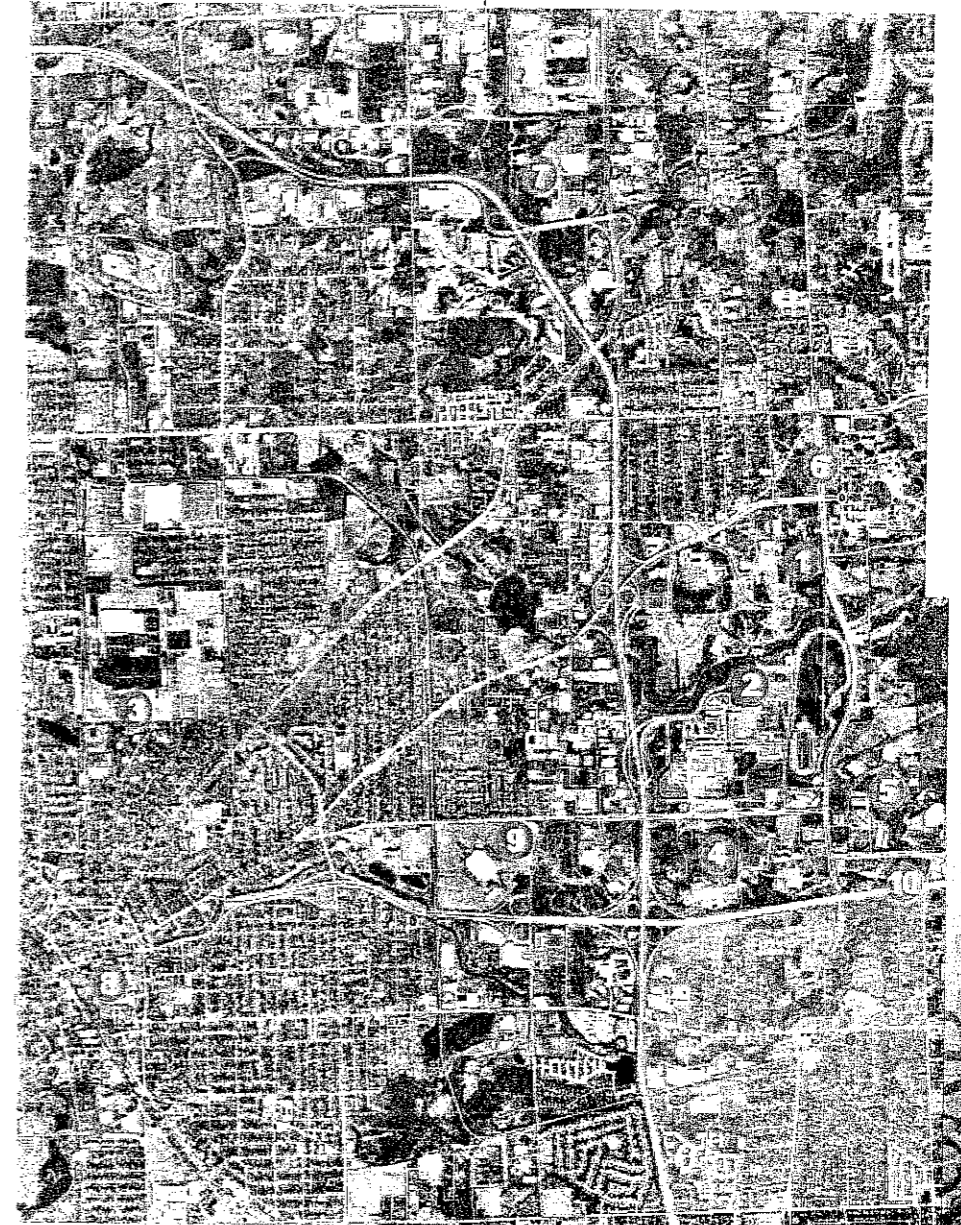
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Regional Travel Distances.

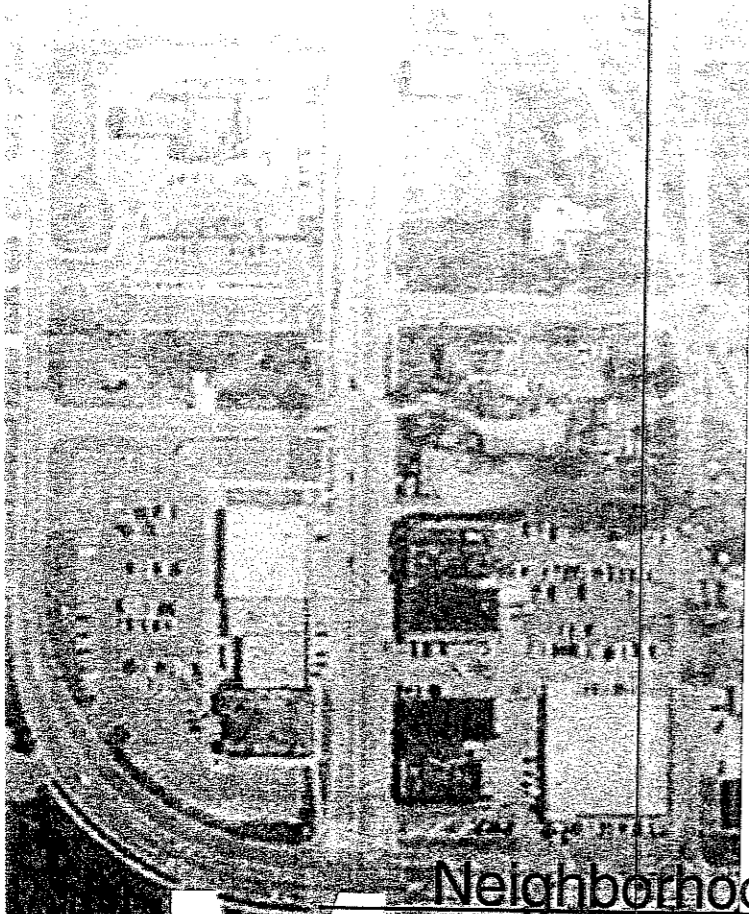
Area Analysis Legend:

1. Auburn Hills Civic Center
2. Chrysler Corp. Tech. Center
3. Delphi Automotive Systems
4. Oakland Community College
5. Oakland Technology Park
6. Oakland University
7. Palace of Auburn Hills
8. Pontiac Downtown Area
9. Pontiac Silverdome
10. Volkswagen of North America



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Zoning Land Use

Zoning Map

The project study area is zoned primarily as single-family residential. There are pocket areas of low-rise, multiple family zoning near the major roadways. Two mobile home parks are situated within the northern portion of the village, along Squirrel Road.

The majority of Limited Business, General Business, Light Industry and General Industry zoning classifications are concentrated along Auburn Road. Squirrel Road has a limited amount of these types of uses located near the Auburn Road intersection.

Land Use Map

The Land Use Map indicates that the majority of the land is currently being utilized according to the City of Auburn Hills Zoning Map. The majority of the housing is located along the outer edges of the area, while the commercial and industrial areas are concentrated more in the center, along Auburn and Squirrel Roads.

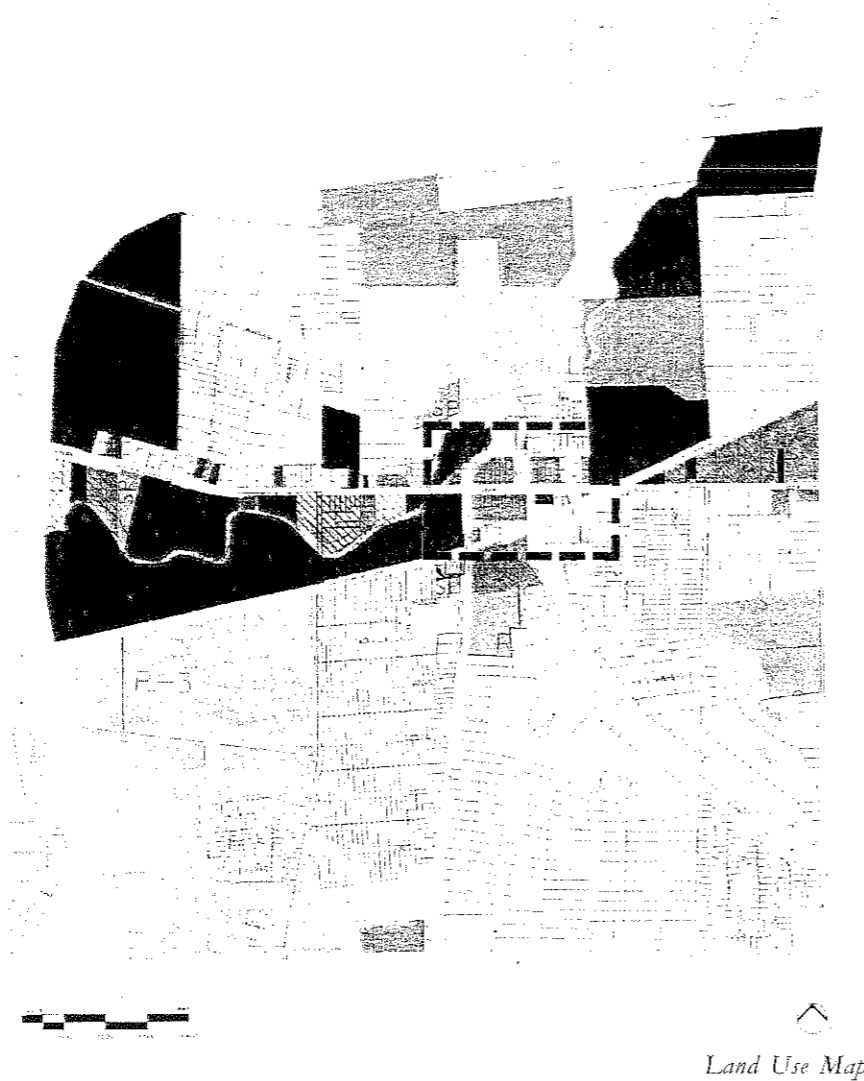
Some vacant land exists along the northern edge of the site, as well as near the center of the study area, providing the potential for in-fill development.

The project area contains three city parks. Two, Riverside Park and a “tot lot”, are located within the Village Center. The City’s Recreation Department recently purchased twenty-five acres for the new Community Park, which will be located in the northeastern portion of the project area. The department has been working on a pathway system to link the residential areas to the recreation system and to the Village Center.

The Village Center is zoned General Business along the major transportation routes, with R-3 and R-4 residential zones occurring north and southeast of the business district. Light and General Industrial zones exist to the northeast and southwest of the Neighborhood Center. Riverside Park is located in the flood plain that lies west of the Village Center.

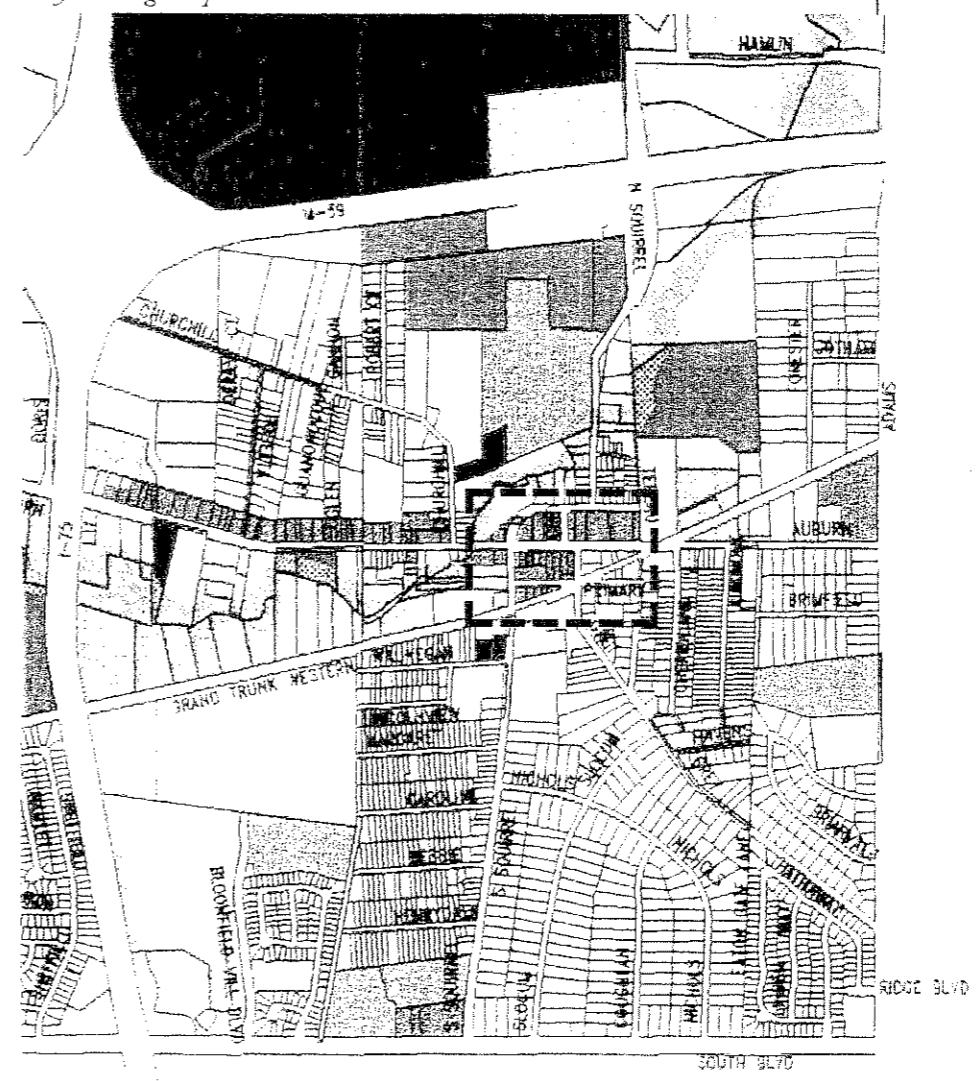
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- Single Family Residential
- Multiple Family Residential
- Mobile Home Park
- Office
- Commercial
- Industrial
- Automotive
- Public Institutions
- Private Institutions
- Park
- Vacant



Land Use Map.

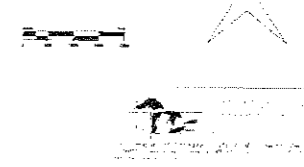
City Zoning Map.



- R-1 ONE FAMILY RESIDENTIAL
- R-2 ONE FAMILY RESIDENTIAL
- R-3 ONE FAMILY RESIDENTIAL
- R-4 ONE FAMILY RESIDENTIAL
- MHP MOBILE HOME PARK
- RM-1 MULTIPLE FAMILY (LOW RISE)
- RM-2 MULTIPLE FAMILY (LOW RISE)
- RM-3 MULTIPLE FAMILY (HIGH RISE)
- O OFFICE
- B-1 LIMITED BUSINESS
- B-2 GENERAL BUSINESS
- SP SPECIAL PURPOSE
- FP FLOODPLAIN*
- T&R TECHNOLOGY & RESEARCH
- I-1 LIGHT INDUSTRIAL
- I-2 GENERAL INDUSTRIAL
- I-3 HEAVY INDUSTRIAL
- LF LANDFILL

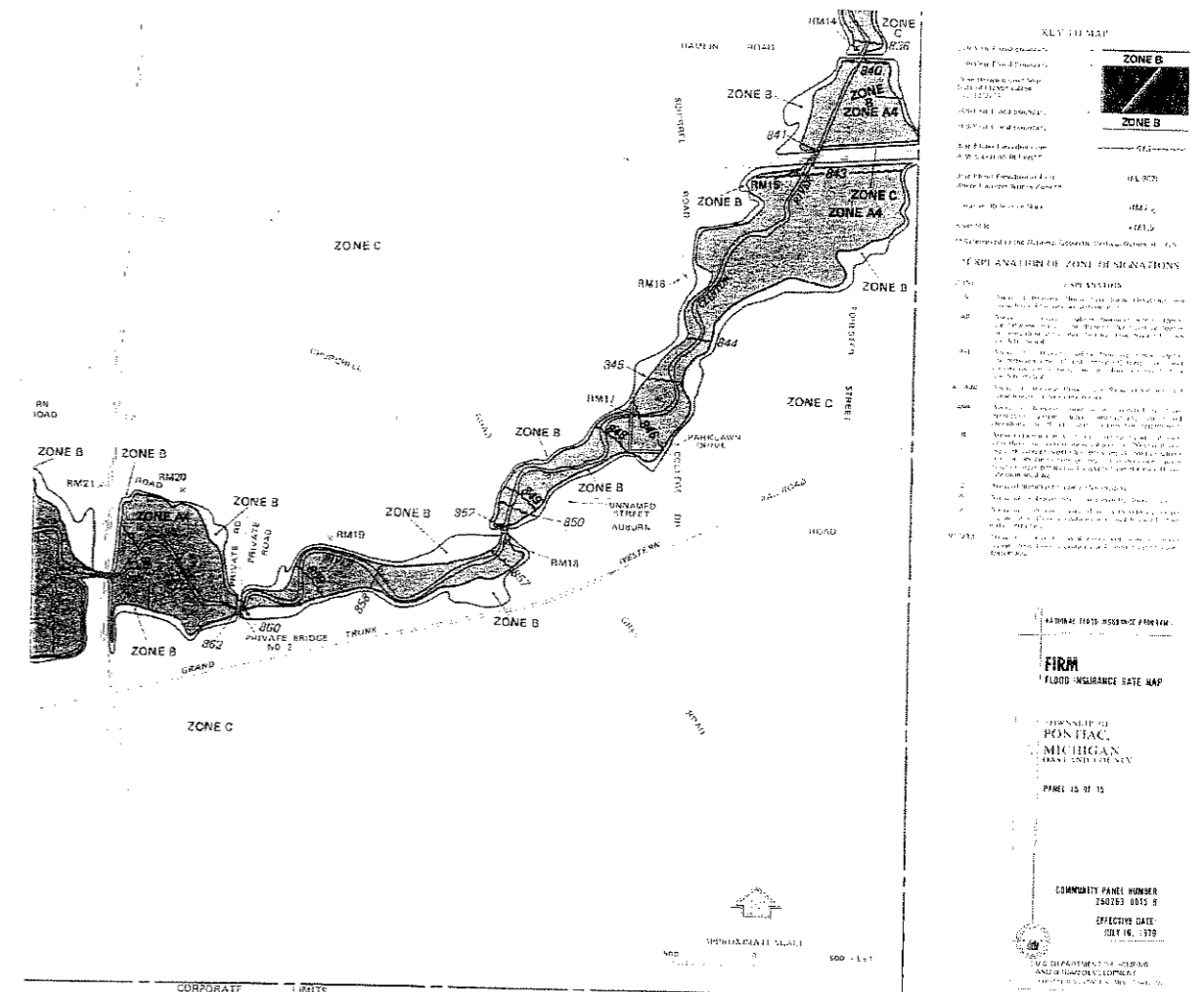
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OFFICIAL ZONING MAP
CITY OF ALBANY, NEW YORK
CITY OF ALBANY, NEW YORK, 12242-1000



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The flood plain for the Clinton River dominates large portions of land along its banks. The darker areas on the Flood Plain Map represent the 100-year flood plain boundary. Many municipalities limit the size and type of construction allowed in these areas. The lighter areas represent the 500-year flood plain boundary, which may also limit development, but to a lesser extent.



Flood Plain Traffic Analysis

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Traffic Analysis

Barton-Aschman Associates, Inc. of Michigan prepared a traffic assessment of the proposed road system for the Neighborhood Village Plan revision. The traffic assessment included a review of existing conditions, review of committed and planned road improvements in the study area, projections of future traffic and an analysis of the proposed modifications of the street system to accommodate the Neighborhood Village Plan. The study area is generally bounded by I-75 to the west, M-59 to the north, Adams Road to the east and South Boulevard to the south.

Existing Conditions

Auburn Road is an east-west arterial through the project study area and is under the jurisdiction of the Michigan Department of Transportation (MDOT). It is a two-lane, two-way roadway (40-mph) east and west of the Village Center but changes to four lanes (30-mph) from Squirrel Road, east through the Village Center to Grey Street. An at-grade rail crossing for the Grand Trunk Western Railroad (GTWRR) is located east of the Village Center and west of Adams Road. Within the study area, traffic signals control the major intersections of Auburn Road with Squirrel Road and Adams Road. Auburn Road is planned to be turned back to the Road Commission for Oakland County, with no firm schedule for it at this time.

Squirrel Road is a north-south, two-lane roadway in the study area with widening at key intersections (South Boulevard and Auburn Road) for increased capacity. Squirrel Road is under the jurisdiction of the City of Auburn Hills. North of Auburn Road, it turns easterly and then northerly again, with the latter turn being sharp, resulting in reduced capacity. Squirrel Road passes over M-59, with no current access to M-59; north of the freeway, the road becomes a six-lane boulevard with a 45-mph speed limit. Traffic signals control the major intersections of South Boulevard, Auburn Road, and Hamlin Road (north of M-59). An at-grade rail crossing for GTWRR is located on Squirrel Road south of Auburn Road. The speed limit is posted at 35-mph south of Auburn Road and 30 mph north of Auburn Road. Table 1 shows available daily traffic volume on area roadways.

The primary intersection of the Neighborhood Village area is the Auburn Road/ Squirrel Road intersection. Therefore, weekday traffic turning movement counts were made at the intersection to determine the "Level of Service" using the existing intersection geometry and signal operation. The traffic counts were made during the morning and afternoon peak periods on Tuesday, November 5, 1998. Detailed information on the counts is contained in the appendix. The peak hours for the intersection are between 7:00 A.M. to 8:00 A.M. and 4:45 P.M. to 5:45 P.M.; a summary of the movements for the peak hours is shown in Table 2.

The traffic volumes indicate the Squirrel Road traffic is more directional by time of day than is the Auburn Road traffic (i.e., in the morning, southbound traffic is the predominate movement, while the reverse is true for the afternoon.) Also notable is that certain movements are low, due to their being accomplished via other routes. In particular, the south-

Table 1: Traffic Volumes on Area Roadways

Roadway	Year	Daily Volume
Auburn Road at Squirrel Road	1998	15,600
Squirrel Road at Auburn Road	1998	13,200
Adams Road at Auburn Road	1996	14,500
M-59 east of Interstate 75	1997	75,200
Interstate 75 south of M-59	1997	131,000
Opdyke Road south of Auburn Road	1993	26,200

Table 2: Auburn and Squirrel Road Intersection Weekday Volumes

Peak Hour	Approach	Right	Movement Through	Left	Approach Total	Percent of Total Approach
7:00 – 8:00 A.M.	North	135	490	10	635	31%
	East	5	340	135	480	23%
	South	110	315	105	530	26%
	West	100	245	55	400	20%
	Intersection Total				2,045	100%
4:45 – 5:45 P.M.	North	90	440	35	565	22%
	East	25	315	120	460	18%
	South	160	665	90	915	36%
	West	130	380	85	595	24%
	Intersection Total				2,535	100%

City of Auburn Hills

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Traffic Analysis

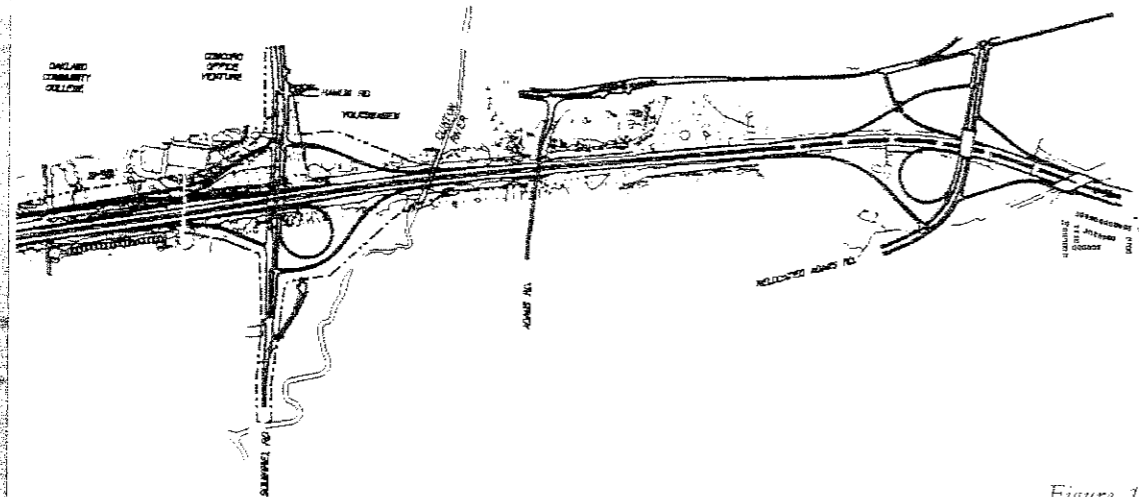


Figure 1.

bound Squirrel Road left turns and westbound Auburn Road right turn movements are low, as many drivers are using Grey Street between Auburn Road and Squirrel Road for these movements.

It was also noted that during both peak periods, the traffic volumes on Squirrel Road are higher than on Auburn Road. However, on a daily (24 hour) basis, as noted in Table 1, traffic volumes are higher on Auburn Road.

An analysis of existing conditions at the intersection was performed to identify how well the intersection serves the traffic demand. The analysis was completed according to the methodologies published in the Highway Capacity Manual. The analysis determined the "Level of Service" of the intersection. "Level of Service" is based on factors such as number, width and type of lanes; signal timing; traffic volumes; and pedestrian activity. Levels of service (LOS) are expressed in a range from "A" through "F", with "A" being the highest level of service and "F" representing the lowest level of service. Table 3 shows the thresholds for Levels of Service "A" through "F" for signalized intersections.

Currently, the traffic signal controlling this intersection utilizes the "Sydney Coordinated Adaptive Traffic System" (SCATS), which monitors traffic and continuously adjusts traffic signal timing to provide the most efficient operation. Table 4 summarizes the capacity analysis results for the existing conditions at this intersection.

As seen in Table 4, the intersection operates at high overall levels of service, operating at an overall LOS "B" in the morning peak hour and an overall LOS "C" in the afternoon peak hour. The only problem noted was the long queue (backup) experienced on northbound Squirrel Road approaching Auburn Road in the afternoon. This is a short-lived problem and could be alleviated with the installation of a separate northbound right-turn lane. The right turns currently comprise a significant proportion (20 percent) of the combined through/ right lane. Increasing the length of the northbound left-turn lane would also improve the operation by removing the left turns from the through lane as quickly as possible.

Transportation Improvement Plans

The Michigan Department of Transportation (MDOT) has planned improvements for M-59 at both Squirrel and Adams Roads. A new interchange will be constructed at M-59 and Squirrel Road. The existing M-59/ Adams Road interchange will be relocated further east of the new Squirrel Road interchange. Once completed, the interchanges will have the configuration shown in Figure 1.

The two interchanges will not be completed simultaneously. Funds have been appropriated for the construction of the interchange at M-59 and Squirrel Road. The final stage of right-of-way acquisition for the Squirrel Road interchange was occurring at the time of the development of the Neighborhood Village Plan. Construction of the

Neighborhood

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interchange is scheduled to begin in 1999 and will be a two-year construction project. Squirrel Road will be a four-lane boulevard that will tie in with the existing Squirrel Road Boulevard north of M-59. The boulevard will extend southward to the Clinton River, where the road will merge to match the existing two-lane roadway. The high-capacity boulevard is intended to provide efficient movement to and from the freeway for the major traffic generators north of the freeway, such as Daimler-Chrysler Corporation. A loop ramp in the southeast quadrant of the interchange will provide freeflow movement for the eastbound M-59 traffic destined to the north.

The Adams Road Interchange relocation project is not funded at this time. Two of the existing Adams Road ramps are in close proximity to the new Squirrel Road ramps and would adversely affect the new ramps at Squirrel Road due to inadequate weaving area. Consequently, two of the Adams Road ramps will be removed at the time of the Squirrel Road Interchange construction. The two ramps are those nearest Squirrel Road, specifically, the eastbound M-59 off-ramp and the westbound on-ramp.

The relocation of the Adams Road interchange to the east will provide sufficient distance from the Squirrel Road interchange to avoid adverse impacts. The relocated Adams interchange will provide for all movements to and from the freeway and will do so more efficiently and safely than the existing interchange.

Future Traffic Projections

Available traffic volume projections for the area roadways were obtained and a summary of the projections for the year 2015 is shown in Table 5.

Table 5: 2015 Traffic Volume Projections

Roadway	Peak Hour	Daily	Source
Squirrel Road, Auburn to M-59	1,850	14,120	MDOT
Auburn Road, Squirrel to Adams	N.A.	18,900	SEMCOG/ HRC*
Adams Road, Auburn to M-59	1,920	15,800	MDOT
M-59 east of Interstate 75	10,720	98,400	MDOT
M-59 east of Interstate 75	N.A.	92,500	SEMCOG/ HRC*

* "Environmental Assessment for Auburn Road Bypass", Hubbell, Roth & Clark, Inc., 1997, p. 4.

Table 3: Level of Service Criteria for Signalized Intersections

Level of Service	Delay / Vehicle (seconds)	Description
A	< 5.0	Most vehicles do not stop at all.
B	5.1 to 15.0	More vehicles stop than for "LOS A".
C	15.1 to 25.0	The number of vehicles stopping is significant, although many pass through without stopping.
D	25.1 to 40.0	Many vehicles stop. Individual cycle failures are noticeable.
E	40.1 to 60.0	Considered to be the limit of acceptable delay. Individual cycle failures are frequent.
F	> 60.1	Unacceptable delay.

Table 4: Summary of Auburn / Squirrel Road Intersection - Existing Traffic

Approach	Delay	A.M. Peak Hour	Delay	P.M. Peak Hour
		Level Of Service		Level of Service
Overall	13.4	B	18.1	C
North	9.0	B	8.5	B
South	10.1	B	18.6	C
East	19.4	C	22.3	C
West	16.9	C	22.8	C

Delay: Average stopped delay per vehicle in seconds.

City of Auburn Hills

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Site Analysis

Site Analysis

The area of study for the Neighborhood Master Plan is located in the southern portion of Auburn Hills. It is bounded on four sides by major transportation routes: M-59 to the north, South Boulevard to the south, Interstate 75 to the west, and Adams Road to the east. These roads provide a natural boundary for the study area, creating the proportions of an ideal village area of a one-mile radius. Planning experts agree that a one-mile radius is the optimum size for a walkable, mixed-use community. The typical neighborhood is made up of a commercial core with various housing types, employment opportunities and public space surrounding it. This particular area of Auburn Hills is a perfect base from which to begin the redevelopment of the neighborhood village.

There are two major cross streets, Auburn Road and Squirrel Road, which divide the project area into four quadrants. The center of the neighborhood is located at the intersection of these two streets. Historically, the "Public Square" of Auburn Hills was slightly east of this intersection (see historical maps on page 11).

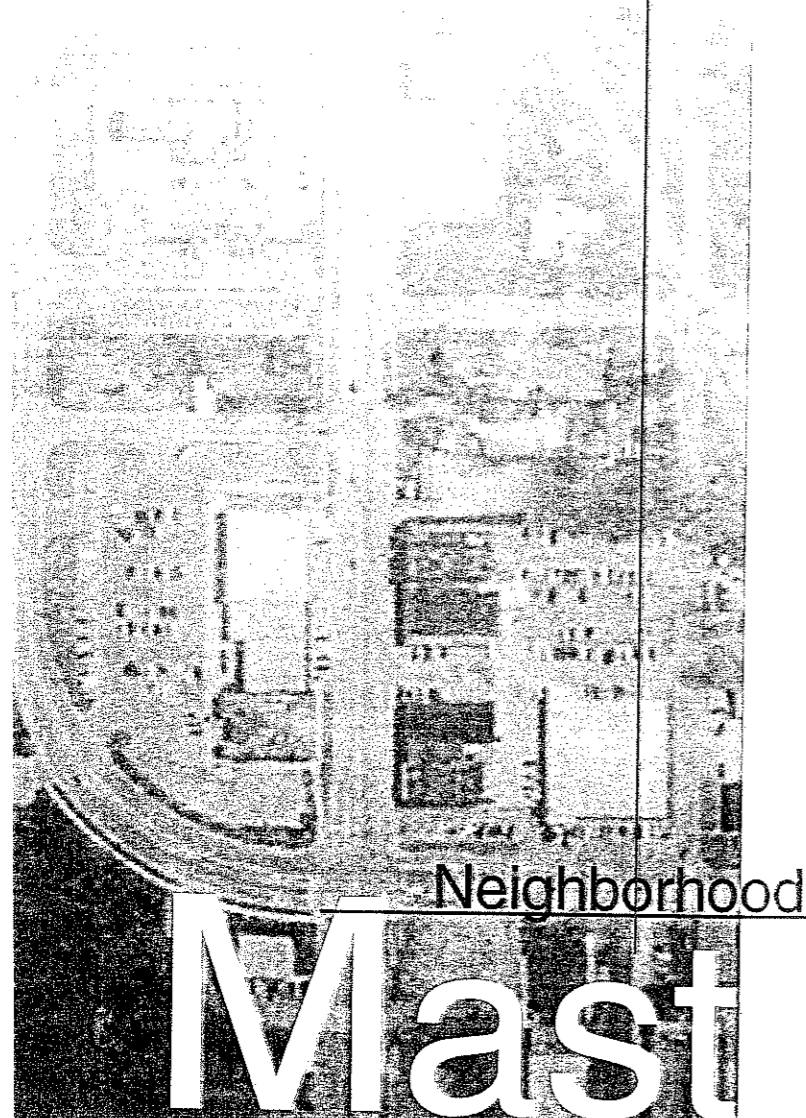
There are four potential entrances to the area: north and south on Squirrel Road, as well as east and west along Auburn Road. Each of these offers an opportunity to create a gateway into the neighborhood. The most prominent "gateway" is from the north on Squirrel Road, due to the new M-59/ Squirrel Road interchange.

Auburn Road, which intersects the site from east to west, is the commercial and industrial corridor of this neighborhood. Unfortunately, many areas along this corridor are underutilized. There are numerous vacant lots, deteriorated buildings and a poor mix of uses, such as the cement plant and steel distributor located along Auburn Road, very near the village center. Opportunities exist for the redevelopment and expansion of the commercial uses along this route, thus improving the appearance and viability of the corridor and ultimately, the neighborhood.

Some commercial and light industrial uses are located along Squirrel Road, but not to the extent of Auburn Road. There is some potential of expansion in this area, but Squirrel Road still maintains a stronger residential character.

An old landfill is located in the most northwestern portion of the neighborhood, near the intersection of I- 75 and M-59. Due to this area being considered a "brownfield", the potential for redevelopment as light industrial uses is possible.

Grey Road is primarily a residential street, but due to its connection to both Auburn and Adams Roads, it is being utilized as a shortcut around Squirrel Road to Adams. Many residents along this street would like to see this connection terminated.



The Grand Trunk Western Railway bisects the site from east to west. Currently, the railway is being considered for abandonment. It is uncertain where this will lead; though our research with the community indicates there is a strong consensus for the rail system to be converted into a trail system for recreational use. This is consistent with the proposed extension of the park system encompassing the village area and serving the surrounding residential areas.

This neighborhood area of Auburn Hills is located within the Avondale School district, which is a highly respected educational system. Consequently, this area is densely populated. The northwest quadrant has the oldest housing stock, located along one of the oldest residential streets: Churchill Street. The southern quadrants are built-up as much as the historic Churchill neighborhood. However, the northeast quadrant is underutilized. This area has the potential of in-fill housing in order to increase this residential area from what currently exists.

There are three parks located within the study area: Riverside Park, a "tot lot" and the new Community Park. Riverside Park follows the Clinton River west of the village area. It includes a play structure, canoe launch and a covered pavilion. Grills and picnic tables are located throughout the park.

The "tot lot" is located east of the neighborhood center, along Auburn Road. It is also the location of the "MOMS Memorial". This memorial honors the men and women who served in the armed forces during World War II.

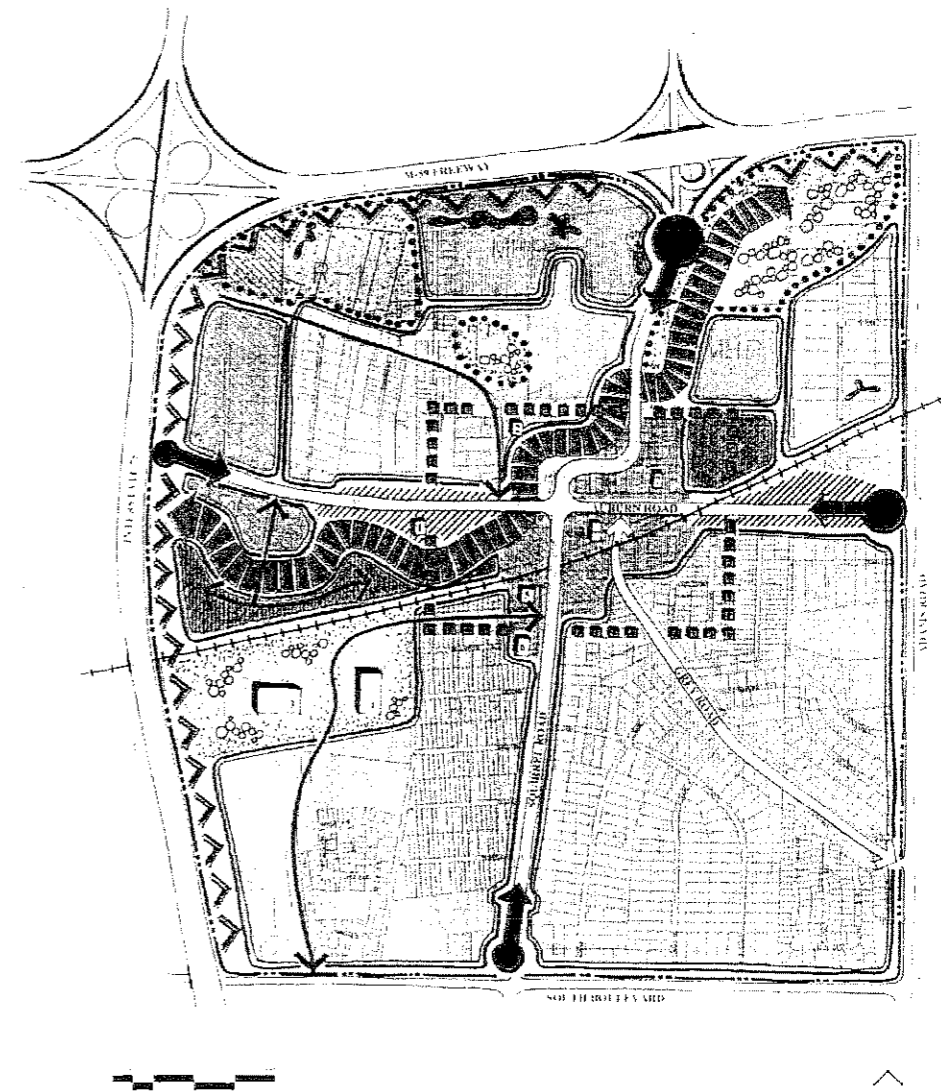
The City purchased twenty-five acres of park in the northeast quadrant of the study area. The Clinton River runs through the middle of the park. Currently, the City is asking for input from the citizens of Auburn Hills for the development of the site.

The Clinton River is a dominating natural feature, which runs through the center of the neighborhood. As stated earlier, it passes through Riverside Park, providing outdoor recreation and pleasant views for the residents and businesses in the area. The river continues northeast to the new twenty-five acre Community Park, providing a potential recreation link from the parks to the downtown.

The neighborhood has three historic structures, all of which have been renovated and are currently in use for commercial and residential purposes. There are two residential structures and a "log cabin". All of these structures could be moved to other parts of the neighborhood to provide new areas for redevelopment, while still maintaining the historical significance of the structure itself.

The topography of the area varies from 930' to 840' above sea level. The highest elevation occurs at the intersection of I-75 and M-59. The lowest areas are along the banks of the Clinton River. Generally, the topography for the area can be characterized as rolling hills.

- Freeway Noise
- Site Access
- Open Green Space
- Project Focus
- Clinton River
- Tertiary Road
- Multi-Family
- Business
- Industrial
- Open Space Park
- Land Fill
- Residential
- Town Center
- Unresolved Use
- Post Office
- VFW
- High School
- Elementary School
- Boys/Girls Club
- School Admin. Office
- Historic Structures



Site Analysis Map.

City of Auburn Hills

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Economic Factors *Demographics*

The following sections present a summary description of economic factors, which impact the village area and Neighborhood Master Plan. This summary of results, derived from the analysis of the existing conditions researched, includes the following:

- Survey analysis of project area.
- Local development conditions
- Interviews with owners, operators and developers of facilities that play a major role in the economic base of this project area.

Interviews with the Office of Economic Development were conducted. A review of the City's assessment information, Tax Increment Financing Authority and annual budget was made to develop a better understanding of the community's economic base and financing capabilities. Additionally, a demographic profile of this community has been developed in order to comprehend the characteristics of the City of Auburn Hills population.

Demographics

The freeways, as a man-made boundary, reinforce the neighborhood that surrounds the Squirrel Road and Auburn Road intersection. This area contains approximately 6,350 people. Sub-neighborhoods within include Adams Ridge, Hunt Club, Auburn/ Churchill, Forester/ Jotham, Slocum/ Nichols, Caroline/Marg, Williamsburg and Chestnut Hill.

Figure 1 shows a comparison of the demographic profile of the study area to the City of Auburn Hills as a whole. The neighborhood contains approximately one-third of the City's population. While there is a relatively high percentage of renters in the community, it is less than the City's proportion of nearly fifty percent. A review of the Assessor's records indicates that the housing values in the Auburn Road Neighborhood have increased an average of 9.4 percent, compared to 13.5 percent in the City over the last three years. Median household income is solid at \$45,157, close to the City's median of \$46,368. The neighborhood has an older population, with a median age of 32.4, compared to the City's 29.2 years of age.

Future population projections based on current zoning and land use patterns, show the Auburn Road Neighborhood should increase by nearly eight percent over the next five years. At the same time, median income is expected to grow nearly 13 percent to \$50,934 for the same period. Figure 2 shows projected changes for the community.

Household income for the Auburn Road Neighborhood and the City of Auburn Hills are compared in figure 3.

Neighborhood

Mast

Figure 1: Demographic Comparison

	Auburn Road Neighborhood	City of Auburn Hills
Population	6,351	19,005
Total Households	2,665	7,520
Owner Occupied	1,790 / 67%	4,000 / 53%
Renter Occupied	876 / 33%	3,520 / 47%
Percent Change in Value (1997-1998)	9.36%	13.5%
Median Household Income	\$45,157	\$46,368
Median Age	32.4 years of age	29.2 years of age
Race and Ethnicity		
White	93%	83%
Black	4%	12%
Asian, Hispanic, Other	7%	9%

Figure 3: Households by Income

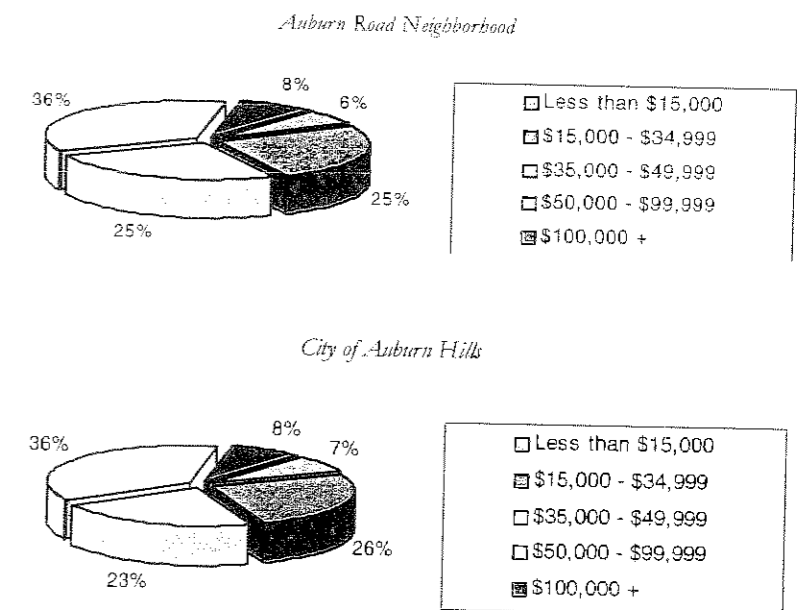
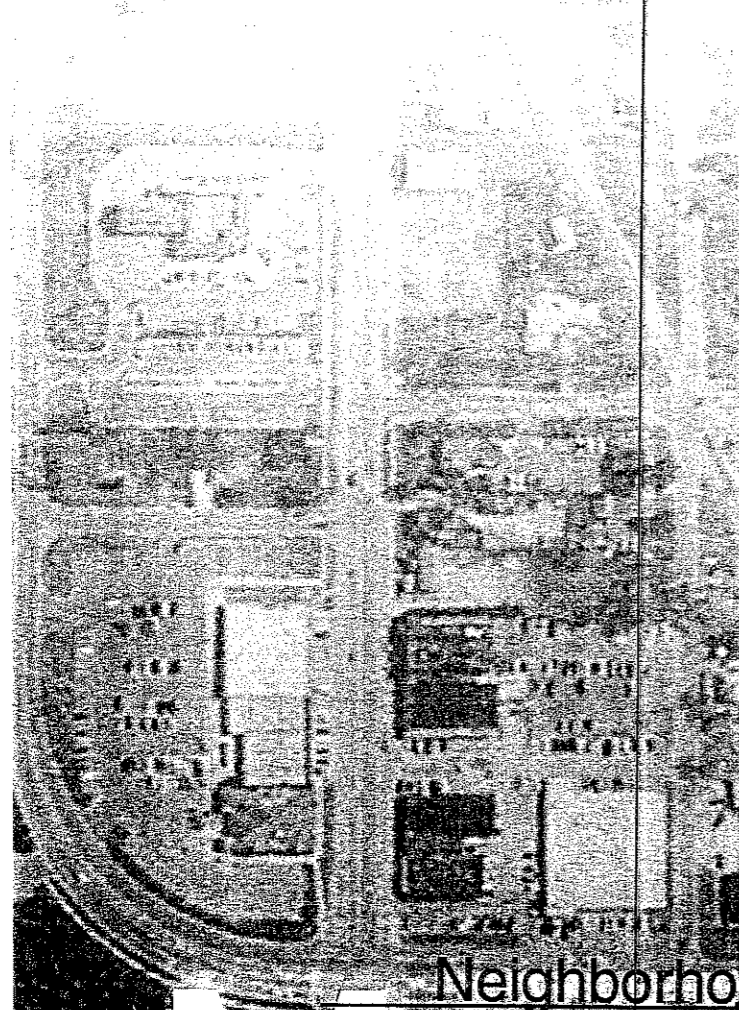


Figure 2: Demographic Analysis Over Time

	1990		Projected 2003	Percent Change 1998-2003
Population	5,367	6,351	6,835	7.6%
Total Households	2,166	2,665	2,923	9.7%
Percentage Owner Occupied	69%	67%	66%	-1.5%
Percentage Renter Occupied	31%	33%	34%	3.0%
Household Size	2.48	2.38	2.34	-1.6%
Median Household Income	\$33,415	\$45,157	\$50,934	12.8%
Median Age	30.4 years	32.4 years	33.2 years	2.5%

City of Auburn Hills

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Neighborhood

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Local Business

Local Business

As a part of this study process, a survey of local businesses was conducted and meetings were held with the local business operators to better understand their issues. Figure 4 shows an inventory of the businesses located on the Auburn Road and Squirrel Road frontage in the study area.

Figures 5 and 6 provide an analysis of the business types in the community. Most are construction-related, reflecting the neighborhood's proximity to new growth areas in Oakland County and the relatively low occupancy cost of business frontage in this area. A large percentage is also company offices and business services. Only seven percent of the businesses are in traditional retail use, with most retail entities now located in newer malls. There are eight restaurants, making the location a center for lunchtime visits by neighboring business employees.

Customer types identified by the local merchant's show that most businesses are destination-oriented, which means that the majority of their customers come from areas beyond the immediate neighborhood. About seven percent are drive-by businesses and nine percent can be described as providing an amenity for adjacent neighborhood restaurants.

The Design Team met with local business operators on September 15, 1998, who identified the following issues, related to their location in the neighborhood.

- Of the business owners who attended the meeting, approximately 70 percent have been at their current location for ten years or more.
- The highest volume of business occurs between 11:00 a.m. and 2:00 p.m., followed by 4:00 p.m. to 7:00 p.m. There is little activity after 7:00 p.m.
- In general, business is good and improving. However, the retail establishments and, to an extent, the restaurants are not doing as well.
- The principle competition is located greater than two miles away; most of which is in the Pontiac, Utica, and Rochester areas.
- 85 percent of the business owners stated that their customers come from greater than two miles away.
- Most of the business owners cited Auburn Hills as an advantageous location, as their businesses are both close to the expressways and easily accessible. They are also in close proximity to Oakland County offices and receive increased business as a result.

- The business owners enjoy the "small town" atmosphere afforded to Auburn Hills, but would like it to be enhanced.
- The retail and personal service owners see a need for more residents to be located in the "one to two mile service area".
- Many of the business owners agree that the area would benefit from more attractions, events and activities.
- Of the concerns addressed, image seems to be the chief problem. 85 percent of the business owners feel that Auburn Hills currently has a poor image.
- Many feel that parking is an issue, especially on the south side of Auburn Road and along the frontages of both Auburn Road and Squirrel Road.
- Security is not an issue for most of the business owners.
- Most of the business owners would like to see improved road frontage, lighting and sidewalk treatment.

Figure 5: Neighborhood Area Businesses.

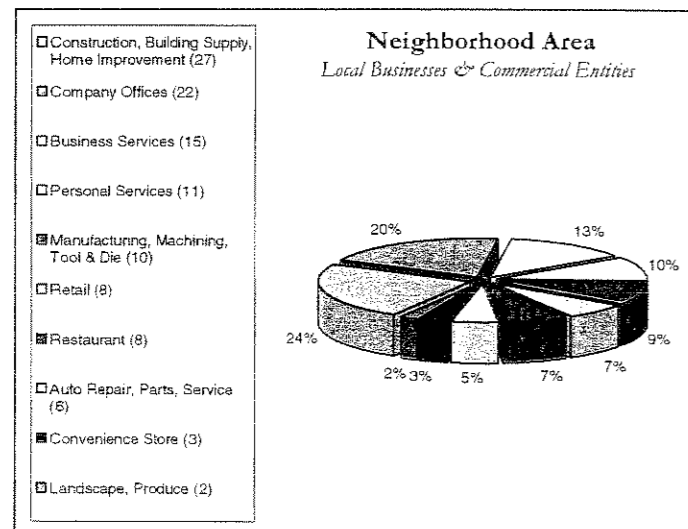


Figure 6: Consumer Types.

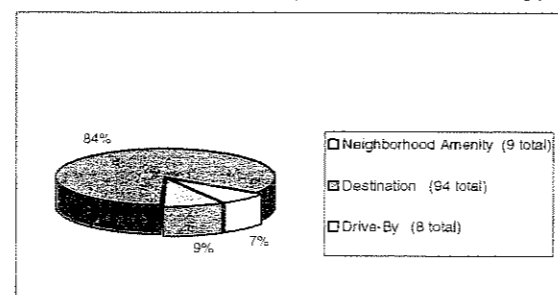
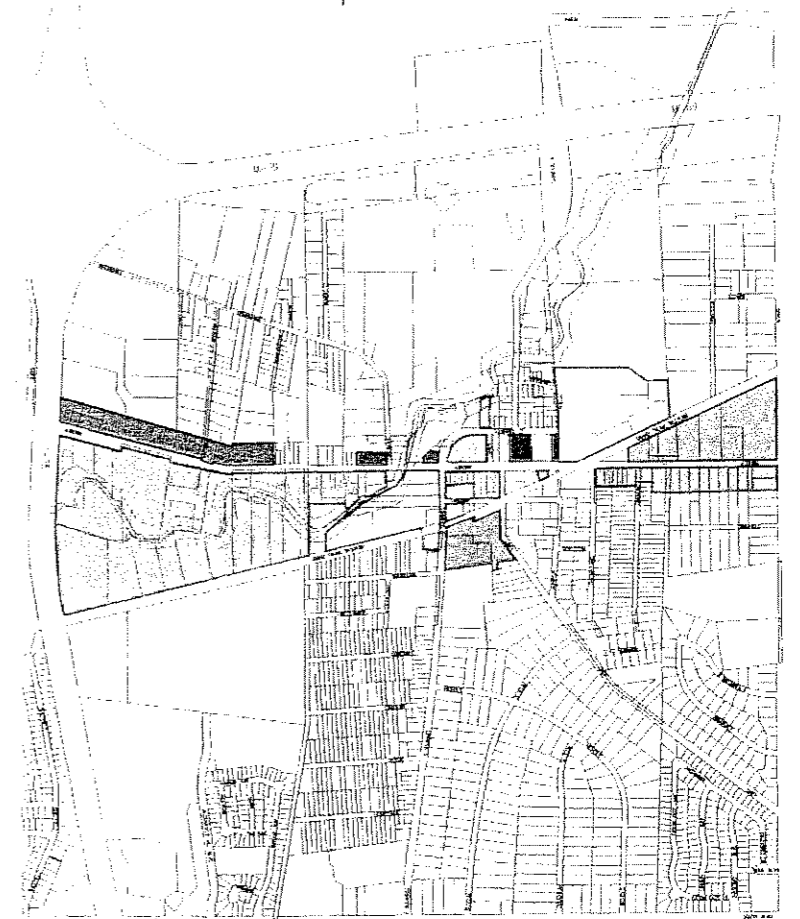
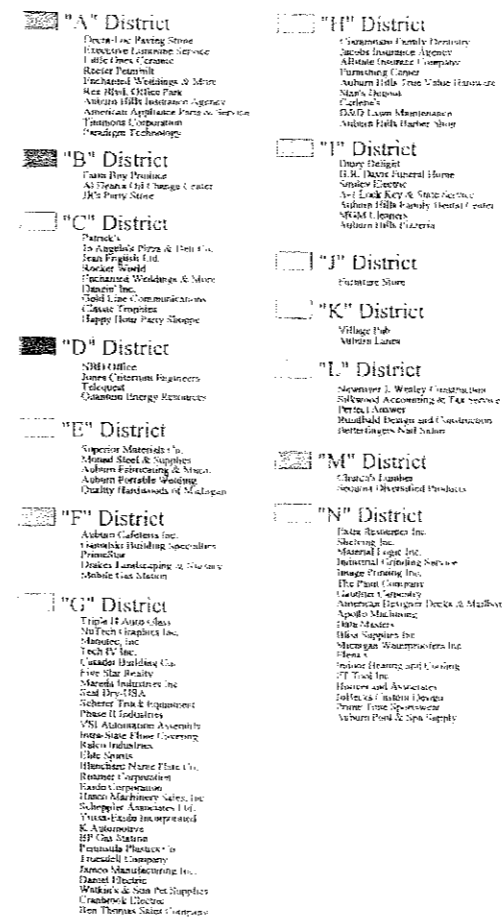


Figure 4.

Business Frontage



City of Auburn Hills

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Market Area Characteristics

The market area for the neighborhood is shown in Figure 7. The one-mile radius ring, for neighborhood amenity retail closely relates to our study area. The five-mile ring shows the larger market area that is looked at by major retailers when making a decision to locate a business in the area.

Potential purchaser types were identified for the one and five-mile areas using U.S. census data and an analysis of demographics prepared by CACI, a nationally recognized specialists in retail demographic analyses. The following table describes the market area characteristics, using these sources of information. The identification of potential customer types is helpful for planning future commercial development. This information is put together with a retail spending report for the target area and a survey of competing commercial establishments is conducted to make recommendations regarding possible business types which might be interested in locating within the area. An analysis of the neighborhood demographics indicates the following customer types are dominant in our one and five-mile market areas. "Base %" indicates the percentage found in the general population in urbanized areas.

The Market Area Characteristics analysis shows the Auburn Road Neighborhood is dominated by older, settled, married couples; young, single, working people and frequent movers.

Market Area Competitive Factors

Market Area Characteristics

Customer Type	One-Mile Neighborhood	Five-Mile Neighborhood	Base Percentage
Wealthy Suburbanites	0.9%	4.8%	2.5%
Successful Suburbanites	0.0	20.6%	2.5%
Older Settled Married Couples	31.3%	8.2%	4.4%
Enterprising Young Singles	35.1%	9.1%	3.0%
College Campus	0.0	0.8%	1.3%
Young Frequent Movers	32.6%	2.4%	3.2%
Newly Formed Households	0.0	6.1%	5.9%
Low Income: Young & Old	0.0	8.9%	2.3%
Distressed Neighborhoods	0.0	3.5%	1.2%
Urban Working Families	0.0	9.9%	1.8%
Other (Less than 1% each)	0.1%	N.A.	N.A.

Figure 7: One and Five Mile Radius..

Neighborhood

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Another analysis that is helpful for understanding retail potential is the One-Mile Neighborhood Retail Spending Report. This report looks at our existing households within the Auburn Road Neighborhood and describes their demand for a product or service (Purchase Potential Index) and the amount spent (Spending Potential). Greater than 100 is considered high demand. Only goods and services near or over 100 are shown. These are where the neighborhood shows a good purchasing pattern that should be attractive to businesses considering location within the one-mile market area. Figure 8 also shows the average household dollars spent on these types of goods in the one-mile market area.

Competitive Factors

There are four major competitive factors to be considered when forming recommendations for additional commercial use at the center of the Auburn Road Neighborhood.

Convenience retail centers are located at the edge of the one-mile market area and offer some competition to convenience retail locating near the Squirrel and Auburn Road intersection. These include the Bloomfield Shopping Center at South Boulevard and Squirrel, the center in Rochester Hills at Auburn and Crooks and the center on Squirrel Road east of Adams. In addition there are convenience retail centers drawing customers from this neighborhood located within three to five miles, including the following: Auburn Crossing, Auburn Hills Pointe, Auburn Square, Five Points Plaza, Walton Plaza and the center at Squirrel and University.

Comparison shopping goods are provided at major malls serving this portion of Oakland County. They include those located along Rochester Road in Rochester Hills (K-Mart, Target, Meijers, etc.), Great Oaks Mall (Livernois and Walton), Winchester Mall (Avon and Rochester) and the recently opened Great Lakes Crossings in northern Auburn Hills. All these centers are within five miles of this neighborhood and offer major retail shopping opportunities.

Figure 8: Retail Spending Report – One-Mile Neighborhood

Product	Purchase Potential Index	Spending Potential	Average Annual Household Spending
Alcoholic Beverages	102	98	\$ 325
Apparel	101	98	\$ 1,318
Men's Apparel	106	97	\$ 384
Children's Apparel	106	96	\$ 694
Footwear	102	98	\$ 297
Watches/Jewelry	104	97	\$ 676
Automobile Aftermarket	104	98	\$ 616
Barber/Beauty	101	97	\$ 319
Books/Periodicals	101	98	\$ 227
Cable Television	106	100	\$ 363
Cameras & Equipment	105	99	\$ 99
Childcare	101	96	\$ 685
Entertainment	104	97	\$ 470
Film Processing	106	101	\$ 101
Auto Loans	125	97	\$ 3,806
Home Loans	100	97	\$ 7,415
Investments	105	86	\$10,881
Groceries	99	98	\$ 3,086
Health Insurance	102	96	\$ 1,232
Home Improvements	99	95	\$ 2,118
Remodeling	102	98	\$ 4,889
Home Services	99	91	\$ 922
Household Furnishings	100	97	\$ 902
Appliances	103	97	\$ 323
Electronics	106	99	\$ 630
PC Hardware/Software	111	103	\$ 2,045
Furniture/Home Furnishings	99	95	\$ 1,582
Pets & Supplies	106	98	\$ 289
Restaurants	105	102	\$ 1,117
Sporting Goods	110	97	\$ 629
Toys & Hobbies	104	100	\$ 523
Travel – Airfare	106	96	\$ 1,738
Travel – Rental Cars	114	104	\$ 870

City of Auburn Hills

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Auburn Road Business District Development Potential

Our survey of existing conditions, meetings with local business owners and review of demographics and market area characteristics resulted in the recognition of major factors affecting the area's future business development potential:

- Image improvement for the entire district, particularly the frontage and right-of-way areas on Auburn Road and Squirrel Road, are needed to attract new businesses to the area.
- Existing parcel sizes are frequently too small for modern businesses. If a new business wants to locate in the area, there may be difficulty assembling a suitable parcel for development.
- Parking for businesses in the area is tight and inadequate. Where parking is provided in the frontage areas, it can be illegal and dangerous for direct access to Auburn Road.
- There is a need for increased and improved residential to support amenity retail in the district. In addition, the percentage of owner-occupied units needs to be increased.
- Existing residential areas are not well linked to the commercial district. Improvements in pedestrian and bicycle linkages are needed.
- Business attraction efforts should recognize that existing malls are competitive to this area. Future retail is likely not to be the type found in malls.
- There is a need for a destination use—one that draws people to the area and is not based on retail market. Examples include a community center, post office, museum and/or public office.
- The Auburn Road business district will need a marketing and maintenance organization to focus resources on promoting the area as a place to locate business and to assure the image of the area is improved and maintained. The City of Rochester DDA is a good example of this type of organization.
- Natural market niches can be looked at for attracting new businesses to the area. For example, destination commercial, business services, restaurant, neighborhood service and public service.

Development Potential Development Recommendations

Neighborhood

Mast

Auburn Road Neighborhood Development Recommendations

Following our public workshops and analysis of factors affecting future development in the neighborhood, recommendations were prepared for development, which complement and support existing residences and businesses. These recommendations take into account the size and locations of vacant or underutilized land areas in the Auburn Road Neighborhood as well as competitive market conditions. The recommendations are used in the process for creating alternative plans to assure the final Auburn Road Neighborhood Plan incorporates an understanding of these market factors. The following uses are recommended as market-supportable for the neighborhood's improvement:

- In-fill single-family housing on existing lots, where more than fifty percent of the existing block is in good condition. Market will support full build-out of existing plat or redevelopment of combined parcels in a Planned Unit Development (PUD) approach. Approximately 500 residential units would be added.
- Cluster housing and housing over business uses in the village commercial center and adjacent to the river. Market will support full build-out of these areas (approximately 200 residential units in total).
- Office and high-tech business development in a park-type environment and on Auburn frontage—approximately 350,000 square feet.
- Retail, personal and business services concentrated in the village center. Typical businesses include barber/beauty, wine shop, specialty grocery, home services, pets, travel, bank, copying services, etc. Total square footage, additional to restaurants, is approximately 100,000-150,000 square feet.
- Additional restaurants in the village center can be supported- approximately 25,000 to 40,000 square feet, including space for coffee shops and “takeout”.
- 120,000 square feet of “high-tech” or light industrial space on I-75 frontage.
- Improvement of existing homes and businesses.
- A non-retail “anchor” to attract people to the area. A public building or community amenity would provide a destination for people, who may then frequent local businesses and restaurants. In addition, events-related public space and recreational facilities will provide a destination for attracting people to the village center.

City of Auburn Hills

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Historic "Log Cabin"
Barbershop.

Public Input Residents

Neighborhood

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Interviews

The design team, along with City representatives, compiled a list of individuals, including residents, business owners and City officials, to participate in the interview process. The interviews were conducted during the first phase of the master planning process as a way to better understand the issues that are important to the inhabitants of Auburn Hills. Some of the questions and responses were as follows:

What do you like about your community today?

The small town atmosphere of the neighborhood was the overwhelming response to this question. Although the interviewees feel there is development potential in the area, they do not want to lose this important characteristic of their community. This small-town setting results in a strong sense of belonging for the residents and business owners in the area.

What do you dislike about your community today?

The residents felt that their neighborhood, particularly the "downtown", had a poor image. The deteriorated buildings, vacant lots and unpaved parking areas leave the impression that the "downtown" is not a good place to be. They felt that improving the streetscape would make the neighborhood center more inviting to residents, businesses and visitors alike. The residents also felt that the close proximity of the concrete plant and steel distributor to the "downtown" detracts from the attractiveness of the area.

The lack of space for public use was another area felt to be missing from the neighborhood.

The traffic congestion at the intersection of Auburn and Squirrel Roads was listed as a concern for the residents, as well as the business owners in the area. They felt that this deterred many potential visitors from the "downtown" area. The speed of traffic along these roads makes convenience shopping difficult and often prevents pedestrians from crossing the street. The wide intersections and lack of pedestrian amenities also restricts the accessibility of the area.

All of the above problems combined make the area unattractive for new businesses and residents.

What are your impressions of the project area and Auburn Road?

The residents responded to this question in the following ways:

- Lack of attractive streetscape – the existing sidewalk needs to be repaired, the sidewalk system needs to be expanded and there is a lack of street lighting and landscaping.
- Area needs some redevelopment – no continuity through Auburn Road, "junkyard among class A corporations", nothing to draw visitors to neighborhood.
- Lack of public spaces
- Residential areas need improvements

What improvements would you like to see?

The residents interviewed stated that they would like to see the existing commercial retail space improved especially, the southern side of Auburn Road. Most would also like to see some new retail uses locate in the area. They felt the neighborhood center should serve its residents, as well as visitors to the area.

The residents felt the traffic conditions needed to be improved in order to attract development, both commercial and residential. The area needs to improve pedestrian access as well as vehicular.

What do you believe is the key mix of city center uses?

The majority of interviewees expressed interests in restaurants, cafes, theater, professional office and service retail. Many residents believe these uses will attract a diverse population of new and old residents, lunch crowds from the businesses located immediately north of M-59, dinner crowds on their way home from work, families and visitors from surrounding cities.

In addition, residents felt that a "walkable" community would attract additional residential development in the area.

How does the car fit into the city center?

Many residents expressed the desire to have sidewalks and bike paths connecting the residents to the neighborhood center, as well as connecting the north and south sides of the community.

Improved traffic flow was also a high priority for the residents interviewed. The residents are extremely concerned about traffic after the new M-59/ Squirrel Road interchange is complete.

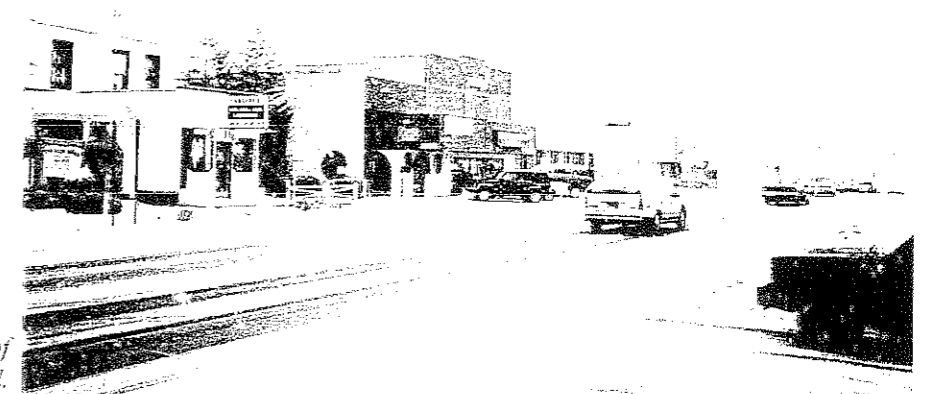
Who would you like to see Auburn Hills attract?

Aside from the residents, the interviewees would like to attract office workers, families, women, teenagers and others from surrounding communities. There was some concern as to how the neighborhood businesses would fair with the competition of other commercial centers in the area, such as those on Opdyke and the new Great Lakes Crossing.

Who are the beneficiaries of the improvements?

- Residents: seniors, young Adults and children
- Property owners: staying or selling
- Merchants and business owners
- Commuters and employees

*South Side of
Auburn Road.*



*North Side of
Auburn Road.*



VISION

City of Auburn Hills

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Clinton River.

Residents Town Hall Meetings

What cities are your role models?

- Royal Oak (main street, shops, cafes)
- Rochester (walking community, parks)
- Birmingham
- Plymouth
- Howell
- Northville
- Rockford
- Clarkston

What will Auburn Hills be in ten years with no intervention by this master plan?

- Ghost town
- Residents will move away
- Underdeveloped
- Deteriorated
- Burnt down buildings remaining unimproved
- No change: same as today
- Horrible traffic congestion
- Property values will drop

What is your vision for Auburn Hills in ten years?

The residents interviewed want the neighborhood to support its residents, while attracting visitors from the surrounding communities. The residents would like Auburn Hills to be a viable community that can attract and retain residential and business interests.

Further comments?

- Post office must be moved, changed or expanded. The parking is very poor.
- Homes on north side of Auburn could be renovated for new businesses.
- Need restrictions and/ or ordinance to maintain standards.
- Build on the history of the city.
- Spend money on downtown, not golf course.
- Boys & Girls club should be hub.
- Bring professional services to the city, real estate and financial offices for example.

Town Hall Meetings

Traditionally, the Town Hall Meeting has been the source of community input for centuries. A Town Hall Meeting symbolizes the unity that a community has in order to discuss, decide or deliberate issues affecting the community at large.

Utilizing this simple method of public gathering, we believe that the forum for these discussions be based upon this theory. Communities trying to develop a sense of identity or set a course for future development with our

Neighborhood

Master

involving the local residents run the risk of misinterpreting the needs required for the continued growth of families and business essential for the success of the community. Therefore, no master plan concept is valid unless a process of community consensus and economic reality is used to attain the concept for the plan.

Town Hall Meeting #1: Introduction

Town Hall Meeting #1 was held on September 10, 1998 at Fire Station #1 in the Village of Auburn Hills. Many members of the community attended. The overall goal of this first Town Hall Meeting was to introduce the design team, discuss the project scope and explain the methodology of the master planning process. Questions, concerns and issues that were discussed were as follows:

- We already have a plan that was done approximately six years ago. What happened to that?
- How long will it take to implement?
- What downtown? What Village?
- Is this another grand scheme of the City that will never happen?
- Auburn Road is a mess! Fix that first.
- Will this new Village be for the people of Auburn Hills or is this another way for a developer to get rich?
- How do residential and businesses work together toward a common goal?
- I miss the old days when we had five grocery stores, two shoe stores, etc....

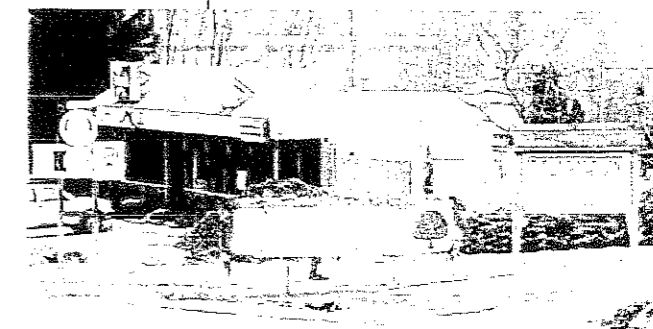
Town Hall Meeting #2: Existing Conditions

On September 24, 1998, the Town Hall Meeting #2 was held again at Fire Station #1 in the Village. The purpose of this Meeting was to discuss the Design Teams initial findings with the public and all other participants. The subject matter included analysis of the physical characteristics of the site, preliminary market research and initial feedback from the interview process.

As the Town Hall Meeting progressed discussions concentrated on the potential use of the site, the project's image, its overall identity within the City of Auburn Hills, massing of uses and overall density of the development. Graphic analysis was depicted portraying circulation patterns, the relationship of uses and overall project density. The resulting conclusions of this Town Hall Meeting laid the foundation for the development of the design of the master plan.

Discussions focused on the analysis of:

- Physical characteristics of the site, including:
 - Analysis of existing facilities and infrastructure to remain.
 - Pedestrian and vehicular circulation patterns.
- Preliminary market analysis, including:
 - Demand levels for various uses.
 - Potential development and redevelopment sites.
 - Identification of feasible uses for discussion.
 - Demographic and income distribution patterns.



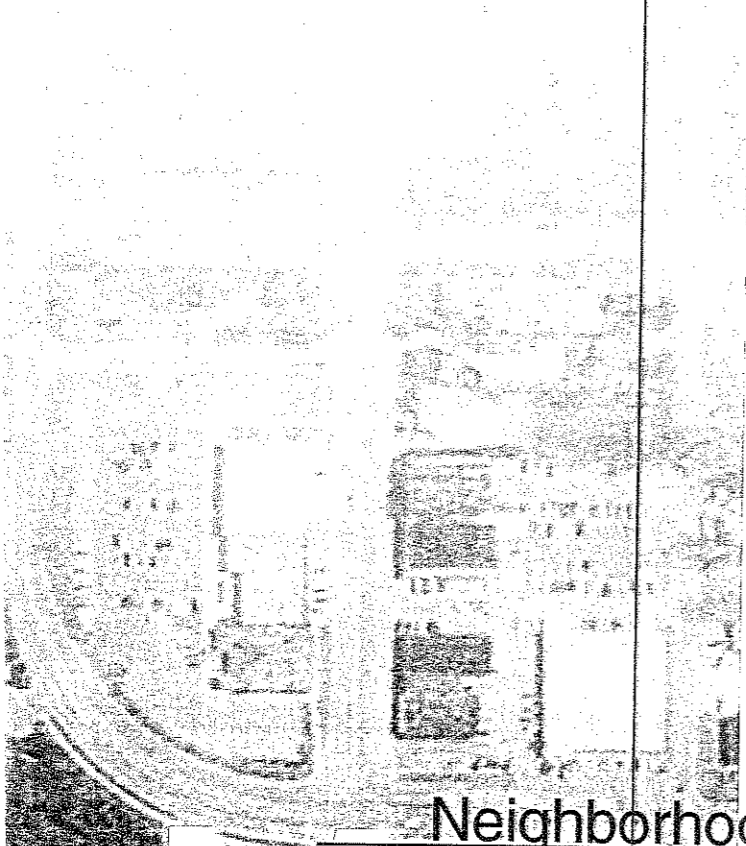
Auburn Road.



Existing Residential.

City of Auburn Hills

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Neighborhood
Mast

Town Hall Meetings

- Potential use of residual open space and potential development sites.
- Exploration of opportunities for redevelopment.
- Define market data: identification of feasible uses for discussion. Feasible uses are not necessarily desired uses.
- Presentation and analysis of comparable developments and communities.
- Definition of the Neighborhood edge vs. the Village edge.
- Discussion of community needs (present and future), goals, concerns and objectives and social issues.
- Understanding exactly how to define the question "What is it?"

Town Hall Meeting #3: Preliminary Master Plan Alternatives

Town Hall Meeting #3 was held in the Library at the lower level conference room on October 22, 1998. There were two sessions scheduled. The purpose of each was to present alternatives based upon the analytical conclusions and community goals established during Town Hall Meeting #1 and Town Hall Meeting #2 along with the information compiled within the Data Gathering Phase.

After a brief summary of the discussions and results of Town Hall Meeting #2 and a presentation of alternative design schemes, the attendees were split into three or four smaller groups within each session. Design concepts, based on the conclusions and community goals established from the public input and the physical and economical research, were discussed with all that participated and their opinions sought. Each group, working with a member of the Design Team, graphically developed ideas and concepts for the Neighborhood and Village Plan.

Once there was unanimity within the group as to a design concept, a representative from each group was asked to present their individual design scheme. The conceptual plans presented addressed a range of densities and uses, from a pedestrian oriented setting with a by-pass around the existing town to divert traffic away, to more of a Village fabric with a balance between the pedestrian and vehicle within the Village area.

Each of the sessions focused on the evaluation of those alternatives and the development of a consensus toward a direction for design development and refinement. It should be noted that at the end of both sessions all of the design concepts were reviewed together revealing some intriguing results. The formations of ideas, concepts and the creation of spaces were common within each of the sketches. This indicated to the Design Team that there was a commitment of the represented community to create a "sense of place".

Some of the key issues addressed during the Town Hall Meeting are as follows:

- Vehicular traffic, circulation, and parking within the Village.
- Pedestrian Circulation.
- Truck Traffic through and around the Village.

- Maintain Village atmosphere.
- Community Center.
- Post Office relocation to the Village?
- Improve and increase sidewalk system.
- Increase park system with pedestrian links to the Village.
- Access from residential to Village Center.
- Buffers between active commercial activities and quieter residential areas.
- Slow Auburn Road through Village Center.
- Phased development of plan to accommodate existing uses.
- Eliminate through traffic on Grey Road.
- Mixed uses are needed to create a Village.
- Residential along Auburn Road was questioned. It was preferred to be within the Village.
- Exploration of a Railroad Museum within the Village area.
- Provide more owner-occupied residences than rental units.

Town Hall Meeting #4: Revised Neighborhood Master Plan

The final Town Hall Meeting was held November 19, 1998. The agreed upon design direction, derived from Town Hall Meeting #3, was utilized to develop a single concept for the Neighborhood and Village Plan. Presentation of the Neighborhood and Village Plan was given illustrating the design concepts that coincided with the comments from the previous Town Hall Meetings.

Some of the comments that were discussed are as follows:

- What kind of retail will the center accept?
- Is there enough parking for business customers?
- How will pedestrians cross the streets safely?
- Where will the parking for the amphitheater occur?
- How will Churchill join bypass? What happens to the residents on Churchill?
- How much increased traffic will the new interchange generate?
- Will land be acquired by eminent domain?
- Are there any critical areas, which if not developed will ruin plan?
- How much will it cost?
- Where is the new community center? How large of a parcel is needed to create this center?
- Will new businesses be attracted to this area? How will that happen?
- How long will this plan take to complete?

This final scheme was further refined to reflect the additional comments gained from Town Hall Meeting #4. The final Neighborhood Master Plan was then presented to a public session of City Council on January 25, 1999. Recommendations from that public session were incorporated into this final Master Plan document.



VISION

City of Auburn Hills

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Master Plan Objectives

Neighborhood

Master

- "How long will it take to get things done?"*
- "Add growth vs. density."*
- "What will the downtown do? Who will it attract, residents or visitors?"*
- "How do residents and businesses work together?"*
- "Slow traffic on Auburn Road."*
- "Will additional businesses increase the amount of traffic?"*
- "Why not continue the park system along the Clinton River?"*
- "Clean up the downtown – brick pavers, trees, flowers, etc..."*
- "The image of this Auburn Hills neighborhood needs to be improved."*
- "We need a plan to keep the State and MDOT from effecting the quality of life in Auburn Hills."*
- "Would providing residential units about the retail uses in downtown be viable?"*
- "The existing park system is not as useable and accessible as it could be."*
- "Can the City be trusted to implement the plan we develop?"*
- "What going to happen to Auburn Road? What are the State's plans? Will it be turned over to the County?"*
- "The current sidewalks system is inadequate. Very few link the neighborhoods to the downtown."*
- "Is this study to improve the area for the businesses or for the residents?"*
- "What do we want the vision for Auburn Hills to be?"*
- "We have good schools and good neighborhoods, but no downtown."*
- "The last plan had a great image...should we incorporate some of it into the new plan?"*
- "Traffic from entertainment venues in the area cut down Squirrel Road and into our neighborhoods."*
- "We need to be more optimistic."*
- "Should we widen Squirrel Road to accept more traffic?"*
- "Should residential units be provided along Auburn Road?"*
- "How do we handle the new interchange at M-59 and Squirrel Road? How will it affect us?"*
- "Can we move/ renovate existing Post Office?"*
- "Will additional traffic be generated along Churchill Road?"*
- "What are the environmental impacts of a bypass that runs along the river?"*
- "Should we increase the size of the "downtown" area?"*
- "We need and anchor to serve as a focal point."*
- "We need more density downtown."*
- "Townhouses, similar to Novi, would be a good addition to the neighborhood."*
- "We would like to provide an alternate route for through traffic to reduce some of the congestion which results from events at the Palace or Silverdome."*
- "We need more activity downtown."*
- "An Athletic Facility near the park system would be nice."*
- "What happens to the railroad tracks if they are abandoned?"*
- "What about the Railway museum? Is it something Auburn Hills wants? How much traffic would it generate?"*
- "What about the environmental impacts?"*

Neighborhood Center Master Plan

Village Center Image

A Village Center traditionally has long been considered the location that integrates various uses, creates a sense of place and fosters community identity. More often than not, the Village Center is established by a general sense of uniqueness and identity. The traditional center was created by public buildings set upon a town square and surrounded by the places that people within the community worked, lived, played and conducted commerce. All of these elements of a Village provided a level of synergy necessary to create, in the symbolic and physical sense, not just the Village Center, but the essence of the community.

Communities today, while incorporating various elements of daily life such as family, work, entertainment and shopping, as well as access to public institutions, are often relegated to separate quarters of the City by Zoning Ordinances. While this common practice serves the function of separating incompatible uses, it diminishes the sense of community, fosters the feeling of isolation and precludes the establishment of a unique community identity.

The City of Auburn Hills Neighborhood Master Plan has been designed by the community to attract people of all sorts, thereby increasing public interaction and establishing the physical framework for maximum citizen involvement. The Neighborhood Master Plan promotes the integration of residential, retail, commercial and public land uses at a single destination, which can be enjoyed for generations to come by all members of the community.

If we were to characterize what constitutes a Village Center in a single word, it would be... PEOPLE.

Objectives

During these past several months, the Design Team, in conjunction with input collected from citizens and other interested parties, established the following objectives. Review and analysis of this input, interviews and direct interaction with Town Hall Meeting attendees, we have formulated a common list of goals, objectives and uses for the Village Center. They are as follows:

- Improve the overall environment for investment purposes.
- Establish opportunities for existing businesses to make improvement.
- Provide for the encouragement of existing business expansion and new business development.
- Create a viable pedestrian-oriented Village Center with links to the surrounding residential neighborhoods.

- Increase balance between pedestrian and vehicular traffic to reinforce pedestrian comfort and convenience.
- Encourage the improvement of existing residential areas and increase residential development in underutilized areas.
- Provide for a mix of housing types, costs and ownership opportunities.
- Recognize natural market factors in the proposed planned uses.
- Provide for a mix of uses within the Neighborhood and Village Center Plan.
- Recognize the need to create a critical mass of uses to establish the Village Center as a destination.
- Provide for strategic public investment to encourage private participation in a public-private partnership approach.
- Design a plan that can be implemented in stages.
- Allow for flexibility so the plan can be responsive to unforeseen opportunities and changes in economic conditions.

vision

City of Auburn Hills

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Neighborhood Plan

Neighborhood

Master

In developing the Neighborhood Master plan the design team sought to organize the various uses identified by the participants of the Town Hall Meetings, into a unified neighborhood that is socially responsive and economically feasible. As described in previous sections, suburban communities, such as Auburn Hills, have been criticized for their lack of continuity and community. Zoning regulations have always sought to protect property values by separating the various activities of our daily lives into specific use areas. Work is done in one area, shopping in another, residences in a third, civic and cultural activities in a separate area and so on.

The result has been communities, which are neatly organized, but sprawling and disconnected. The citizens of Auburn Hills, who participated in the Town Hall Meetings, recognized the potential value and unique opportunity for the rebirth of this area. A chance to create a Master plan that integrates rather than separates the various uses which make up their community.

The Auburn Road Neighborhood Plan can be described as thirteen implementation areas which can be pursued as market conditions and public resources are made available. It is recommended that public space and road improvements be the initial project efforts, because these developments will create the environment for additional private investment in the area.

Neighborhood Master Plan Improvement Areas

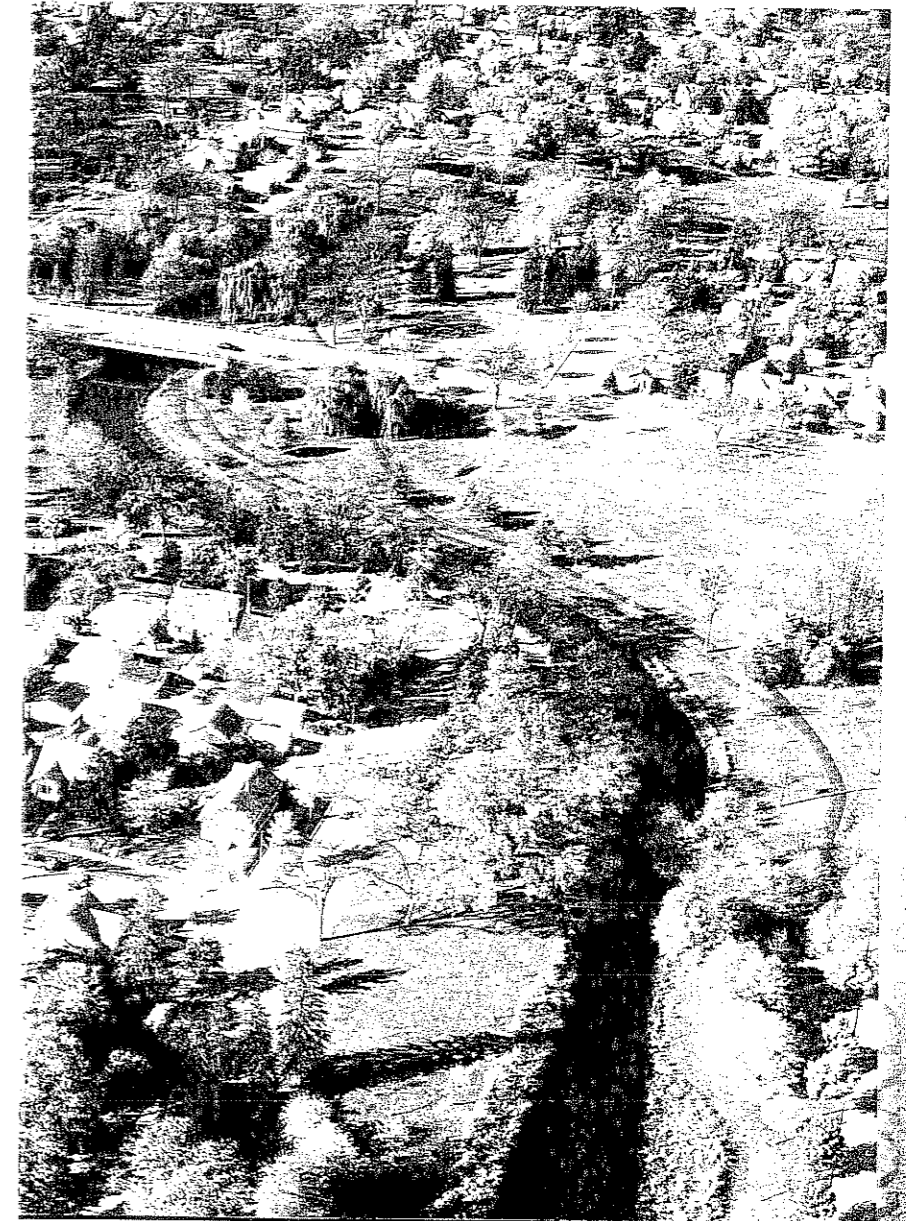
1. Village center.
2. Northeast residential.
3. Northwest residential.
4. Southwest residential.
5. Southeast residential.
6. Auburn/Adams business park.
- 6a. South side of Auburn/Adams Business.
7. Squirrel Road east Business Park.
8. Auburn Road—West of Squirrel—South.
9. Auburn Road—West of Squirrel—North.
10. I-75 frontage.
11. Squirrel Road.
12. Auburn Road.
13. Public Space.

Recommendations for Neighborhood Plan

The recommendations presented in this Neighborhood Master Plan call for a mixed-use development to be recreated in and around the Village Center area. In the preceding Economic Factors section of this report, the analyses of Auburn Hill's and Oakland County's development patterns and economic base helped define the uses, which would be economically viable at the Village Area location. In planning sessions with the Design Team and Town Hall Meetings involving the community, it was determined that the best use mix for creating an exciting and economically viable Village Center project would include the following elements:

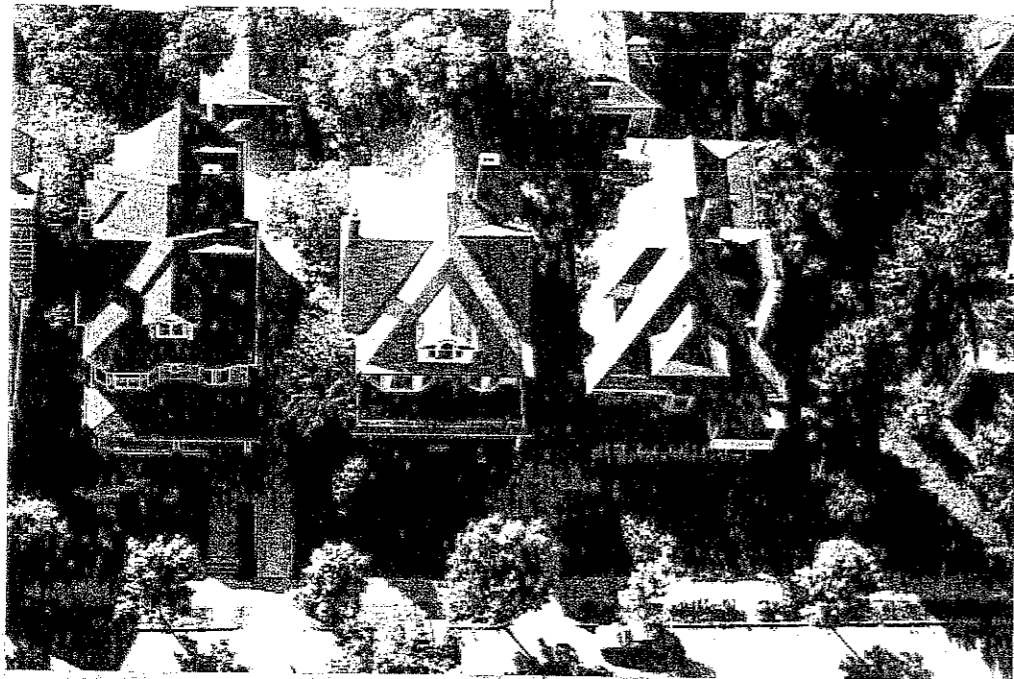
- Public space, including the creation of landscape boulevards and walkways, river walkway system and amphitheater for outdoor performances.
- Community center providing organizational space and active recreation areas for citizens of all ages.
- Residential housing units (in-fill, cluster, single family) for a variety of ages and family types, including young professionals, empty nesters and seniors.
- Retail space to accommodate galleries and arts-related businesses, as well as restaurants and other amenities for people who live, work or visit in the Village Center area.
- Professional Office, high tech and research and development facilities.
- Personal and Business services.
- Light Industrial Uses.
- Recreation facilities consisting of park areas with linkages to the Village Center and surrounding community areas.

Example of River Walkway and Park System.



City of Auburn Hills

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Single-Family Homes.

Area Two: Northeast Residential

The existing residential area in the northeast portion of the project area should be redeveloped to incorporate approximately 350 new residential units. The seventy-three acre site should include vehicular and pedestrian access to the new DNR twenty-five acre park area, as well as linkages to the Village Center.

The new housing stock should provide a mix of housing types, costs and ownership opportunities to accommodate various lifestyles. The structures should accentuate the streets and sidewalks with balconies, porches and other architectural features. The creation of pedestrian pathways throughout each neighborhood area and linkage to the Village Center will encourage walking.

This development would possibly require land acquisition to create new local roads to facilitate the denser housing development configuration recommended by the design team.

Source of Funding

- Housing - privately-financed.
- Existing home-improvement - privately-financed with focused lending program.
- Neighborhood linkage path - publicly-financed.
- Land acquisition and local roads - publicly financed with developer participation.

Areas Three, Four and Five: Northwest, Southwest and Southeast Residential

This area is master planned for in-fill residential in existing residential neighborhoods with linkages to the Village Center. In the northwest and southeast areas, sites for additional small parks will be identified. Pedestrian paths to the Village Center will link these parks. Where an area lacks sidewalks, pedestrian paths or sidewalks should be constructed to link the areas to the Village Center.

- Approximately 150 units of new housing.
- Improvement of existing homes.
- Pedestrian linkages and three small parks

Sources Of Funding

- New housing - privately-financed.
- Improvement of existing homes - privately-financed with focused lending.
- Pedestrian linkages and small parks - publicly-financed.

Neighborhood Plan

Neighborhood

Master

Area Six: Auburn/Adams Business Park

Approximately 175,000 total square feet of business development in a campus-type setting is designated for this area. Users may include professional offices as well as other types of business. High technology, research and development companies would be encouraged, with no warehouse or distribution facilities.

- 175,000 square feet of business use.

Sources Of Funding

- Business development would be privately financed.

Area Six: South side of Auburn/Adams Business

Consisting of approximately 100,000 square feet of business development, situated in single site developments fronting on Auburn Road. Users may include professional offices as well as other types of business. Retail would be encouraged to locate in the Village Center, rather than on this portion of the Auburn frontage.

- 100,000 square feet of single site business development.

Sources Of Funding

- Business development would be privately financed.

Area Seven: Squirrel Road East Business Park

Approximately 100,000 square feet of business use in a campus type plan. Users would be professional offices and/or research and development type business users.

- 100,000 square feet of business office use.

Sources Of Funding

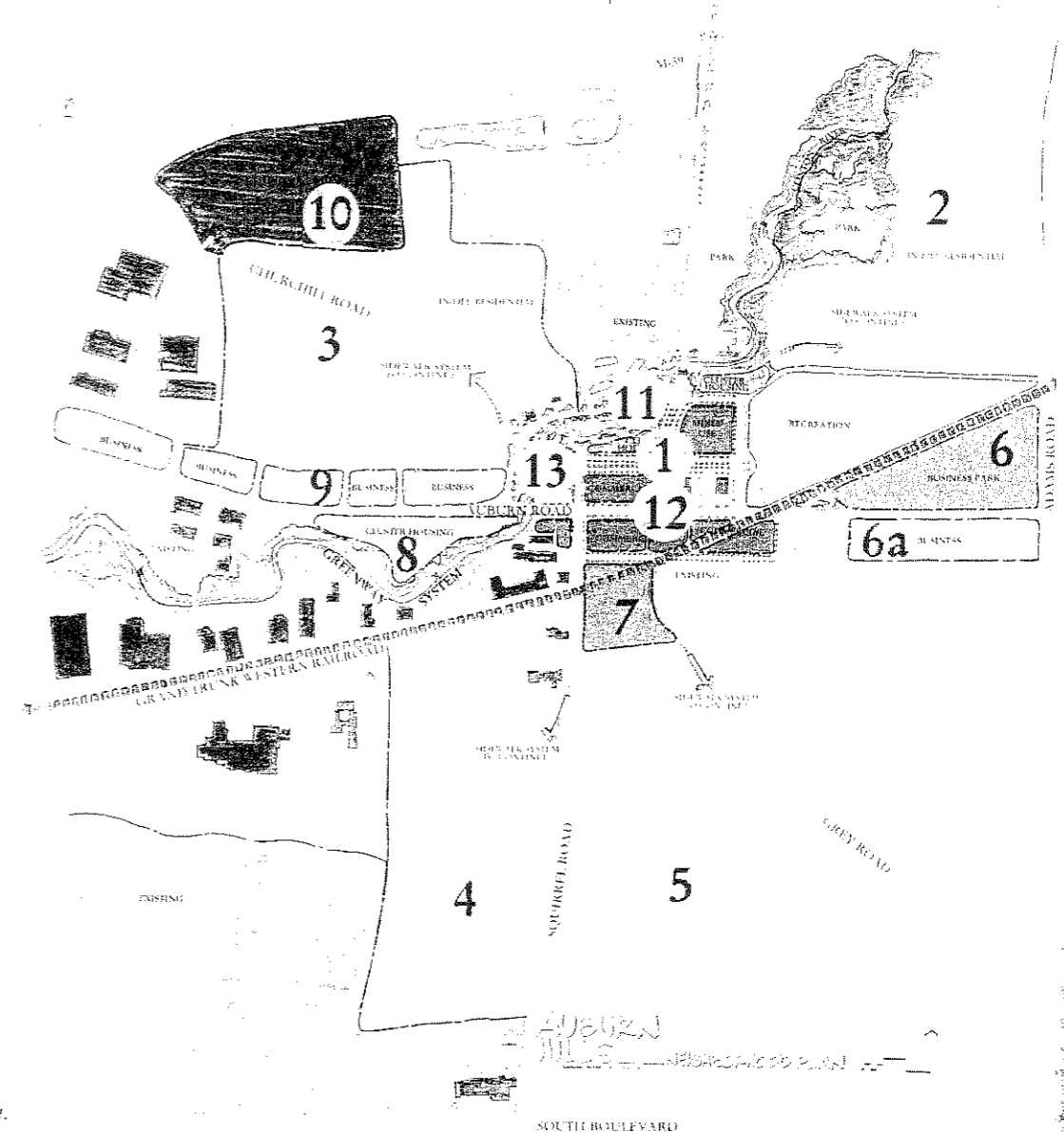
- Business office use would be privately financed.

Area Eight: Auburn West of Squirrel—South

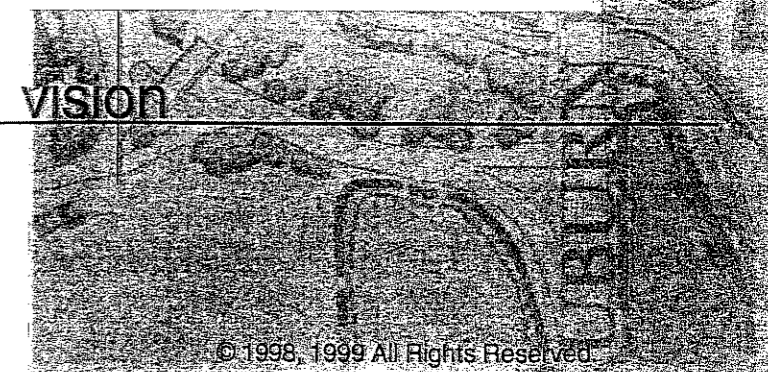
This area is a prime location for a new residential development of approximately 150 cluster housing units. This location offers views of the river and is in close proximity to the Village Center.

Sources Of Funding

- Housing would be privately financed.



Neighborhood Plan.



City of Auburn Hills

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*Village of Mashpee
Commons.*

Area Nine: Auburn West of Squirrel

Approximately 200,000 square feet of business use in single sites fronting on Auburn Road. Existing roads would form sites with a service drive to the rear. Businesses would include office and other types of service businesses. Service area to the rear would include a buffer zone adjacent to the residential to the north. Retail and restaurants would be encouraged within in the Village Center.

- 200,000 square feet of business use.

Sources Of Funding

- Business use would be privately financed.

Area Ten: I-75 Frontage

Approximately 200,000 square feet of light industrial use on existing vacant property could be built in this area. Access would be through the existing industrial park, with no linkage to the residential community.

- 200,000 square feet of light industrial use.

Area Eleven: Squirrel Road

The improvement of Squirrel Road south from the bridge to Auburn Road, including a western by-pass, as well as direct links to the Village Center. Road improvements include an open park-like area to the river on the western edge of the by-pass. Also included is an entry to the Village center with streetscape improvements in the Village Center

Sources Of Funding

- Road improvements would be publicly funded.

Area Twelve: Auburn Road

Auburn Road would be improved within the Village Center, from the river to the eastern point of the railroad crossing. Improvements would include creating a four-lane road with parallel parking on both sides. Streetscape improvements would enhance the Village Center image.

Sources Of Funding

- Road improvements would be publicly funded.

Neighborhood

Mast

Area Thirteen: Public Space

Public space improvements will be made through the Village Center area, in the rights-of-way for the street system, along with areas not covered by the Squirrel and Auburn Road improvements. These would include pedestrian lighting, signage and landscape improvements to make the Village Center an identifiable attractive area. In addition, the creation of the expanded Riverside Park and Village Center Amphitheater will be created. The plan also recommends a clock tower at the center of the Village, marking the public space.

Sources Of Funding

- These improvements would be publicly funded, with private donor contributions solicited for the unique elements of the public space. In addition, plans should be reviewed with the MDNR and Oakland County for possible participation in the public space improvement effort.



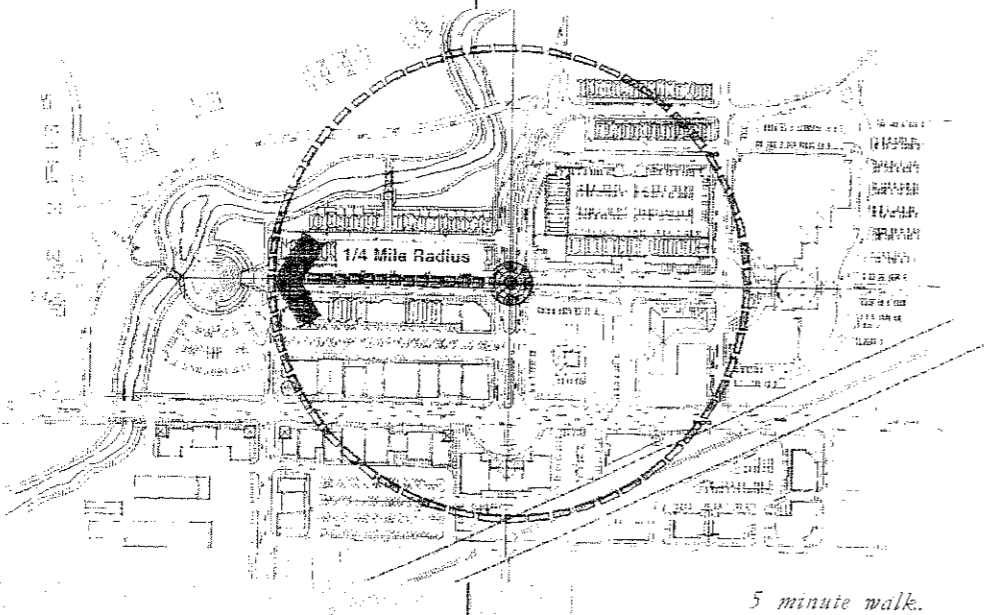
Las Ramblas.



Madrid.

City of Auburn Hills

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Village Center Plan

Neighborhood

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Area One: Village Center Master Plan

Overview

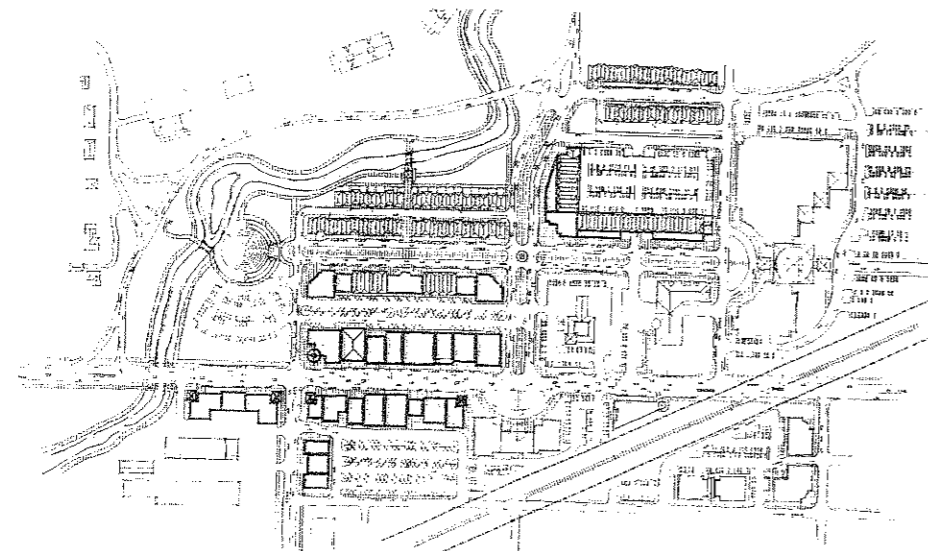
The principles of traditional town planning are essential in the revitalization of the Auburn Hills Villager Center principally because they “*restore the best of our oldest traditions*,” (Calthorpe). Streets and connections between uses should be “walkable”, direct, close and leading to useful destinations. The land uses and users should be diverse, integrating the Village Center with a mix of residential, commercial, recreational and civic life. New retail areas are positioned so that they are directly accessible from the surrounding neighborhood, as well as, located on an arterial street.

The Village Center Plan begins with the addition of a new “Main Street” concept located just to the north of the Auburn Road corridor. This area, inclusive of commercial, retail, professional office and residential areas is developed solely for the protection of the pedestrian while co-existing with vehicular traffic. Due to the design of this boulevard street section, (see Section #3, page 55) pedestrians are able to stroll along this route and experience the activity around them at a reduced pace. This large boulevard, with a pedestrian promenade, serves as a connection between three focal points, while creating a park-like public space through the Village Center. The center of the Village is emphasized by a clock tower reminiscent of a traditional town square. Landscaped areas and improved sidewalks help to create new and inviting streetscapes. Sidewalks throughout the Village Center and surrounding neighborhoods provide connections to all uses to promote the full utilization of the Village Center.

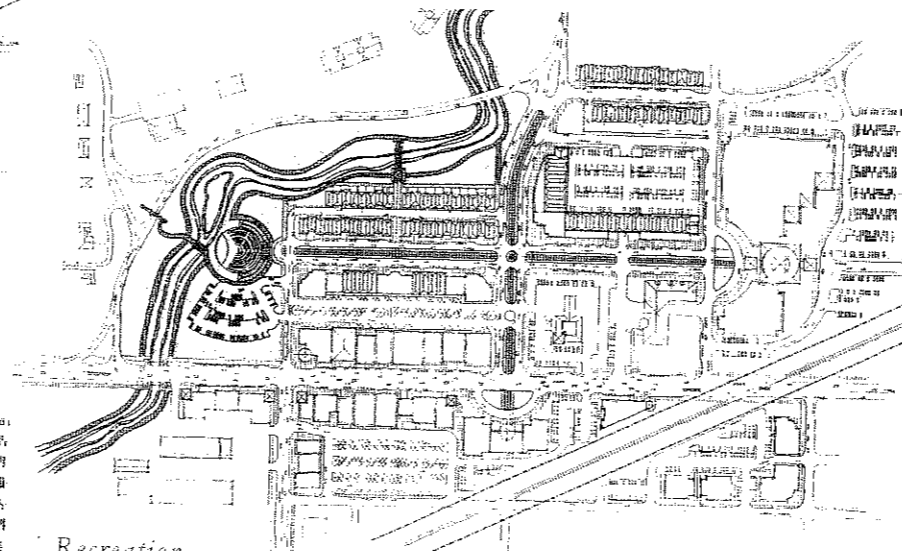
This Master plan illustrates the Village Center be anchored by three key focal points: a Public Amphitheater and improved park area for Village events and as an amenity for Village business employees, visitors, and residents, a Community Center and new retail development that will house the United States Postal Store. The ability of the Village Center to be utilized to its fullest potential will depend upon these focal points at the end of each axis. These anchors provide a termination to the axis created by the new street system, thereby clearly defining the Village Center within a quarter mile radius and allowing for all uses to be accessed within a five minute walk from each other.

However, the Auburn Road corridor, even as the speed limit is decreased, will not be conducive to a quiet stroll and is viewed as a high-energy corridor. Existing and new commercial, amenity retail and personal/ business services will be located throughout this corridor.

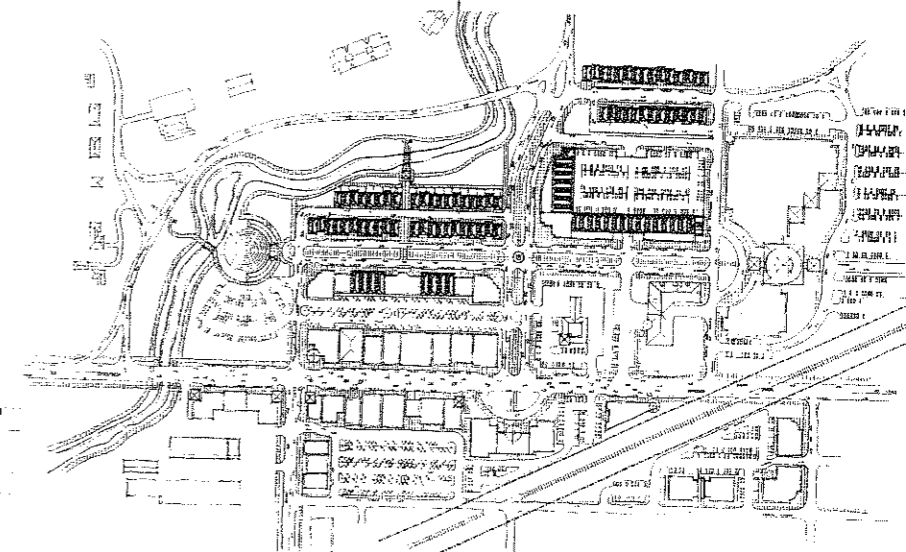
The New River Walkway connects the Village Center to the newly acquired twenty-five acre Community Park to the north. This amenity transcends the park-like feeling and continues throughout the Village Center, providing a local recreation area for residents.



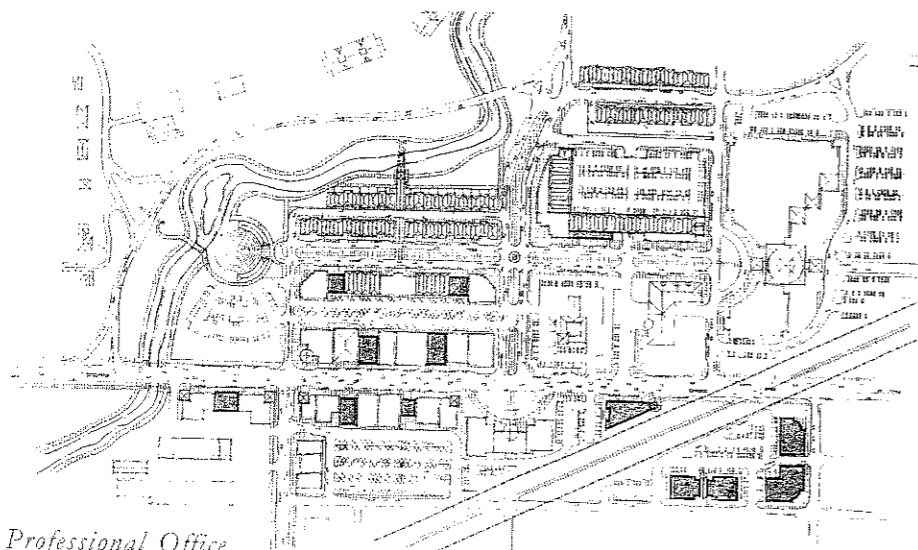
Commercial.



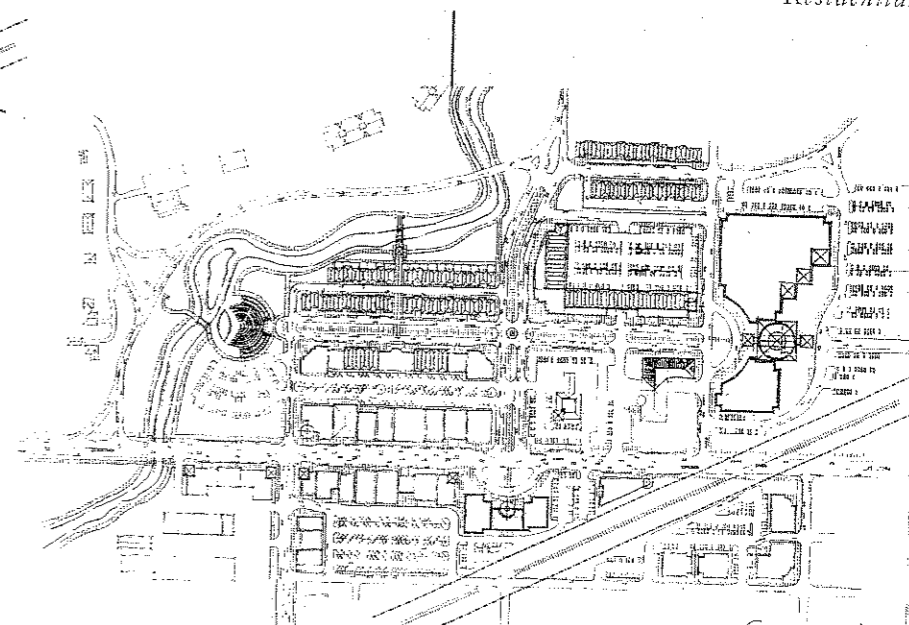
Recreation.



Residential.



Professional Office.



Community.

PALLADIA Gensler Kate Beebe Associates Barton-Aschman

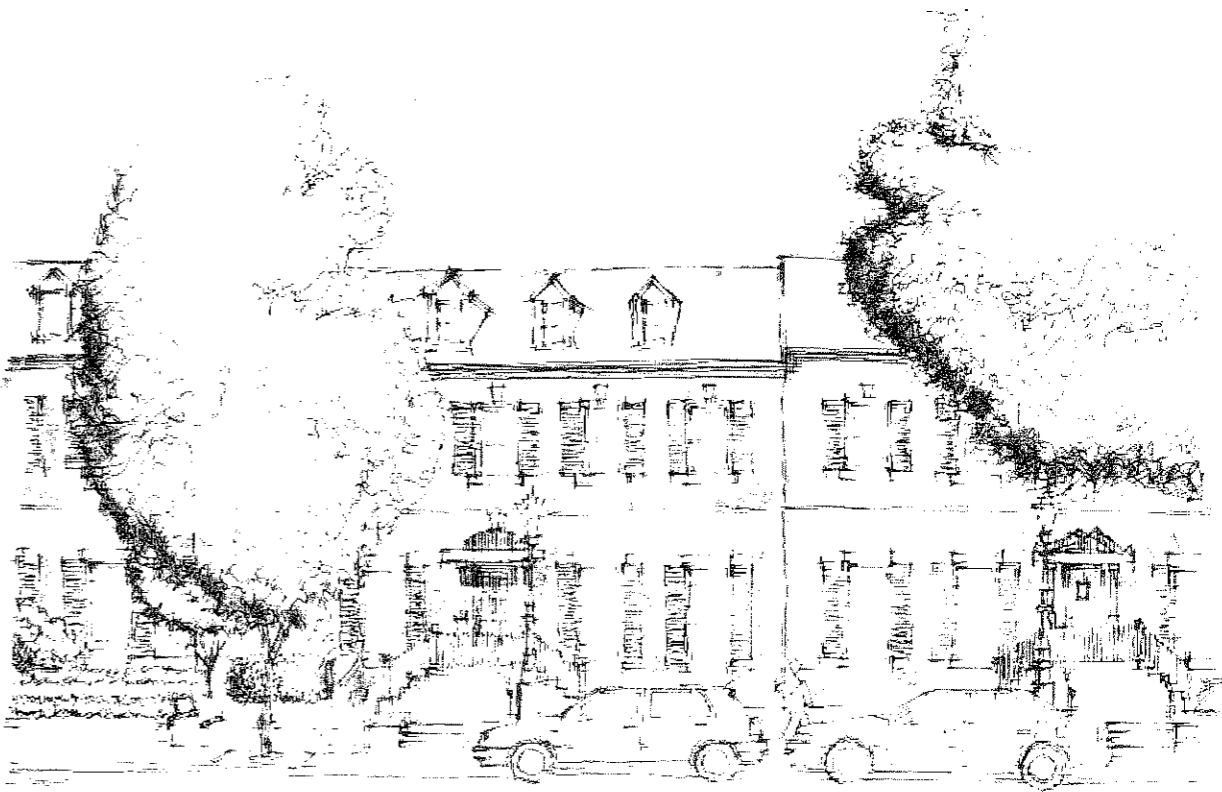


City of Auburn Hills

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New Residential.

Village Center Plan

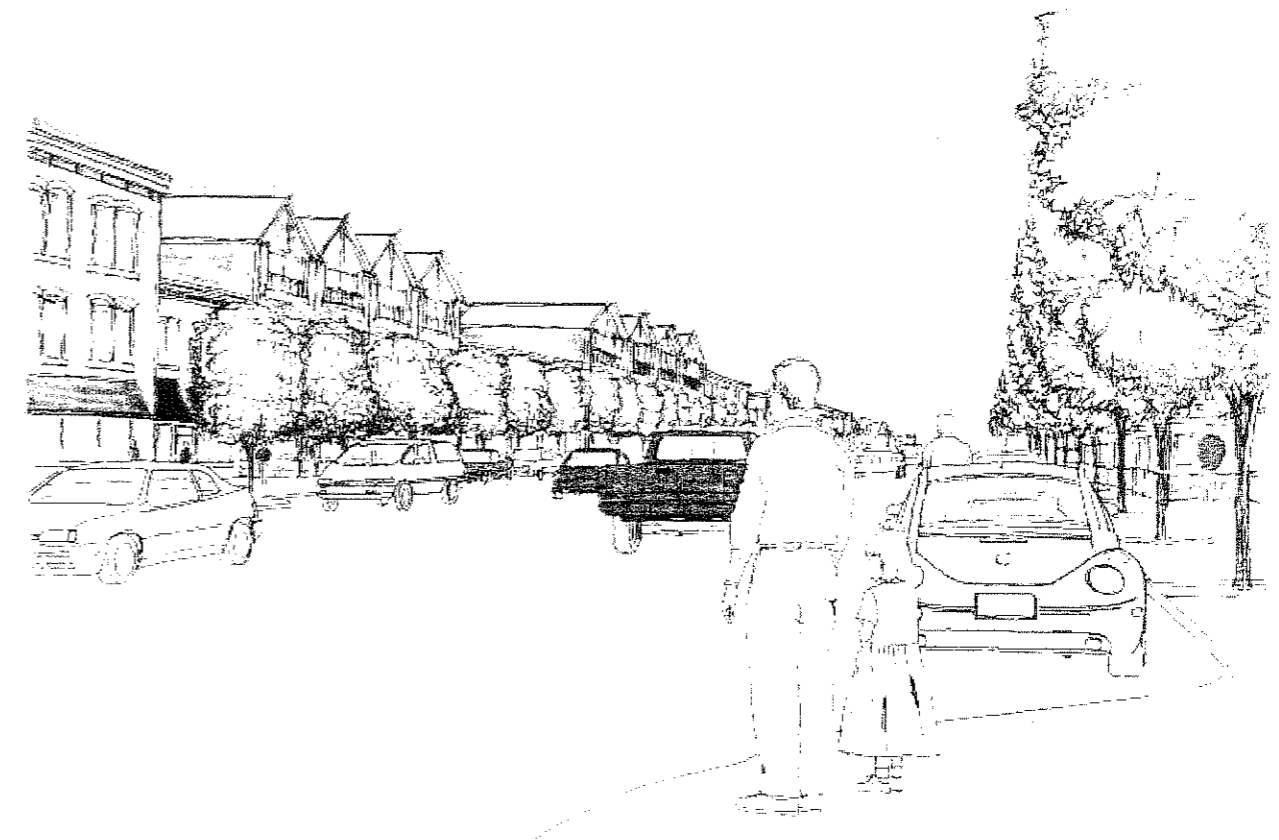


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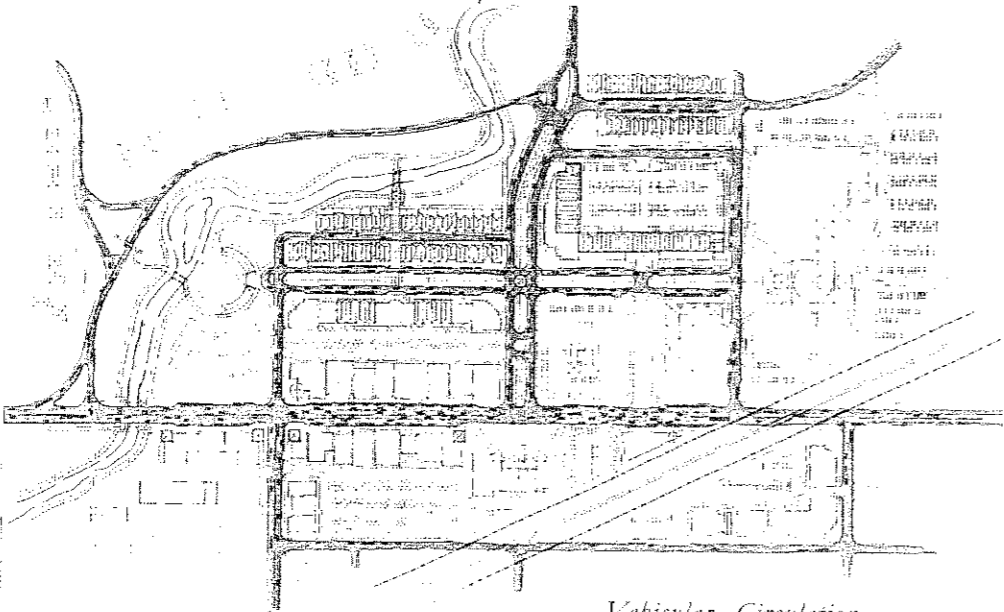


Auburn Road.



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Vehicular Circulation.

Infrastructure

Infrastructure Improvements

The infrastructure of roadways, sidewalks, and streetscapes is very important to the success of a village center. Traffic, both vehicular and pedestrian, must flow smoothly and safely in order for residents and visitors to feel comfortable entering and moving about the area. The Village Center Plan provides a successful solution to the infrastructure and circulation issues.

Roadways and Vehicular Circulation

The Village Center Plan has a simple, straightforward circulation pattern for vehicular traffic. It consists of a basic grid pattern that allows traffic to be directed both through and around the Village Center.

The proposed plan will result in changes to the existing road systems. Improvements need to be made to improve the flow of traffic in and around the area in order to facilitate development. The funds required for these improvements would be public.

Substantial changes to the Squirrel Road alignment would be needed. Beginning at the crossing over the Clinton River and proceeding southward, the road is proposed to turn west and parallel the Clinton River on the north side of the river. The road will turn in a southward direction and meet the existing Churchill Road, forming a “T” intersection at the current Churchill Road intersection with Auburn Road. This intersection will require signalization. Churchill Road will be modified to intersect Squirrel Road as a “T” intersection north of Auburn Road. The existing Squirrel/ Auburn Road intersection will remain a four-legged intersection, with the north leg becoming a minor street serving only the businesses in the Village Center.

Squirrel Road, from the Clinton River south to Auburn Road, will remain a two-lane road, with left turn lanes at key locations. Auburn Road will be a four-lane road through the Village Center. Based on the traffic projections presented earlier, both roadway sections will have adequate capacity to accommodate the traffic.

The relocation of the portion of Squirrel Road north of Auburn Road further to the west will require through traffic on Squirrel Road to make indirect movements. Through traffic heading northbound toward the Village Center will make a left-turn at Auburn Road, proceed west to the new intersection, then turn right. A similar indirect path would be followed for southbound through traffic heading towards the Village Center. It can be expected some drivers will travel through the downtown area and avoid the more circuitous route for some movements. However, the downtown streets, as planned, would discourage through movements with added stops, parking maneuvers and other features.

Neighborhood

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The existing traffic volumes at the intersection were re-assigned to reflect the movements that will occur with the two new intersections. The resulting traffic volume movements are shown in Table 6. It should be noted that the north leg of the east intersection (existing location) is not anticipated to have very high volumes of traffic, since it would serve a minor street system and few businesses.

Based on an assessment of these volumes it was determined that the new intersections would require the following lane characteristics to provide adequate levels of service:

East Intersection:

- Northbound - Dual left-turn lanes and one combined through/ right-turn lane
- Eastbound - One through/ left and one through/ right lane. A dedicated right-turn lane would be desirable to minimize the influence of decelerating vehicles on the through traffic.
- Westbound - One through/ right and one through/ left lane. A dedicated left-turn lane would be preferred for safety reasons, but is not necessary from a capacity standpoint.

West Intersection:

- Southbound - One left and one right-turn lane. The southbound left turn lane will need to be a minimum of 350 feet long.
- Eastbound - One through and one through/ left lane. A dedicated left-turn lane would be preferred for safety reasons, but is not necessary from a capacity standpoint.
- Westbound - One through and one through/ right lane. A dedicated right-turn lane would be preferred to minimize the influence of decelerating vehicles on the through traffic.

The resulting levels of service for the existing traffic volumes re-assigned to the new intersection are shown in Table 7.

An analysis was performed in order to determine the future traffic volumes that could be accommodated by the offset intersections without the changes to the above listed lane configurations. These two intersections can accommodate approximately a thirty-percent increase in traffic volumes during the afternoon peak hour without experiencing unacceptable levels of service. Higher increases could occur in the morning peak hour before any adverse effects are experienced. Since the available volume projections for the year 2015 do not reach this threshold, it is expected the proposed modification to the road system will adequately accommodate the future traffic without requiring further changes.

Table 6: Proposed Auburn/ Squirrel Road Intersection Weekday Turn Movements Re-Assigned

Intersection	Peak Hour	Approach	Right	Movement Through	Left
East Squirrel Road at Auburn Road	A.M.	North	30*	30*	30*
		East	30*	345	135
		South	110	30*	420
		West	590	255	30*
	P.M.	North	30*	30*	30*
		East	30*	340	120
		South	160	30*	755
		West	570	415	30*
West Squirrel Road at Auburn Road	A.M.	North	135	-	500
		East	320	445	-
		West	-	375	55
	P.M.	North	90	-	475
		East	690	405	-
		West	-	540	85

* Estimated Traffic Volume.

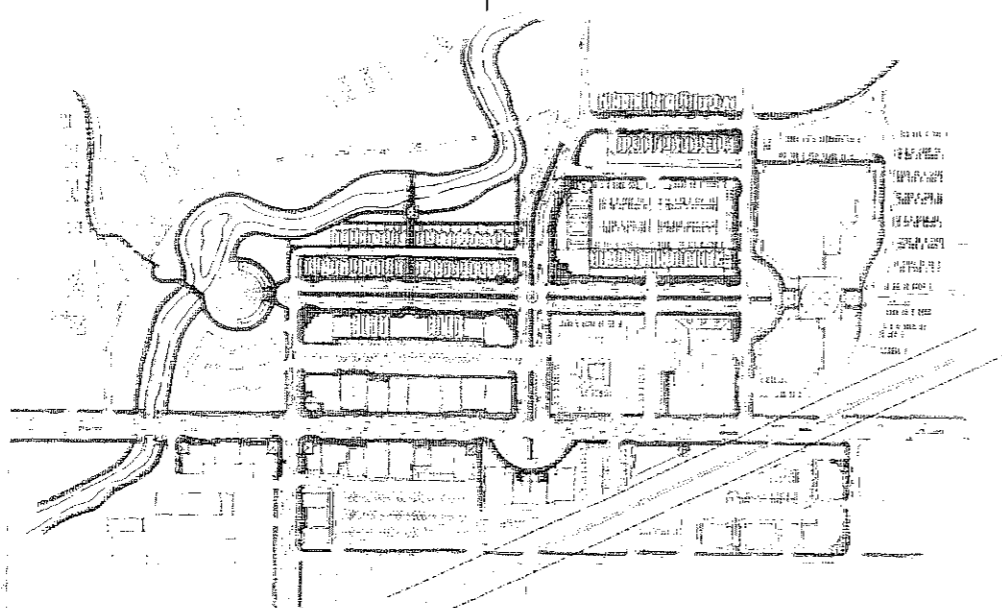
Table 7: Level of Service Summary: New Squirrel Road Intersections

Intersection	Approach	Delay	A.M. Peak Hour		P.M. Peak Hour	
			Level of Service	Delay	Level of Service	
East Squirrel Road	Overall	18.8	C	18.5	C	
	North	23.4	C	30.8	D	
	South	22.2	C	22.2	C	
	East	16.5	C	13.3	B	
	West	17.5	C	16.5	C	
West Squirrel Road	Overall	14.4	B	15.8	C	
	North	12.3	B	16.6	C	
	East	15.8	C	15.5	C	
	West	14.8	B	15.4	C	

Delay: Average stopped delay per vehicle in seconds.

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Pedestrian Circulation.

Streetscapes and Pedestrian Circulation

It is important to provide a balance between vehicular and pedestrian traffic. Currently, Auburn Hills, like many other municipalities, is designed around the car. Street widths, design speeds and travel lanes accommodate vehicles at the expense of the comfort of the pedestrian. Basic changes incorporated by the Village Center Plan will help to increase pedestrian mobility and convenience without compromising the safety and accessibility of vehicular traffic.

As a rule, street dimensions and travel speeds should be minimized within a village center. Narrow streets reduce traffic speeds and the number of accidents that may occur. Smaller street widths help to provide space for on street parking, landscaping and pedestrian and bicycle access. The narrower streets also reduce crosswalk dimensions, creating a friendlier pedestrian environment.

Intersections should be designed to minimize the crossing distance for pedestrians without compromising the safety of the automobile. Intersections with minimum dimensions reduce the traffic speeds, thus increasing the safety and accessibility for pedestrians. Left and right-turn lanes should be designated only if necessary for improved vehicular traffic flow and safety.

Sidewalks should be a minimum of 5'-0" wide and continuous throughout the neighborhood and Village Center. Sidewalk dimensions should be expanded in the Village Center to reinforce the comfort and convenience for pedestrians.

Trees should be required at a maximum spacing of 30'-0" along all streets. However, it is important that adequate sight distances be maintained. A limited selection of tree types provides a unified image for the Village Center. Street trees not only afford beauty and shade for pedestrians; they provide an environment for local wildlife.

On-street parking should be encouraged on all streets. This additional space increases the activity on the street and provides a buffer between moving vehicles and pedestrians. Providing this type of parking tends to slow traffic speeds because drivers must be more aware of the surrounding activity. It also helps to reduce the size of area parking lots. Integrating shared parking lots between uses that have staggered peak periods of demand is another way to reduce the amount of parking required.

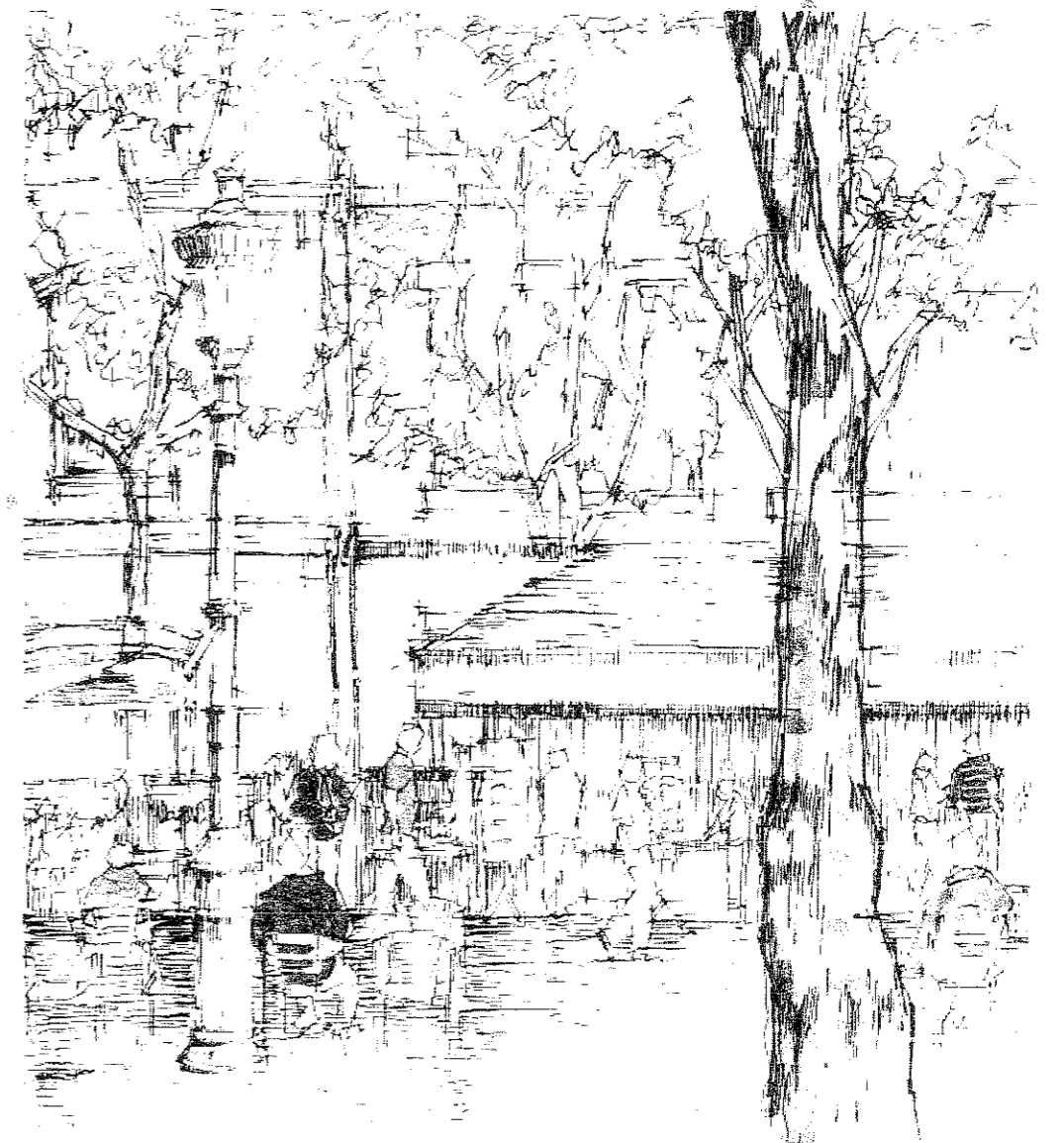
Streetscapes Pedestrians

Neighborhood

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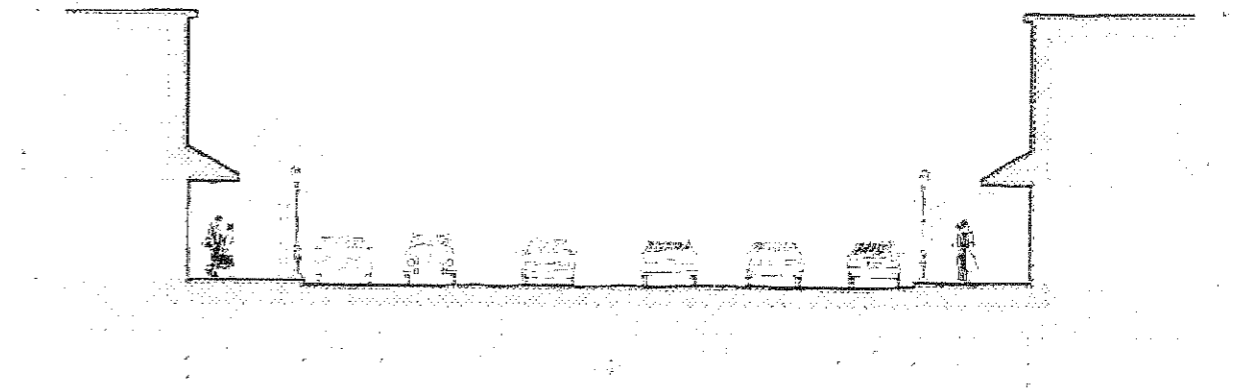
Main Street.



Boulevard Park.

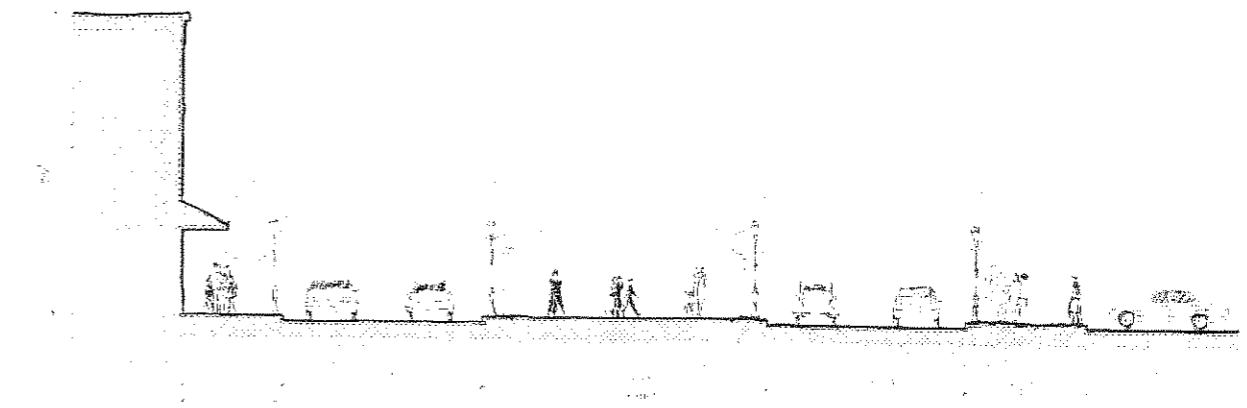
City of Auburn Hills

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Section #1: Auburn Road.

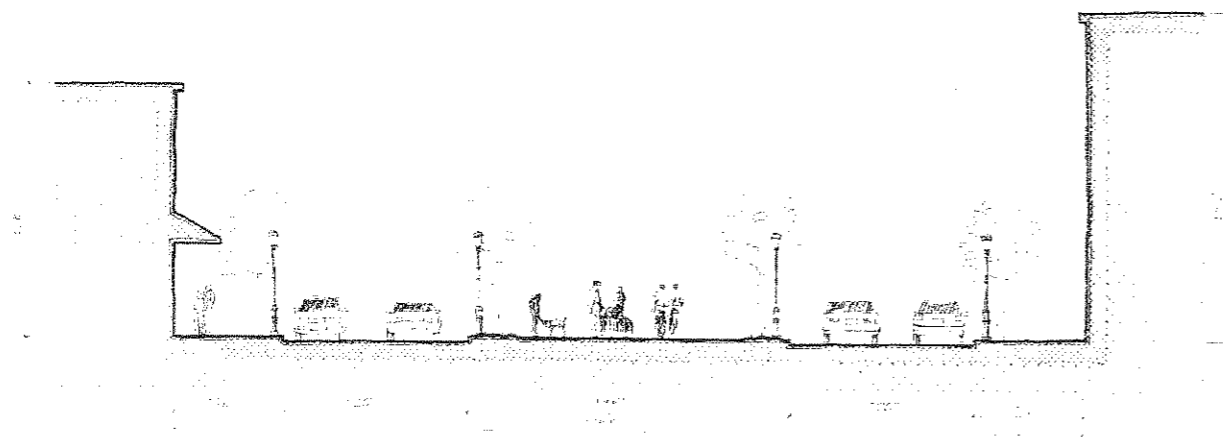
Street Sections



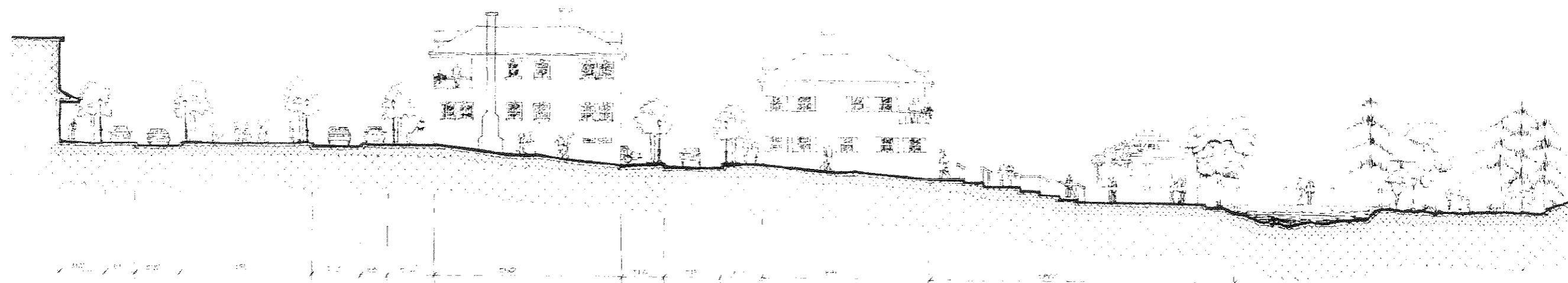
Section #2: Squirrel Road.

Neighborhood

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Section #3: "Main Street".



Section #4: "Main Street" to the Clinton River.

PALLADIA Gensler Kate Beebe Associates Barton-Aschman

VISION

March 5, 1999

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City of Auburn Hills

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Implementation

Implementation

The implementation portion of the Auburn Hills Neighborhood Master Plan is the most important element of the planning process. Until now, the Master Plan has been just that, a plan, an idea, a goal. To ultimately bring this common vision to reality, action must, at some point, be taken. It is up to the City to facilitate the process and establish the momentum of the project. The direction of the development will follow the standards and expectations set forth by the City. To aid in the organization of this, we have identified steps and actions that should be implemented.

The strongest foundation in implementing this Master Plan will be the bringing together of the public and private sectors to promote the development of the Auburn Hills Neighborhood and Village Center. The creation of this "partnership" can be achieved economically and realistically through the creation of a phased development process. By proceeding in phases, the Master Plan can develop in an attractive and dynamic, yet fiscally responsible way, allowing for the genesis of a cohesive, stable Village Center in the heart of Auburn Hills. This will require the formation of a series of partnerships to both guide in policymaking and participate in the responsibility of financing and operation of the Auburn Hills Neighborhood development.

Phased Development

The Auburn Hills Neighborhood and Village Center Master Plan is intended to guide future development of the project area over an extended period of time. It has been designed to provide a phased approach to the development of the Village Center, in which projects will proceed as sponsors put together the financing and design needed to enable construction. While it is likely that some portions of the Village Center Plan may not be developed immediately, the plan design is intended to provide for a high quality environment as the site goes through its development phases. It has been designed so that each element will complement both existing and future projects: the result being an attractive and dynamic Neighborhood and Village Center, rather than a series of "stand-alone" developments.

As indicated previously, the first phase of the Village Center Master Plan includes much of the infrastructure development, which is needed to create development parcels and orient existing traffic in a manner that promotes smooth circulation. It is recommended that the streetscape improvements and lane additions/ changes to Auburn Road and Squirrel Road be implemented during phase one of the Master Plan of this area. The creation of the new "Main Street" and the improvements to the Riverside Park area should also be constructed at this time. These improvements are recommended first so as to create and define the development parcels that will be constructed in phase two.

The development of the west side of Main Street is recommended for the second phase of the Master Plan. This includes development of the new commercial uses along Auburn Road and Main Street, as well as the new residential uses along the river. At this time, the infrastructure for the east side of Main Street should be constructed. This will allow for the creation of development parcels on this side of the Village Center.

Finally, the development parcels on the east side of the Village should be constructed. This would include the mixed-use development, the new residential to the north and the professional office area to the south of Auburn Road. The proposed additional recreation areas should also be developed at this time.

Public/ Private Partnerships

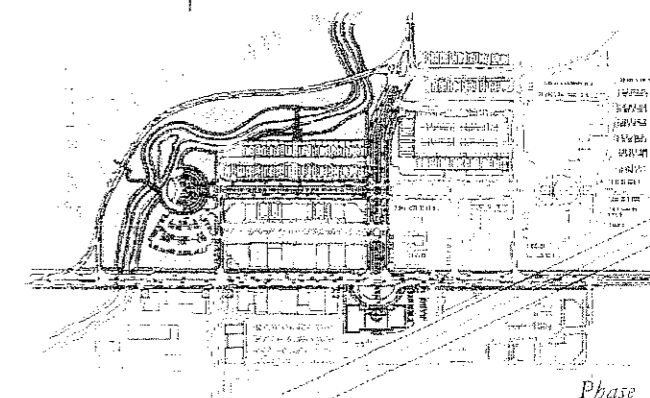
The implementation of this plan may require funding sources such as public/ private partnerships in which the public sector guides policy-making and both sectors participate in the financing and operation of the respective developments. The purpose is to leverage private investment through the strategic investment of public resources. This process has already begun, with the City of Auburn Hills sponsoring the planning effort and involving the participation of representatives of local community organizations, residents, businesses and other interested parties throughout the planning process. During implementation, public and private sector interests will continue to work together to achieve the plan objectives for the Neighborhood Master Plan.

The recreation/ cultural facility and the public space improvements will be publicly financed and operated. Residential developments will be privately developed and operated under guidelines established by the City. For some parcels, there will be a land payment to the City, which can be used to finance maintenance and improvements. It is expected that a privately sponsored development will contribute tax dollars to the City of Auburn Hills. In summary, the type and amount of public and private participation in implementation will vary for each parcel. The goal is to encourage and leverage private investment through the adoption of an overall master plan and a commitment by the City to provide the infrastructure necessary for the development parcels and public purpose areas.

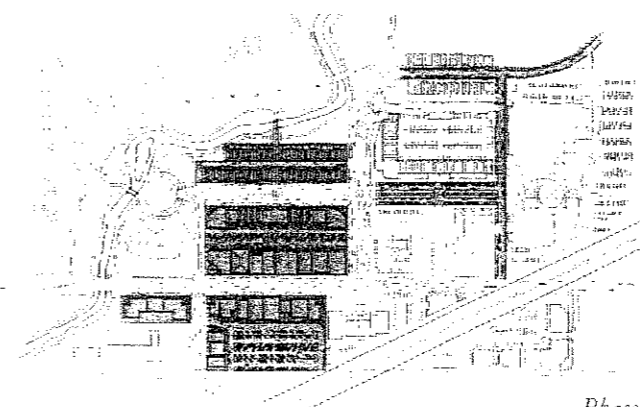
Administrative Actions

The purpose of this Master Plan process has been to engage the community in a dialogue that leads to a consensus for the proper direction of future development in this portion of the City of Auburn Hills. The earlier sections of this document have outlined the steps taken to achieve this objective and presented the results of the process. Two actions are required in order to implement the Master Plan: the first is to create zoning designations for the respective parcels that support the objectives of the Master Plan. The second is to construct the infrastructure necessary to create the recommended development parcels and public spaces that establish the quality of development planned for the overall Neighborhood Plan and the Village Center Plan, in particular.

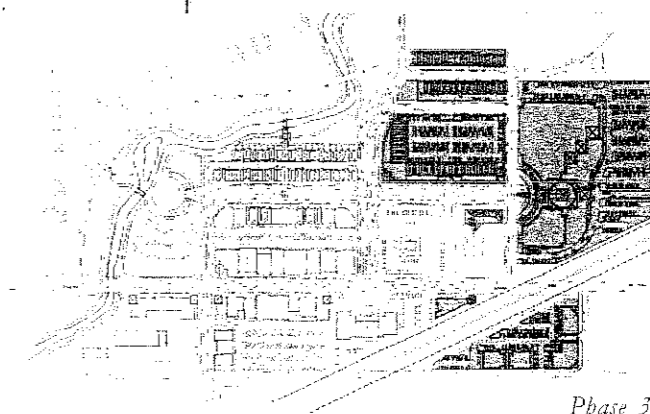
The rezoning of the site is of critical importance. The Master Plan becomes a part of the City's planning statutes. It is important to understand, however, that the Master Plan is not a "design" document. Building footprints and appearances are shown only to illustrate the planning concepts. The next step in the process is to determine how best to encourage and implement the concepts that have been approved.



Phase 1.



Phase 2.

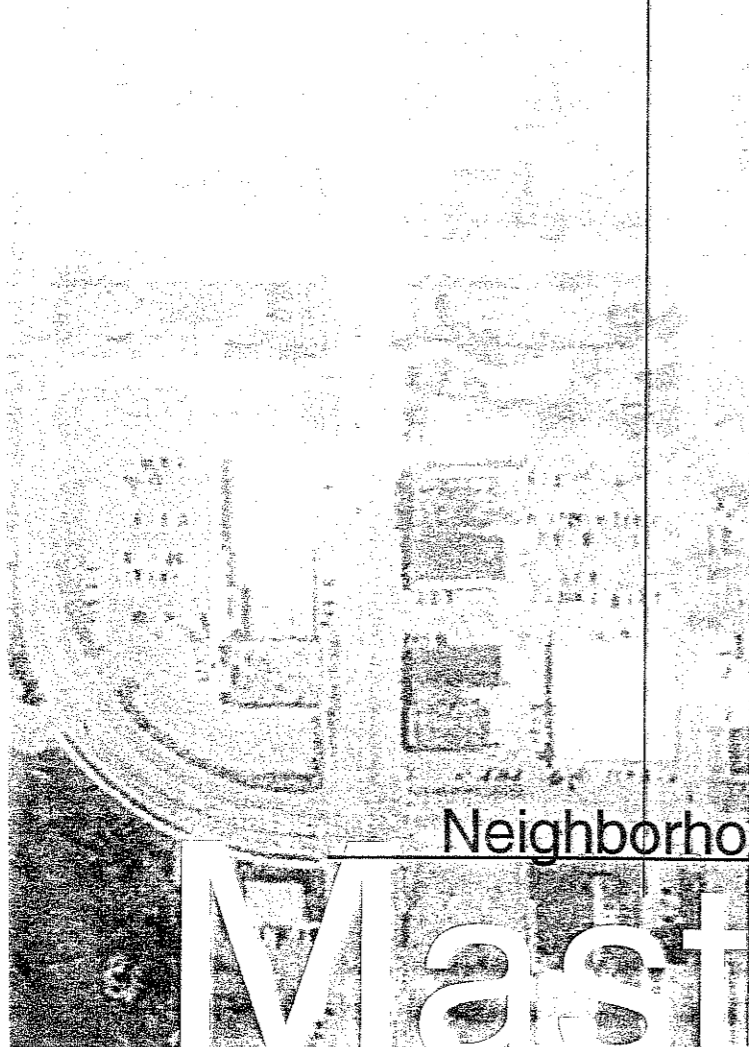


Phase 3.



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Implementation

Since one of the basic tenants of the proposed development is that the Neighborhood and Village Center Master Plan will be developed through a combination of public and private ventures, it goes without saying that a number of different parties will be involved. It would be possible to review the viability of each proposed project, either public or private, by assessing its adherence to the Master Plan concepts. However, this approach would seem to place an undue burden on the Planning Staff and the Planning Commission. Should conflicts arise, as they most certainly will, this approach also leaves the City open to charges of "arbitrary and capricious" interpretations of the broad planning concepts expressed in the Master Plan.

The most common approach is to establish a special district to facilitate the development of the Neighborhood Plan. This can be done in a number of ways, the two most appropriate of which being to create either a new Overlay Zoning District for the Master Plan area, or a Planned Unit Development for the entire Neighborhood Master Plan. The new Overlay zoning district would require the development of a new regulation, constructed in the same format as existing zoning districts. This will require addressing such issues as uses by right, setbacks, bulk planes, height restrictions and a level of design review that the City deems appropriate. By its very nature, this approach will create a relatively rigid and tightly controlled approach to the development of the Auburn Hills Neighborhood Master Plan, with the planning staff administering the build out of the district based on very well defined guidelines.

The Planned Unit Development process is considered a more desirable approach because of this process. A PUD depends on establishing a series of guidelines that may be prescriptive or philosophical in nature. It can establish goals such as overall floor area ratios (FAR), housing units per acre, percentages of open space, parking requirements and general design guidelines suggesting architectural character. A PUD depends more heavily on the review process to enforce the spirit of the Master Plan concepts.

In either case, we recommend that the City strongly consider the establishment of some design guidelines that address height, bulk, open space, building materials and general architectural character. This is, in essence, the next step in helping the citizens of Auburn Hills to understand what they will be receiving and informing potential builders, either public or private, what will be expected of them. It can also be very useful to establish an Architectural Review Committee that functions as an advisor to the Planning Staff and City Council, to review projects for conformance with the design guidelines. This group can be made up of all professionals (i.e.: architects, landscape architects and planners) or it may be a combination of professionals and interested citizens. Both approaches have been used successfully. As the concept of design review can be easily incorporated into either the zoning district or the PUD approach, we feel that it would be a useful tool in maintaining the long-term design quality of the project.

Establish an Auburn Road Village Center Organization

The organization should be comprised of Auburn Road Village Center property-owners and businesses. There should also be representation from the City and the residential community. The purpose of the organization is to establish local leadership for business attractions, events planning and the creation of a focused maintenance

Neighborhood

Mast

program. Models from other communities are available to review when setting up the enterprise. Especially helpful are the Business Improvement District (BID) organizations that have been fostered by the International Downtown Association, making a substantial contribution to local district improvement efforts.

Auburn Hills Project Manager

It is also important that the City of Auburn Hills establish, through the City Manager's office, a person responsible for project implementation. This person may be supported through Tax Increment Financing (TIF) and work as either an employee of, or under contract to, the City. The role of the liaison is to keep the implementation of these projects on track and to make sure all City resources and administrative actions are focused on the implementation. Other duties include facilitating developer negotiations and plan reviews. This person would work with the City Manager to coordinate efforts with other governmental entities, including MDOT, as required.

Resources for Development

The City should recognize that improvements in some areas will be facilitated by establishing programs or projects for implementation and take the initiative to see these efforts put in place. They include the following:

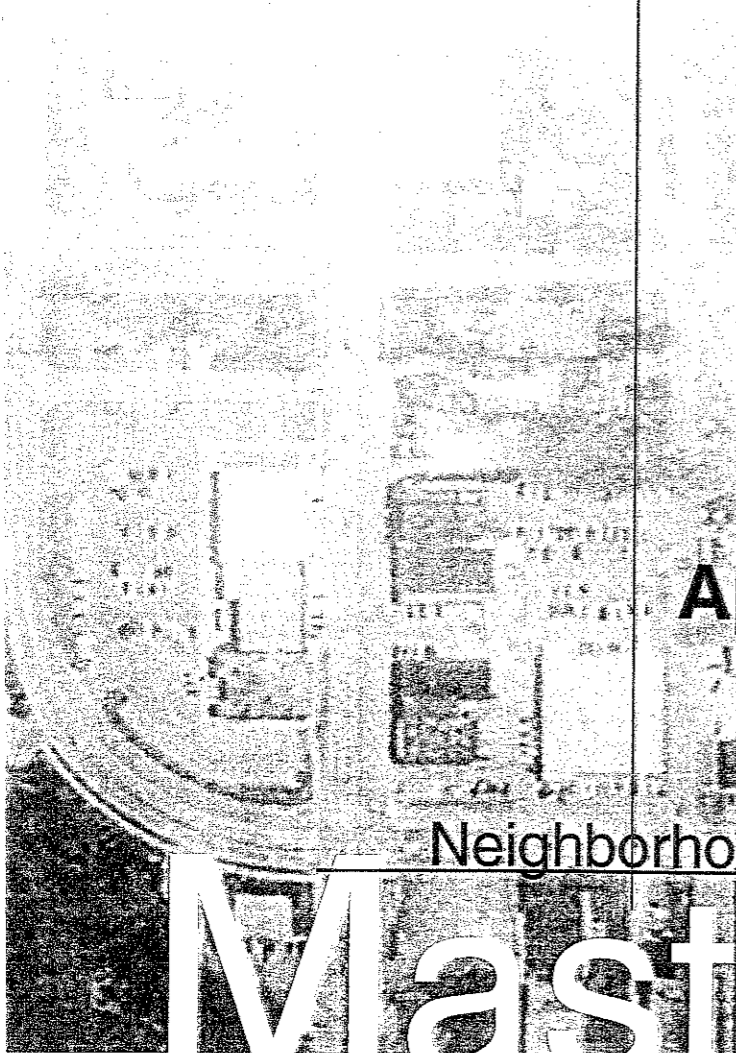
- A neighborhood residential improvement loan program to be coordinated with HOME funds for existing home rehabilitation.
- A business improvement loan program to facilitate business frontage improvements.
- Work with MDOT to secure improvements of Auburn Road and application of T-2000 funds for right-of-way improvements.
- Application for "Brownfield" funds to facilitate reuse of the vacant former industrial parcel at the corner of I-75 and M-59.
- Coordinate funding sources from the Michigan Department of Natural Resources (MDNR), Oakland County, City of Auburn Hills and private donors for the creation of the public space areas, including the Village Center, Clock Tower, River Walkway system and Village Amphitheater area.
- Perform necessary analyses and cost estimating to expedite the use of DDA TIF funds for recommended improvements on Auburn Road and Squirrel Road. To the extent possible, these funds should be used to leverage or complete a first stage effort for public space improvements.

The City of Auburn Hills has embarked upon an exciting endeavor that will create a new chapter in the long history of growth and development. The successful implementation of the Auburn Hills Neighborhood Master Plan is well within the grasp of the City. The Village Center will become a strong foundation for the construction of a future legacy for the community as a whole. We are honored to have been an integral part of this development and look forward to watching the changes and progress that will take place as a result of the creation of this Master Plan.



City of Auburn Hills

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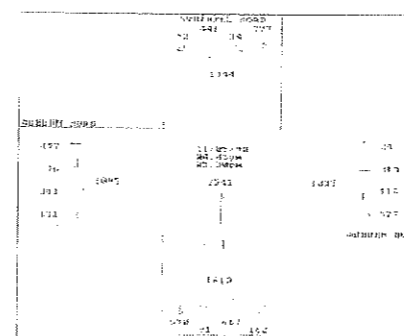


Appendix Traffic

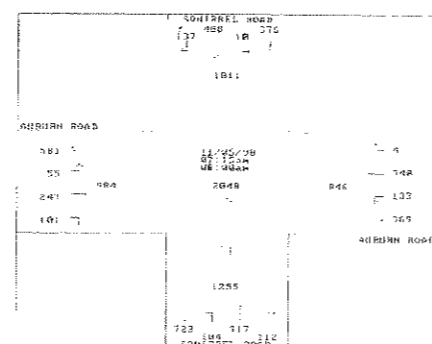
Neighborhood

Traffic Data Collection														Study Name: AUBURN	
Project: Auburn/Squirrel							61891 Spring Circle, Wash. MI. 48094							Site Code: 002150AA	
Weather: Pt. Cldy, Dry, Temp. 19 Deg.							Traffic Study Performed For:							Start Date: 11/05/98	
Board #: Board DB-400 #1/#2							BARTON-ASCHMAN ASSOCIATES, INC. MICHIGAN							Page: 1	
Count By: 100/KM							Turning Movement Ct.								
Start Time	SQUIRREL ROAD From North			AUBURN ROAD From East			SQUIRREL ROAD From South			AUBURN ROAD From West			Interval Total		
	Left	Thru	Right	Left	Thru	Right	Left	Thru	Right	Left	Thru	Right			
11/05/98															
07:00	1	97	21	71	82	0	21	36	19	8	48	29	473		
07:15	1	112	74	42	87	0	27	60	33	12	41	30	480		
07:30	2	129	27	25	95	3	30	82	18	10	67	21	509		
07:45	5	127	41	32	80	0	23	85	30	16	76	27	541		
Hour	9	465	124	170	344	3	101	263	100	46	231	107	1363		
08:00	2	128	34	14	78	1	24	90	31	17	64	21	518		
08:15	4	73	22	27	72	0	20	81	25	15	38	10	388		
08:30	3	61	16	28	61	4	19	42	16	13	54	22	340		
08:45	3	51	19	27	76	2	20	53	29	10	51	15	352		
Hour	12	304	91	117	281	7	83	266	101	55	207	70	1594		
(BREAK)															
16:00	1	71	22	24	88	2	13	73	35	17	92	29	489		
16:15	10	80	21	21	72	5	27	103	40	23	92	25	521		
16:30	7	107	22	30	88	5	18	99	41	28	114	34	593		
16:45	7	115	24	24	90	4	30	134	31	24	100	32	624		
Hour	27	373	89	101	338	16	117	409	147	92	398	126	2227		
17:00	9	130	22	16	95	7	12	167	48	26	112	34	482		
17:15	10	103	27	13	69	5	16	178	44	20	73	43	621		
17:30	8	93	19	31	60	6	24	188	39	16	96	32	614		
17:45	7	64	10	18	72	10	31	167	41	24	83	31	578		
Hour	34	390	78	142	296	30	73	700	172	86	364	130	2495		
Total	82	1532	382	530	1259	56	374	1638	520	279	1200	427	3279		
X Avg.	4.1	76.7	19.1	28.7	68.2	3.0	14.7	64.6	20.5	14.6	52.9	22.1			
X Std.	0.9	18.6	4.6	6.4	15.2	0.6	4.5	19.7	6.2	3.3	14.4	5.1			

Training Worksheet 10												
INSTRUCTOR NAME		STUDENT NAME		INSTRUCTOR NAME		STUDENT NAME		INSTRUCTOR NAME		STUDENT NAME		
Name		Name		Name		Name		Name		Name		
1	2	3	4	5	6	7	8	9	10	11	12	
1	2	3	4	5	6	7	8	9	10	11	12	

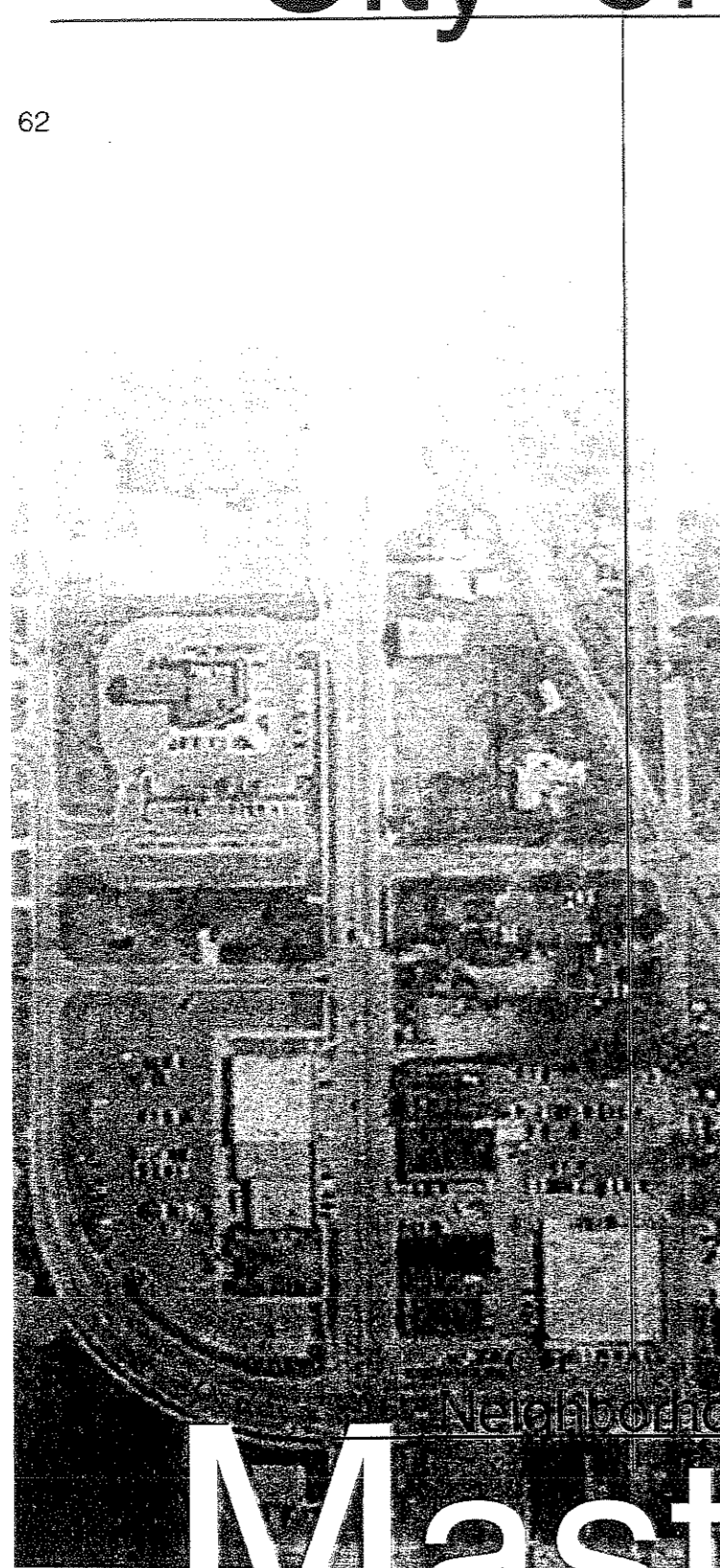


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City of Auburn Hills

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Neighborhood

Mast

City of Auburn Hills
Office of the Mayor

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Website: www.auburnhills.org

City Manager: David J. Blevins

City Clerk: Patricia A. Smith

City Treasurer: Robert J. Smith

City Attorney: Robert J. Smith

City Engineer: Robert J. Smith

City Planner: Robert J. Smith

City Historian: Robert J. Smith

City Archivist: Robert J. Smith

City Librarian: Robert J. Smith

City Records Manager: Robert J. Smith

City Information Officer: Robert J. Smith

City Public Works Director: Robert J. Smith

City Parks and Recreation Director: Robert J. Smith

City Police Chief: Robert J. Smith

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On behalf of the Design Team of Palladia ■ Gensler ■ Katherine Beebe & Associates ■ Barton-Aschman, we wish to thank everyone who has worked with us in the development of the City of Auburn Hills Neighborhood Master Plan. We have been fortunate to be able to participate in a community wide effort in the creation of a new Neighborhood and Village Center Master Plan. We hope that the experience of this open Master Plan process has enlightened the awareness of establishing a...**"Sense of Place"**.

During the last seven months we have been greatly inspired by the Community of Auburn Hills and have genuinely enjoyed developing the planning concepts for this Master Plan with you. We are convinced that these Master Plan concepts are strong and realistic and will form an excellent basis for the Neighborhood Master Plan and we look forward to working directly with the Community of Auburn Hills.

We see this project as a wonderful opportunity to make a positive impact on the everyday lives of the community for generations to come.

Regards,

Ralph J. Mocerino
Palladia
CEO

Phillip C. McCurdy, AIA
Gensler
Vice President

Katherine Beebe
Katherine Beebe & Assoc.
CEO

Joseph A. Marson, P.E.
Barton-Aschman
Principal Associate