

NORTH HUNTINGTON WOODS REDEVELOPMENT PLAN

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EXECUTIVE SUMMARY

The City of Huntington Woods is exploring how to diversify its land use and economy beyond the current composition of primarily single-family homes. Approximately 97% of the city's land is occupied by residences. Most of the existing commercial development in Huntington Woods is located along 11 Mile. City Hall and the City's other municipal buildings are also located along the corridor, at the intersection of 11 Mile and Scotia Rd. The City Hall Parcel is approximately 3.3 acres. In order to diversify the City's tax base and increase commercial activity, we have created a redevelopment plan for 11 Mile and the City Hall Parcel. The redevelopment plan has two distinct parts, creating a **Welcoming Corridor** and creating a **Vibrant Core**.

We began this project by conducting background research on the community and 11 Mile as well as reviewing the past planning efforts in Huntington Woods. We then used the information gathered in the background research and the review of past planning efforts to conduct our analysis. Our analysis consists of four parts: hosting a community engagement workshop, developing an economic analysis of Huntington Woods, reviewing comparable projects through case studies, and producing a SWOT analysis of 11 Mile and the City Hall Parcel.

Analysis

Our **community engagement workshop** gathered residents' desires for the 11 Mile corridor and the redevelopment of the City Hall Parcel. Workshop participants expressed a desire for increased density and walkability along 11 Mile and a City Hall Parcel that incorporates alternative housing, community spaces, and additional mixed uses like a coffee shop, café, or market.

Our **economic analysis** revealed that Huntington Woods is under-served by most major retail sectors, especially grocery stores and restaurants.

The **case studies** we reviewed outlined elements of successful corridors and city centers. These included reducing traffic, increasing connectivity, providing public spaces, and increasing access to green space.

Our **SWOT analysis** highlighted some of the major challenges along the corridor, such as the lack of commercial activity and predominant presence of single-family homes.

By synthesizing the community engagement, economic analysis, case studies, and SWOT analysis, we created a vision and set of guiding principles for redevelopment along the 11 Mile Corridor.

Recommendations and Design

We established a low-, moderate-, and high-intensity conceptual design for the **Welcoming Corridor** and **Vibrant Core**. While each concept was designed individually, different elements of each intensity level can be combined to create a hybrid concept. However, we recommend one concept for each location as the best option for Huntington Woods.

To transform 11 Mile into the City's **Welcoming Corridor**, we recommend the **moderate-intensity redevelopment** concept. The **moderate-intensity concept** for the Welcoming Corridor balances the desires of the community with practical and achievable goals. This concept has **four key elements**:

1. Rezone parcels along 11 Mile to the existing Transitional Office zone.
2. Increase pedestrian access and safety by adding or improving crosswalks at the intersections of 11 Mile and Coolidge Hwy., Scotia Rd., Meadowcrest Blvd., and Woodward Ave.
3. Reduce the number of lanes on 11 Mile from three to two, and add a two-way left-turn lane in the center and an eight-foot buffered bike lane on each side of the street.
4. Construct green infrastructure elements at each block along the corridor.

To create a **Vibrant Core** within Huntington Woods out of the City Hall parcel, we recommend the **high-intensity redevelopment** concept. This concept recommends the demolition of the existing structures on the site and **four key elements**:

1. Construct a mixed-use building along 11 Mile that includes community space and a market hall on the first floor with apartments on the second and third floors.
2. Build a new city hall that houses all municipal services and employees.
3. Create an outdoor green space with a stage for community gatherings and events.
4. Develop a city-wide walking loop that connects the Vibrant Core and other landmarks throughout the City.

For each concept we provide action items assigned with a short- or long-term time frame. To promote accountability, we suggest leaders like the City staff or planning commission for each task. By redeveloping 11 Mile and the City Hall Parcel into a Welcoming Corridor and Vibrant Core, the City has the potential to create a vibrant hub for residents and regional visitors to frequent. This redevelopment can increase the quality of life for Huntington Woods residents by creating safe streets, adding retail within walking distance, and diversifying the City's housing stock and tax base.

INTRODUCTION

Huntington Woods is a city rooted in the tradition of planning. The City leadership and residents are active, are engaged, and have strong visions and goals for the future. Community members are driven to build on the City's many existing strengths, while recognizing the need for improvement. This forward-thinking perspective reflects Huntington Woods' deep commitment to its residents and investment in the City's prosperous future.

We are excited to assist Huntington Woods in its newest planning phase. The City requested that we create a redevelopment plan for two sites, the corridor along 11 Mile and a 3.3 acre parcel where City Hall and the City's other municipal buildings are located at the intersection of 11 Mile and Scotia Rd. The redevelopment will transform 11 Mile and the City Hall Parcel into a Welcoming Corridor and Vibrant Core for Huntington Woods.

We have created a plan grounded in Huntington Woods' existing conditions, past planning efforts, community engagement feedback, and case study research. The following report represents our effort to further the City's reputation as a regional leader and fulfill its vision and needs to create the best possible strategy for Huntington Woods' future.

Plan Organization

The plan is organized into the following three parts:

Part 1. Background Context provides a community overview that highlights the planning problem, existing social and physical characteristics, and past planning efforts that influenced our planning decisions.

Part 2. Analysis provides a deeper understanding of how 11 Mile and the City Hall Parcel shape the broader Huntington Woods community. It reveals what needs to change in order to redevelop 11 Mile and the City Hall Parcel into a Welcoming Corridor and a Vibrant Core.

The analysis is divided into four sections:

1. Initial Community Engagement
2. Economic Analysis
3. Case Studies
4. SWOT Analysis

Part 3. Our Action Plan introduces the vision, goals, and objectives of the plan, which form the basis for our conceptual designs for the Welcoming Corridor and Vibrant Core. We provide a low-, moderate- and high-intensity design for each site. The last section of the plan recommends the conceptual design for each site that we feel best meets Huntington Woods' needs. After which, we provide our recommendations and implementation plan for each concept. We propose the moderate-intensity concept for the Welcoming Corridor and the high-intensity concept for the Vibrant Core.

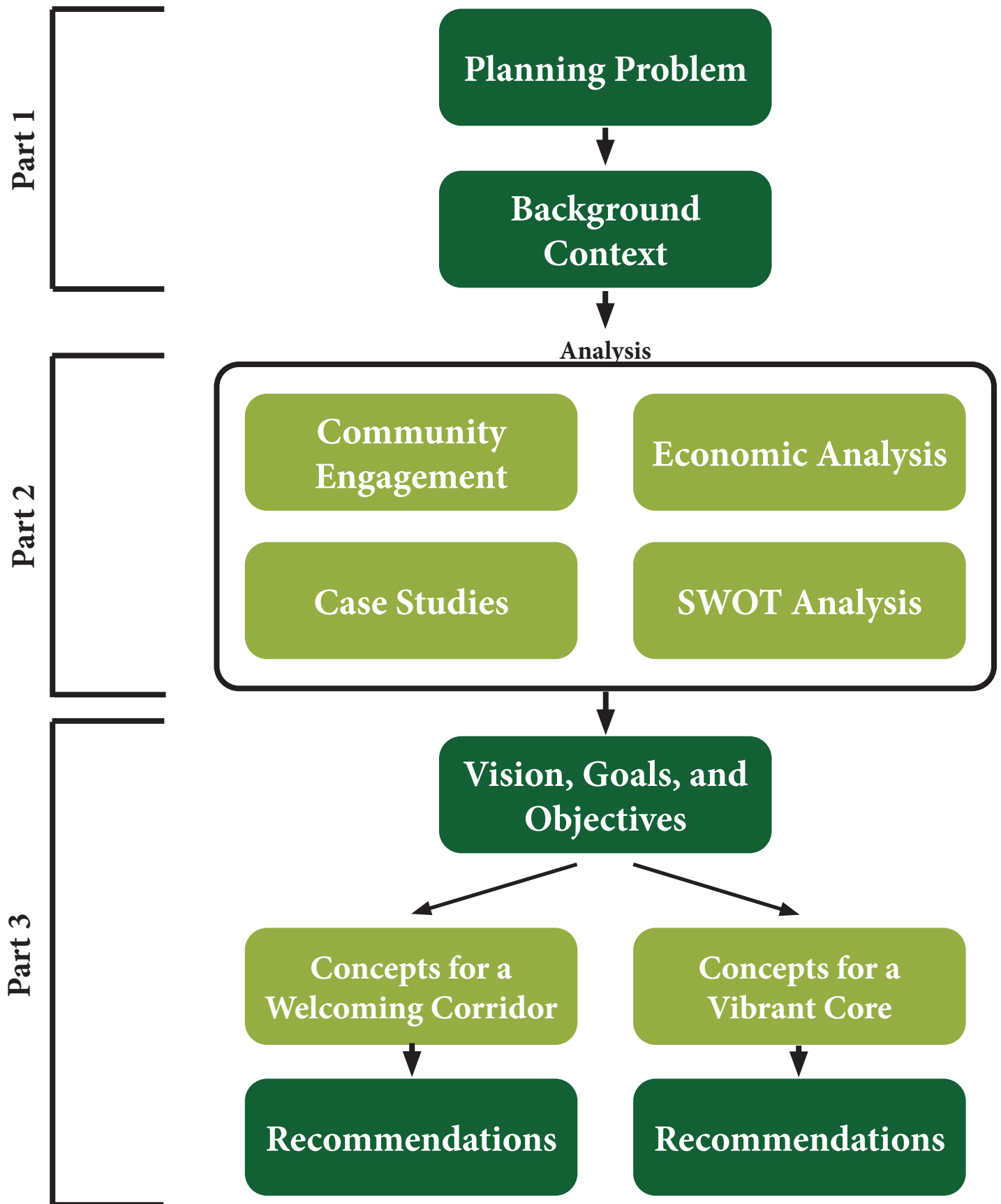


Figure 1: Planning Process

PLANNING PROBLEM

The City of Huntington Woods has expressed interest in exploring how mixed-use development may better serve the needs of its population with more diverse housing options and more local activities that can be accessed on foot or by bicycle. Some residents have also indicated a desire to add a vibrant core to their community. A vibrant core would benefit from being located on a corridor that encourages non-motorized travel. Woodward Avenue has previously been identified as a preferred location for a mixed-use development corridor. However, the City's limited jurisdiction over the space offers little room for change. Alternatively, 11 Mile is a largely under-utilized corridor that offers similar opportunities for redevelopment along the corridor between Coolidge Highway and Woodward Ave. According to a resident survey administered by the City in 2014, there is a desire in the community to see redevelopment in this space and on the three-acre parcel which houses City Hall, Public Safety, and Public Works. The combination of the corridor and the three-acre site present an opportunity to transform the area into a commercial node and a community gathering space with a walkable welcoming corridor. Our team provides the municipality with conceptual plans that we believe will lead to a healthier, more efficient, and more attractive corridor along 11 Mile.

Huntington Woods, referred to as, "The City of Homes", has a tax base where 96% of the City's tax revenue is generated from residential property tax. Having a tax base that is primarily reliant on residential property tax is a risk for the City, in part because of a lack of diversity. Additionally, as a significant proportion of residents age in place, the demand for municipal services will increase. The higher demand for municipal social services increases financial costs. Commercial real estate development is a strategy for diversifying a city's tax base that would benefit Huntington Woods in adding mixed-use development and vibrancy to the community.

In 2014 as part of a master plan update, Huntington Woods residents were asked about the little commercial development along the existing 11 Mile corridor. The development consists of very limited commercial space and residents indicated dissatisfaction with the aesthetic of existing commercial development along 11 Mile. This includes the three-acre City Hall Parcel. Pedestrian friendliness and availability of goods along 11 Mile also received poor ratings. In addition to increasing the availability of services, adding vibrancy to the community means increasing foot traffic along the corridor, which requires decreasing vehicular traffic to improve the pedestrian and cycling experiences. Adding mixed-use development means including non-single-family housing to provide a diverse housing stock for a mixed-income, age-diverse community.

On February 25, 2020, the City of Huntington Woods organized a community meeting where our Project Team was able to gauge community members' opinions regarding the potential redevelopment of the corridor and on the City Hall Parcel. Similar to the 2014 Survey, residents indicated a sense of dissatisfaction regarding the aesthetics, and a desire for more retail amenities and services. Our results also indicated a strong desire for community gathering space on the City Hall Parcel.

In response, we have developed a vision for Huntington Woods that recommends the redevelopment of the 3.3 acre City Hall Parcel into a Vibrant Core for the community. We propose concepts for the mixed-use Welcoming Corridor along 11 Mile between Coolidge Hwy and Woodward Ave. Elements of our corridor plan offer many environmental and aesthetic co-benefits that will establish the desirability of this East-West corridor as the place for a Vibrant Core. Additionally, we offer concepts for design of this Vibrant Core or center on the City Hall site.

BACKGROUND CONTEXT

The purpose of this section is to identify the existing characteristics of Huntington Woods with a focus on 11 Mile and the City Hall Parcel. Our research analysis process provides a snapshot of Huntington Woods in relation to the broader region of the Detroit metropolitan area. After looking at the broader region, we then developed a block-scale inventory of 11 Mile. Our block-scale inventory provides details on the existing social and physical characteristics of Huntington Woods with a particular focus on 11 Mile. Furthermore, because the City Hall Parcel is an essential part of this project we also performed an inventory of the City Hall Parcel. Together, our site inventory and analysis provided a greater understanding of how 11 Mile functions in Huntington Woods and informed our recommendations for redeveloping 11 Mile and the City Hall Parcel.

Huntington Woods is centrally located in the Detroit metropolitan area and in southeastern Oakland County. The City is located less than 15 miles northwest from downtown Detroit via Woodward Ave. Woodward Ave. also connects Huntington Woods to Pontiac, the county seat of Oakland County, which is less than 15 miles northwest of Huntington Woods. Dearborn, the second-largest city in the region with a University of Michigan campus and the Ford Motor Company Headquarters, is located less than 15 miles south of Huntington Woods. The Detroit Metro Airport is located 25 miles southwest of Huntington Woods. The Suburban Mobility Authority for Regional Transportation (SMART) bus system also assists in connecting Huntington Woods to the broader region.

In the immediate area, Huntington Woods is only a few miles away from other suburban cities with vibrant downtowns. Immediately adjacent to Huntington Woods is Royal Oak to the east, Oak Park to the south and west, and Berkley to the north. Royal Oak is almost eight times larger than Huntington Woods in area and population. Royal Oak is known for its trendy Main St., which is a popular shopping district for residents and visitors. Another adjacent community, Oak Park, is approximately four times larger than Huntington Woods. Oak Park takes pride in its cultural diversity and encourages business and community development. Berkley is only slightly larger than Huntington Woods and shares the other half of 11 Mile. Its downtown stretches along 12 Mile and is home to a variety of restaurants and shops.

Huntington Woods is 1.49 square miles. One popular regional destination in the City is the Detroit Zoo, which is partially located within the city's borders. Rackham Golf Course is another popular recreational facility located within Huntington Woods. The major roads that comprise the borders of Huntington Woods are Woodward Ave. to the east, 11 Mile to the north, Coolidge Hwy. to the west, and 10 Mile/I-696 to the south. The SMART bus system has stops located on each of these roads.

The City's optimal location and proximity to the resources and amenities of neighboring municipalities make it a desirable area for residential development. Easily accessible transportation connects it to the surrounding region. However, in comparison to the Southeast Michigan region and its immediate surroundings, Huntington Woods has experienced limited population growth. The community lacks many of the amenities that make the surrounding communities more desirable. Examples of desirable amenities include mixed-use commercial nodes and community gathering space. Existing amenities in the City of Huntington Woods primarily serve the affluent and educated single-family home owners and maintain homogeneity within the community.



Figure 2: Regional Context Analysis. Huntington Woods is well situated in the Detroit metropolitan area between downtown Detroit and Pontiac.

Social and Physical Characteristics

As of 2018, roughly 6,340 people lived in Huntington Woods. The population has been relatively stable over the past decade, growing by 2.1% since 2010, but the population is aging. The median age of a Huntington Woods resident is 43.2 years compared to the state median age of 37.9. The population growth in the City is behind the population growth of Oakland County (5.8%), but ahead of the growth of the state (1.2%), which indicates that most of the region's growth is occurring outside the City. The Southeast Michigan Council of Governments (SEMCOG) projects that by 2045 the population of Huntington Woods will have increased by 9 people (<1%), while the region's population is projected to increase by 8.5% over the same time period.¹²

Huntington Woods is a very well-educated and wealthy city. 76.9% of the population 25 years or older has a bachelor's degree or higher, compared to 47.4% of the County and 29.6% of the State. The 2018 median household income is \$130,417 which is substantially higher than that of the County (\$80,193) and the State (\$56,697). This above-average household income is likely due to the industries in which residents work. 28.5% of employed residents work in the educational, healthcare, or social assistance sector, followed by 24% in the professional services sector, and 11.1% in the finance sector.³

Huntington Woods is less diverse than the County and the State. Figure 3 illustrates the racial breakdown of each of the three geographies. The majority of residents in Huntington Woods are white (93.5%), which is higher than the percentage in both the County and State. The second-largest racial group in the City are people who identify as two or more races, followed by Asian.⁴

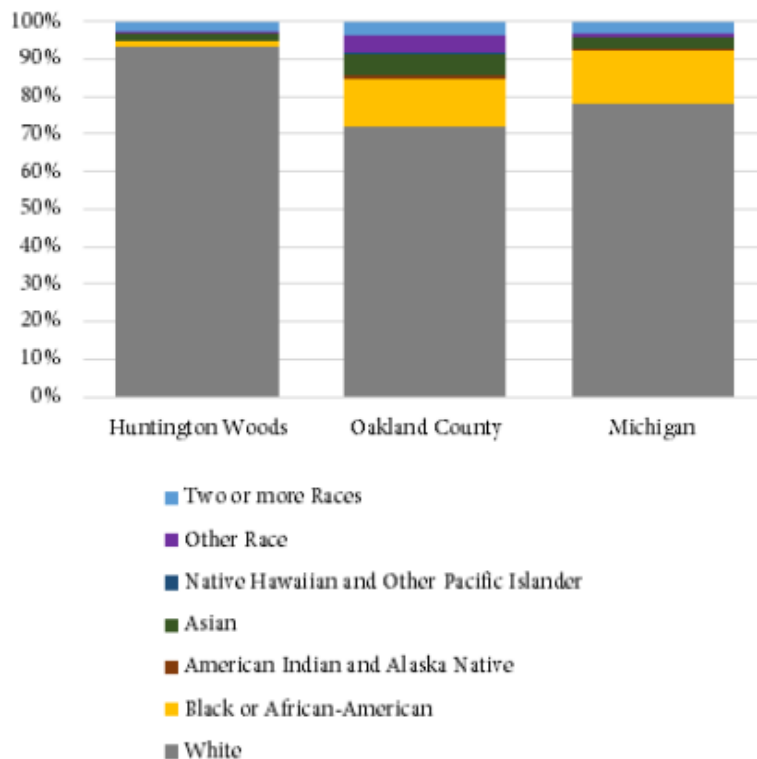


Figure 3: Demographic Profile. Huntington Woods has a greater percent of white residents compared to the county and state.

Huntington Woods is commonly referred to as “The City of Homes” due to its robust housing stock of single-family homes. With the exception of one duplex, the entire housing stock of Huntington Woods consists of single-family homes. According to 2018 ACS estimates, Huntington Woods has 2,542 housing units with 96.3% of them listed as occupied. In addition, 97.1% of housing units are owner occupied. The median value of the owner-occupied units is \$321,400, which is much higher than the median value in the United States at \$204,900.

The predominantly single-family residential character of Huntington Woods creates challenges for the community, including housing accessibility. A lack of housing options, such as duplexes or multi-family buildings, limits the accessibility of Huntington Woods for those who cannot afford large single-family homes. A varied housing stock would attract a diverse population that could support other activities in the community, including commercial and retail businesses.

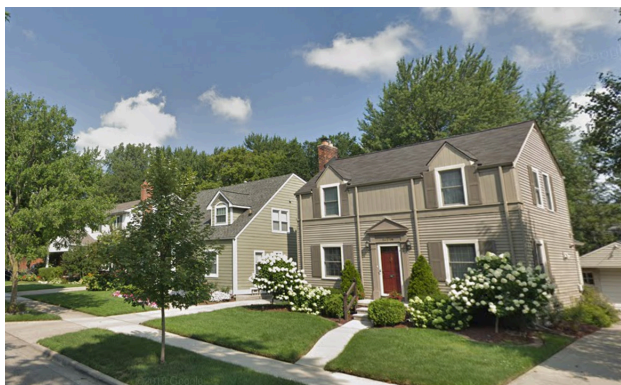


Figure 4: Residential Character. Huntington Woods is primarily composed of single-family homes. Image source: Google

Currently, 11 Mile is a corridor with primarily residential uses within Huntington Woods. Only 1.1% of the land uses are commercial/office spaces, and 1.4% is reserved for public/institutional uses.⁵ There are just a few commercial developments. At the intersection of 11 Mile and Coolidge Hwy., there is Huntington Cleaners. At the intersection of 11 Mile and Berkley Ave., there is an auto body shop named Armitage Cleaners Inc. The Huntington Woods Lutheran Church and Huntington Woods Christian Preschool are located on 11 Mile and Henley Ave. The City Hall Parcel is located on 11 Mile and Scotia Rd. Farther eastward down the corridor, there is a daycare center called Sunny Skies Child Care. The fourth and final commercial use along the 11 Mile corridor is a beauty salon called Studio Eleven.

The limited number of businesses in Huntington Woods means that residents must leave the community to fulfill their commercial needs. Providing more commercial opportunities in the City would allow revenue to stay within the City instead of going to nearby communities. The 11 Mile corridor is one of the main commercial areas within the City, and future commercial development should concentrate along the corridor to capitalize on the existing infrastructure along 11 Mile.



Figure 5: Commercial Character. Left: Huntington Cleaners Right: Studio Eleven Image source: Google

Huntington Woods lacks any significant natural areas, but mature oak trees line many of the streets and sidewalks. These mature oak trees are remnants of the globally rare oak openings ecosystem. Another major source of green space in Huntington Woods is its parks and recreation areas, the Rackham Golf Course, and the Detroit Zoo. The City owns and operates 13 parks that total 14 acres.⁶ These include central parks, fenced-in peripheral parks, and small pocket parks. A recreation center offers various amenities including a pool, a gym, and rooms for activities and events. Burton Elementary, the local public school, has comprehensive recreational facilities which include an indoor gymnasium and a new outdoor playground area.

There are four fenced-in peripheral parks located on 11 Mile: Val Jones Skate Park is 0.91 acres and includes comprehensive features; an in-ground bowl and grinding bars to skateboard on, an in-line hockey rink, a wood chip pathway, picnic tables, benches, a drinking fountain, and a bike rack. The Men's Club Field is 1.70 acres and contains two small soccer fields, a baseball field, and a seasonal ice rink. Reynolds Park is 0.64 acres and includes a large and small play structure, swings, a climbing wall, a picnic area with tables, a wood chip pathway, benches, a drinking fountain, and a bike rack. The 11 Mile/Huntington Park is 0.83 acres and contains three tennis courts, a small sledding hill, a paved in-line hockey area, a play structure, and picnic tables and benches. Gordon Hassig Senior Park is a 0.11-acre pocket park and contains a gazebo, picnic tables, two shuffleboard courts, and benches.⁷

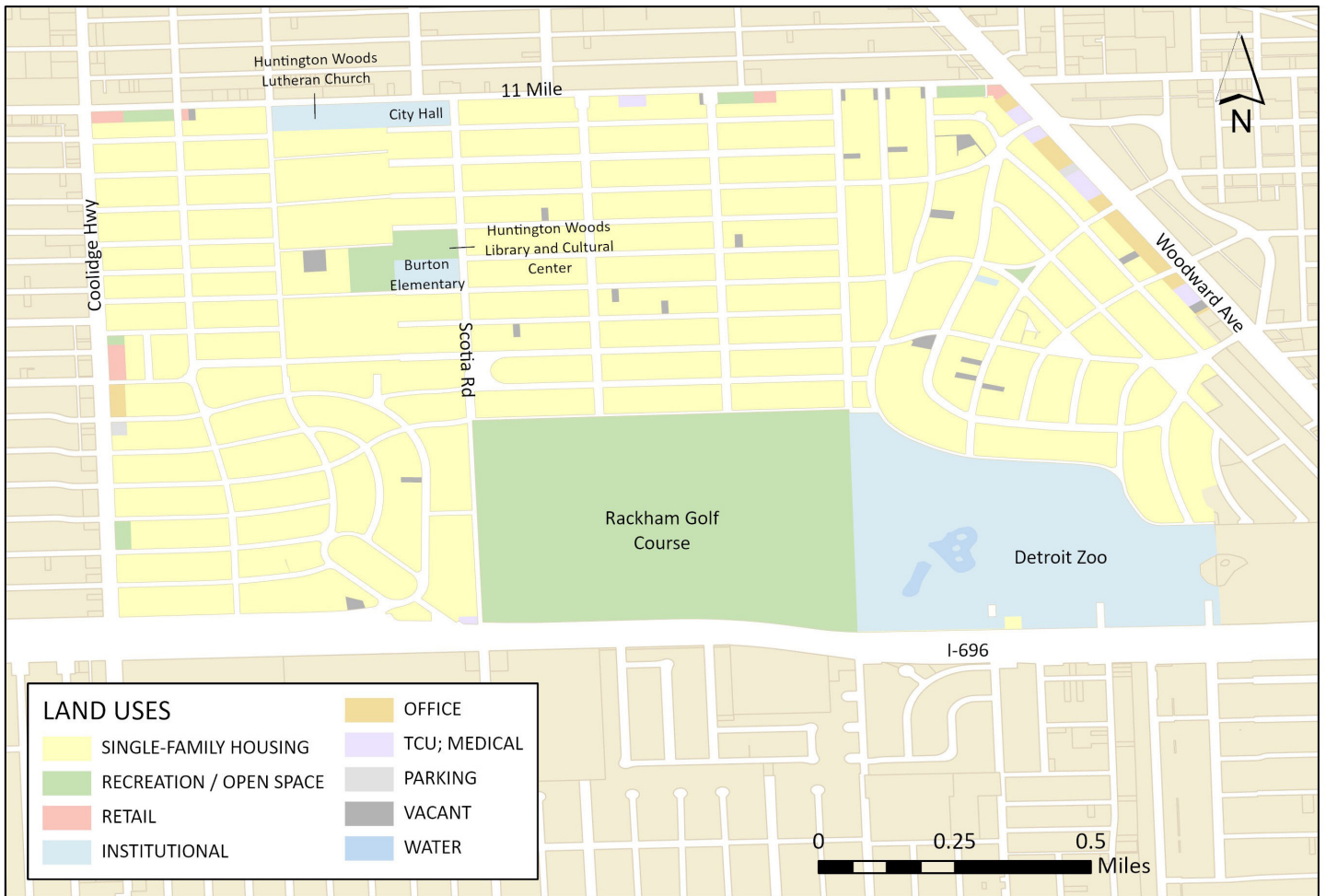


Figure 6: Existing Land Uses. Huntington Woods consists primarily of single-family homes, followed by recreation/open space and institutional uses.



Figure 7: Public Spaces. Huntington Woods has numerous public and recreational facilities that residents frequent and take pride in.

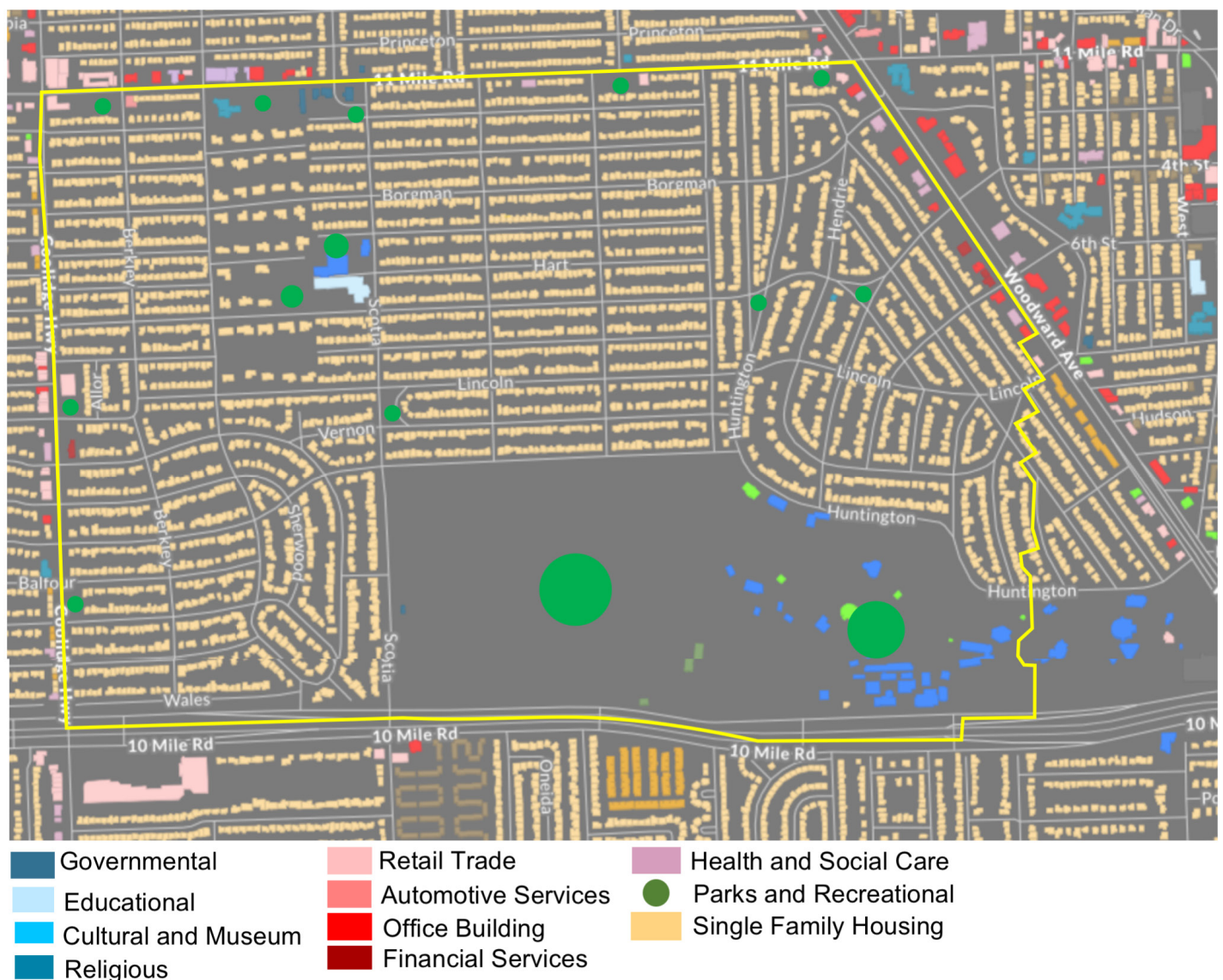


Figure 8: Community Amenities. Huntington Woods excels in providing recreational amenities. Other important amenities, such as retail, often occur outside the city's borders.

The major corridors of Huntington Woods are via 11 Mile, Coolidge Hwy., I-696, and Woodward Ave. I-696 is by far the most frequented thoroughfare to either pass through or enter the city, with 178,239 annual average daily users.⁸ I-696 branches off into 10 Mile when exiting off the freeway and entering Huntington Woods. Woodward Ave. is also a popular thoroughfare that supports approximately 70,000 daily users.⁹ The two primary gateways into Huntington Woods occur at 11 Mile and the intersection of I-696 and Woodward Ave. As visitors exit off the I-696 freeway, they are immediately greeted by the Detroit Zoo. Visitors can also exit I-696 west of Huntington Woods and enter the city via 11 Mile. The modes of circulation along 11 Mile include vehicular, bus, and pedestrian. There are two travel lanes and a sidewalk on each side of the road. Vehicular travel is the most common mode of travel along 11 Mile. According to MDOT, W. 11 Mile has an annual average daily traffic count of only 10,366 users.

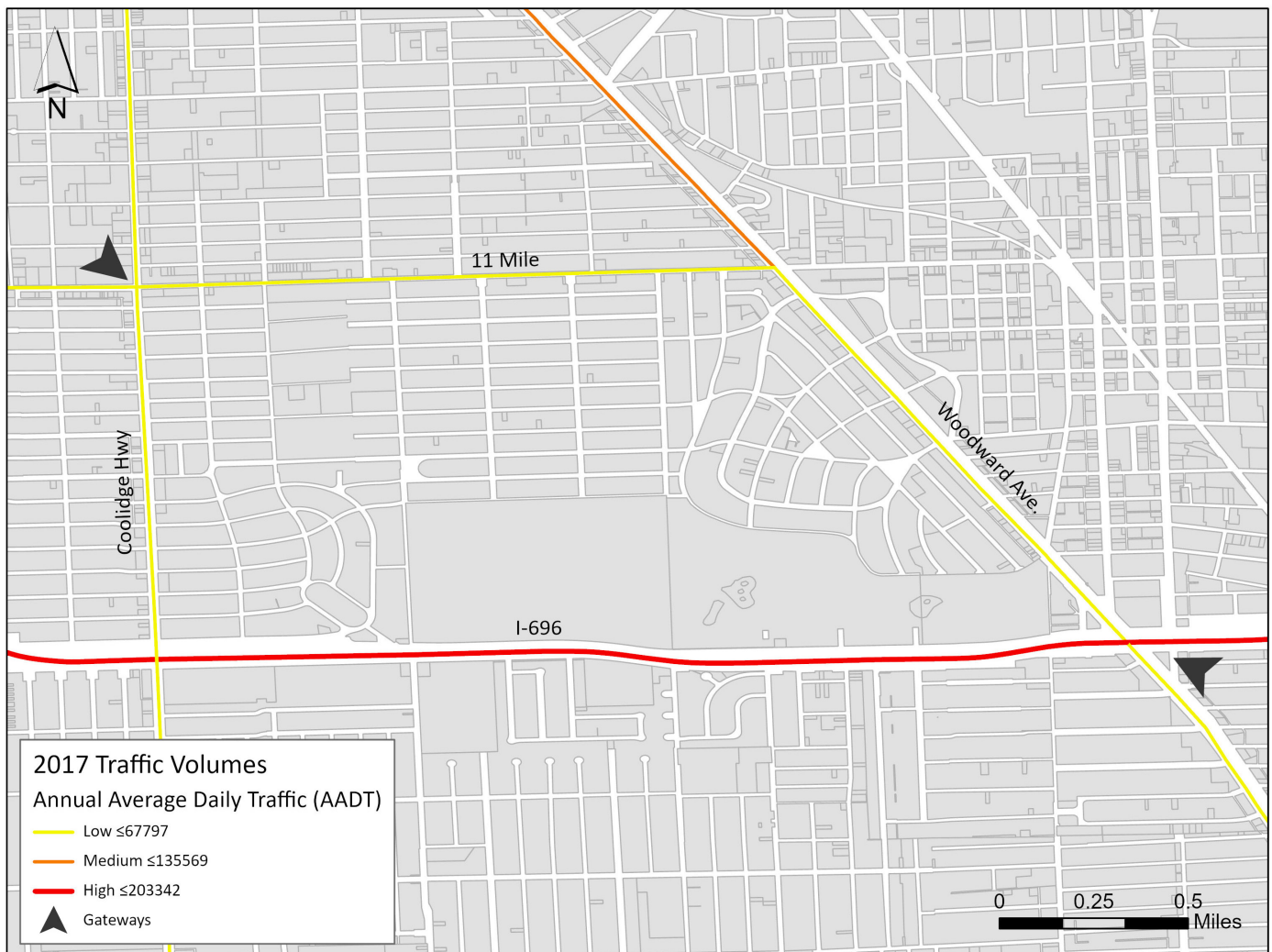


Figure 9: Traffic Volumes. The highest traffic volumes occur along the freeway at Huntington Woods' southern border. In contrast, 11 Mile receives little traffic at the northern edge of the city.

The bus system that services Huntington Woods and the broader Detroit metropolitan region is the Suburban Mobility Authority for Regional Transportation (SMART). Routes 450/460, 445/465, and 461/462 run along Woodward Ave. and connect Huntington Woods from Pontiac to downtown Detroit. Route 415 runs along the western border on Coolidge Hwy. Route 730 runs along Huntington Woods' southern border and connects the city from Southfield to Grosse Pointe. Route 740 is the route that runs through 11 Mile and connects Huntington Woods from Farmington Hills to St. Clair Shores. There are 13 bus stops located on the portion of 11 Mile that runs through Huntington Woods. The average weekday ridership for all of the SMART bus routes in metro Detroit is 29,000 people, and the SMART bus system has increased its ridership by 20% in the last two years.¹⁰

Huntington Woods is served fairly well by public transportation. The routes connect Huntington Woods to a large section of Metro Detroit. This connection could help boost commercial or other non-residential uses in the City, because workers who may not live in the City and do not have a personal vehicle are still able to travel to Huntington Woods. Additionally, the accessibility to public transportation decreases the need for a personal vehicle and can decrease the number of trips in a personal vehicle. Decreasing personal vehicle use reduces overall emissions from personal vehicles, reducing the impact on climate change.

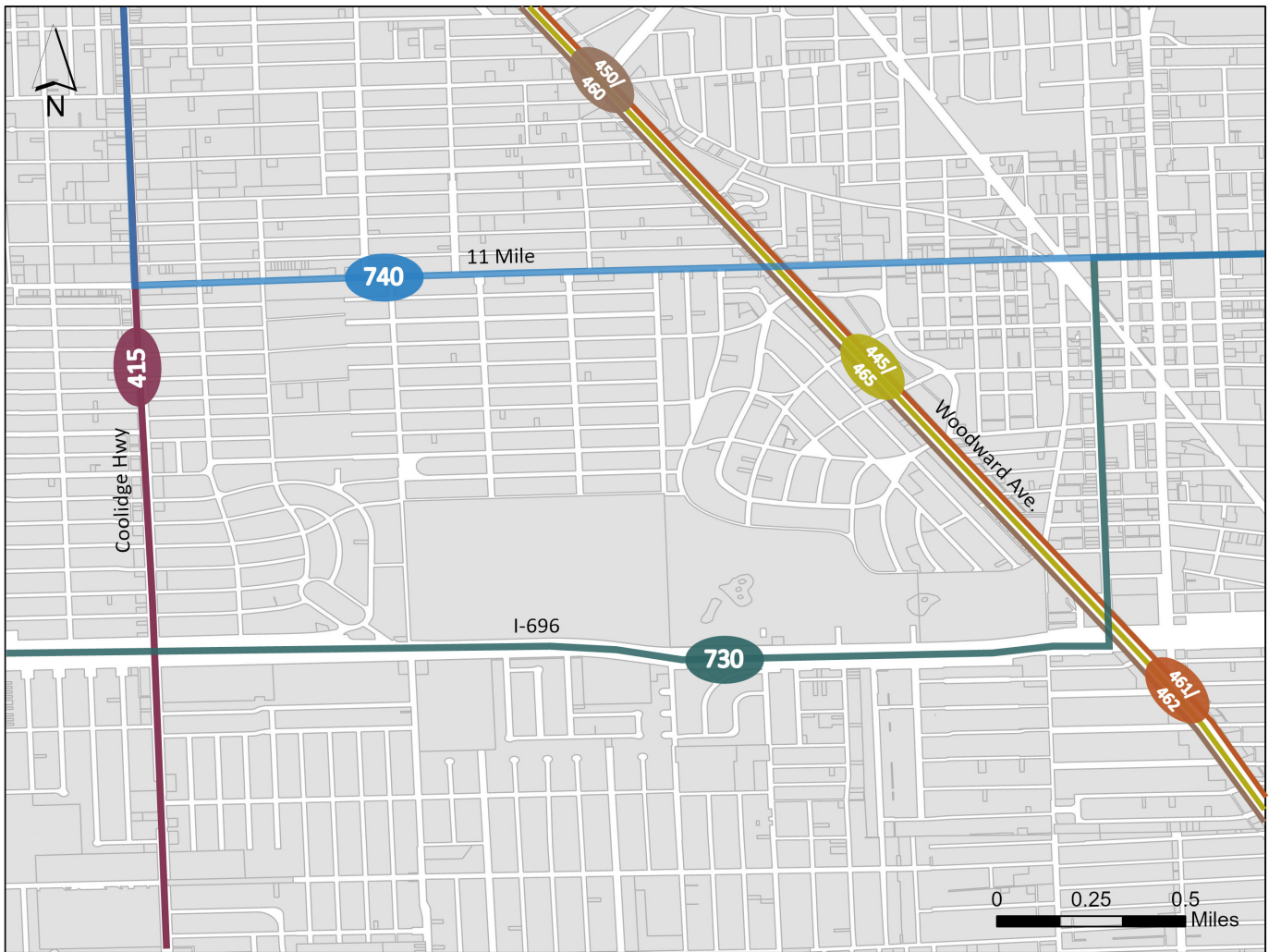


Figure 10: Public Transportation. The SMART bus system has several routes that serve the outer edges of Huntington Woods and connect the city to the broader region.

The topography of Huntington Woods is relatively flat and has a range of soils. Along 11 Mile there are three main soil classes.¹¹ Udorthents and Udipsamments occur east of Scotia Rd. along the 11 Mile corridor. There the topsoil horizon is typically composed of well-drained, silt loam. Urban land-Blount-Lenawee complex soil occurs east of Meadowcrest Blvd. This soil class is typically composed of somewhat poorly drained loam in its top soil horizon. The Urban land-Thetford complex soil class occurs east of Woodward Ave. and typically has somewhat poorly drained loamy fine sand in its top soil horizon.

The environmental conditions of Huntington Woods resemble those of neighboring communities. The mature oak trees, while valuable, pose a significant risk because diseases such as oak wilt or invasive species similar to the emerald ash borer could threaten the majority of the City's street trees.¹² Therefore it is important to diversify the tree species in the community to prevent widespread die off. In addition, green infrastructure, such as bioswales and rain gardens, should be placed in areas with high degrees of impervious surfaces, areas with poor soil drainage, and lower elevation areas to decrease the impacts of stormwater runoff and flooding.

Impervious surfaces can exacerbate stormwater runoff along a corridor that is primarily built on somewhat poorly drained soils. The large amount of impervious surface along 11 Mile increases stormwater runoff, contributing to pollution and poor water quality.¹³ The road itself has four travel lanes, and each single-family home has its own driveway. Each of the commercial developments has its own front or side parking lot. The massive parking lots of the Huntington Woods Lutheran Church and the City Hall Parcel significantly contribute to the amount of impervious surface. Huntington Woods Lutheran Church has 76 parking spaces, while the City Hall Parcel has 55 parking spaces along with lot space for loading docks and fire truck parking.

As mentioned, the City Hall and several other municipal buildings are located on a 3.3 acre plot along 11 Mile. Next we will cover this site in more detail, by first discussing recent trends of public space design in the United States and abroad and then describing the parcel's existing conditions.

City Hall Parcel Introduction

Since World War II, the United States has seen a steady movement towards the privatization of social spaces and loss of community gathering places. The exodus of city dwellers to homes in the suburbs, technological advancements, and rising concerns over safety and privacy are all contributing factors to this national trend. Reintroducing the opportunity for informal public life in the United States could lower pressure at work and home, decrease spending, and combat feelings of loneliness and disconnect.¹⁴

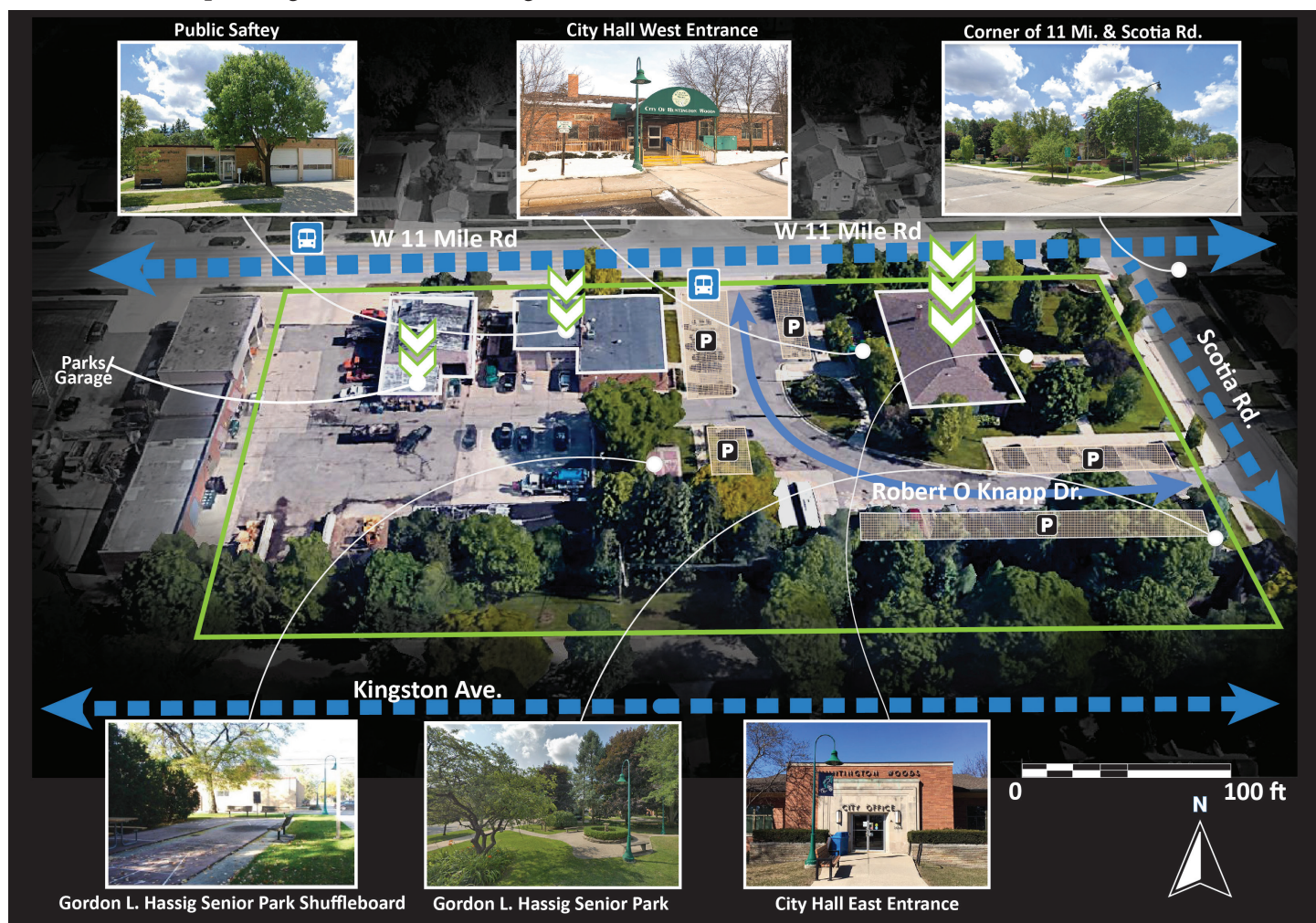


Figure 11: City Hall Parcel Existing Conditions. The parcel consists of municipal buildings that have been unable to foster the creation of community gathering spaces.

European nations and cities in Canada have begun a new trend that addresses this strategy. As city halls and government buildings need replacing, several communities have built town centers in their place, with the government offices incorporated as only one part of a larger redevelopment project aimed to create more public gathering space. Recently, the United States has slowly begun to join this movement.¹⁵ One example is the Eugene, Oregon Town Square Project. Upon its completion, the community space will feature three public plazas, a splash pad, an indoor and outdoor market space, a covered stage, City Hall, and the county service building.

Residents of Huntington Woods have expressed their desire for additional community gathering spaces and some type of additional amenities like a coffee shop or café on the City Hall Parcel. Redeveloping the land into a multi-use community space with all the City's offices and services would make Huntington Woods a national trend setter. Residents of all ages would benefit from the opportunity to improve community ties and experience informal public life and all the advantages it provides.

The City Hall Parcel is located on 11 Mile bordered by Scotia Rd. on the east side of the property and Kingston Rd. to the north. Robert O. Knapp Dr. circles the City Hall building. The site is flanked by residences on three of its four sides, with the City's Recreation Center and Library as well as Burton Elementary School one-third of a mile south of the parcel on Scotia Rd. The neighboring property to the west of the parcel along 11 Mile is the Men's Club Field.

In creating a redevelopment plan for the City Hall Parcel, our goal was to build upon the well-set precedents of the site's existing conditions. The property has three existing structures: City Hall, the Department of Public Safety, and the Parks Garage. The site is also home to the Gordon L. Hassig Senior Park. The parcel has parking for approximately 55 cars, with an additional three spaces for larger vans or buses. This does not include the lot space behind the Parks Garage and Public Safety Buildings that has a loading dock and parking for maintenance and emergency vehicles. There is one bike loop for bike parking at City Hall and a bus stop for the 740 east bound bus at the meeting of Robert O. Knapp Dr. and 11 Mile. Sidewalks surround City Hall and lead to an east and west entrance. The west entrance has steps leading up to the building and an ADA Ramp; the east entrance has no rise in elevation. All areas for the public including the parking lot and sidewalks are lit with decorative street lamps. Finally, the City Hall Parcel boasts mature landscaping and trees throughout the site, especially at the Gordon L. Hassig Senior Park and the border of the parcel along Kingston Ave.

Past Planning Efforts

Huntington Woods has three plans that guide development within the city.

Huntington Woods City Master Plan (2008)

The City Master Plan introduces the vision, goals, and objectives for the city. These primary goals relate to maintaining City services, promoting residential stability, encouraging infill development, promoting inclusive housing types, encouraging mixed-use and high-quality commercial development, improving the parks system and provisioning green space, enhancing the urban forest, and protecting natural resources and features. The plan encourages mixed-use development, neighborhood retail, and office use along the city's perimeter. The retention of commercial nodes in a planned location along 11 Mile or Coolidge Hwy. was also a goal outlined in the Master Plan, and it remains a community goal today.

Huntington Woods City Master Plan Update (2015)

The goals outlined in the Huntington Woods City Master Plan (2008) are included in The Huntington Woods City Master Plan Update, but the revised plan includes steps to prioritize public engagement, which the original City Master Plan lacked. The Planning Commission implemented an online survey and public workshop to further understand residents' vision of the City. The online survey generated 260 responses. Residents commonly felt the City was meeting their needs for safety and offering recreational spaces. Responses also indicate a lack of businesses, alternatives to motorized transportation, and meeting the needs of seniors as sources of dissatisfaction among residents. Figure 12 presents the survey results organized by desired land-use, the percentage of votes and total votes are listed above each bar. The community engagement workshop that the City hosted on February 25, 2020 confirmed residents' desire for food-related shops, traffic control measures, attached housing units, and more intensive uses at the perimeters of the City.¹⁶

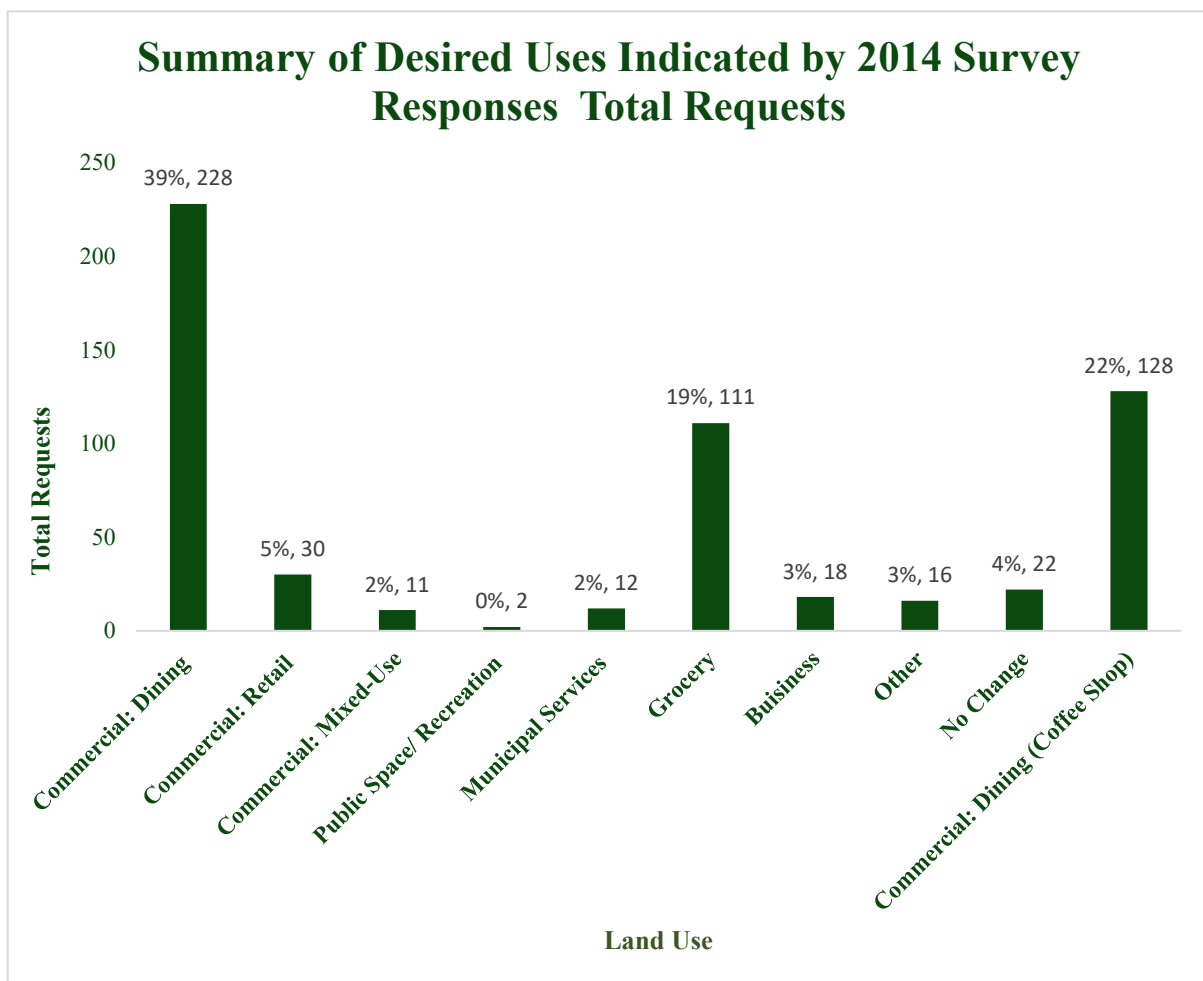


Figure 12: Community Survey Results. Since 2014, residents of Huntington Woods have desired greater dining and retail options in the city.

Figure 12 summarizes the results of the survey included in the Huntington Woods City Master Plan Update (2014-2015). 260 responses to the 22-question survey revealed that the most desired addition to the community was dining options. More than half of the responses indicating a desire for food-service amenities and explicitly requested a coffee shop. There were also a significant number of requests for a grocery store, market, or small convenience store. A number of residents indicated a need for more retail space, particularly along 11 Mile or Coolidge Hwy. Less desirable were the proposals for additional office or business space and municipal service buildings.

The public engagement portion of the City Master Plan Update helped determine that the vision and goals presented in the original master plan were still up to date. Both these master plans encourage mixed-use development, neighborhood retail, and office use along the city's perimeter. The City Master Plan Update was our primary point of reference because it contains goals and objectives outlined in the original plan and accounts for any modifications since 2008. The updated plan also identifies changes that have occurred in the community since the adoption of the original plan.

A future vision for development along 11 Mile is also included in the City Master Plan Update. The vision involves transforming the existing space into a commercial corridor that accommodates community needs. The following excerpts from the City Master Plan Update pertain to the goals for 11 Mile:

- Retain and increase the number of neighborhood commercial nodes in planned locations on 11 Mile and Coolidge Hwy. that are still sensitive to adjacent residential uses.
- Promote high-quality retail and office development in existing nonresidential areas.
- Consider developing denser housing types along 11 Mile.
- Utilize parks and recreational uses as a greenbelt/ buffer at 11 Mile.
- Implement Complete Streets elements along 11 Mile to ensure the safety of multi-modal travel.

Parks & Recreation Master Plan

Finally, the Parks and Recreation Master Plan outlines several initiatives to continue improvement and maintenance efforts for its parks and recreational areas. The plan proposes the use of parks and recreational facilities as a greenbelt or buffer along 11 Mile and other major perimeter roadways. The Parks and Recreation Master Plan also contains a series of action items to help realize the City's vision and goals. These action items include maintaining and updating existing parks and recreation, improving the city's walkability, enhancing high-quality recreation programs and services, and improving the aesthetic experience of the city's road network. Specific improvements applicable to 11 Mile parks are outlined below:

- Maintain and upgrade existing park facilities by removing and replacing outdated play equipment, maintaining safety surfaces under play structures, and managing existing vegetation.
- Improve all five neighborhood parks by resurfacing courts, improving landscaping, adding restroom facilities, addressing drainage issues, and adding accessible walkways to park amenities.

INITIAL COMMUNITY ENGAGEMENT

Community Engagement Facilitated by the City of Huntington Woods in 2014

The purpose of public engagement is to solicit the needs and desires of the community for the 11 Mile corridor in order to empower them to make decisions about their future city. Inclusive planning practices encourage communication between residents and planners and ultimately helps to establish trust, both of which facilitate efficiently achieving community goals.

Previous community engagement methods used by the City include an online survey, public workshop, and regular Planning Commission meetings as discussed in the Past Planning Efforts section.

The online survey from the 2014-2015 Master Plan Update generated 260 resident responses. In general, residents felt that the quality of life in Huntington Woods is “excellent” or “above average.” Major needs that residents felt were unmet related to a lack of neighborhood businesses, safe alternatives to vehicular travel, and affordable housing that fits with neighborhood character. People specifically wanted a coffee shop, ice cream parlor, small grocery store, and restaurants in the city. In relation to 11 Mile, residents wanted to continue to use parks and recreational facilities as a greenbelt/buffer along the road. This information helped to inform our understanding of residents’ wants and needs for 11 Mile and the City Hall Parcel in addition to helping shape our supplementary community engagement efforts.

Completed Activity: Community Engagement Workshop Hosted by the City in 2020

The purpose of the community workshop that we participated in was to invite all residents to be involved and consulted with during the initial stages of the planning process as they learn more about our redevelopment plan. The workshop was intended to set the tone for an inclusive planning process. This workshop provided an understanding of residents’ opinions of the 11 Mile Corridor and the corresponding City Hall Parcel. Our community engagement efforts were intended to identify any additional amenities that may be desired by or serve the Huntington Woods Community.

Roughly 50 residents participated in the workshop at City Hall on February 25, 2020 from 8-8:30pm. Most attendees were over the age of 50. The session was divided into two stations. One station was for the Welcoming Corridor, while the other focused on the Vibrant Core.

Welcoming Corridor Exercise

This exercise consisted of a poster detailing several Complete Streets elements. Participants were asked to rank their preferences with sticky dots for each element of Complete Streets from “Important” to “Unsure.” Handouts at the corridor station provided definitions and examples of each of the Complete Streets elements. Participants provided their Complete Streets preferences and also rated their preferences for the density of mixed uses on 11 Mile. We tallied responses from the corridor exercise and logged them in an excel sheet. A total score was assigned to each element of a Complete Street based on scores residents provided. In this section we asked the respondents to determine whether they felt the element was “Important” or “Not so Important” or if they were “Unsure”. A vote for “Important” received 2 points, while a vote for “Not so Important” received 1 point and a vote for “Unsure” received 0 points. We referenced the total scores in determining which Complete Streets elements to prioritize. Our activities also asked residents about their density preferences to inform the future density of the corridor. Table 1 illustrates the results from the exercise.

In the Welcoming Corridor exercise, Active Streetscaping scored the highest and was most frequently chosen as the top choice. Green Infrastructure and Accessibility for All tied for the highest-scoring second priorities, followed by Pedestrian-Scale Lighting. Medium-density mixed use was the most commonly cited density preference for the 11 Mile Corridor. This indicates a desire for more active mixed-use areas along 11 Mile. Materials for the Welcoming Corridor exercise can be referenced in Appendix A.

Table 1: Results from the Welcoming Corridor Exercise.

Complete Streets Element	Important	Not So Important	Not Important at All	Unsure	Score
Active Streetscape	34	8	3	1	76
Accessibility for All	33	6	3	1	72
Green Infrastructure	31	10	4	0	72
Pedestrian scale Lighting	29	12	7	0	70
Bicycle Friendly	27	12	3	2	66
Traffic Calming	24	15	6	3	63
Signage and Wayfinding	16	22	4	0	54
Street Furniture	13	24	3	6	50

11 Mile Density Exercise

Desired Density	Votes
Low Density	16
Medium Density	24
High Density	5



Low Density



Medium Density



High Density

Vibrant Core Exercise

The Vibrant Core table provided a sticker and sketching exercise where residents were given an 8.5"x11" map of the parcel and surrounding area, a pencil, and various "amenity" stickers with which they could design their ideal City Hall Parcel. Participants were encouraged to either sketch or place stickers on the paper to indicate their preferences. Each participant completed the activity individually, but all participants were strongly encouraged to converse with others. To quantify the responses from the vibrant core sketching exercise, we tallied each element included in a design from a community member. These responses, along with the community engagement conducted as part of the 2015 Master Plan Update, informed our Vibrant Core redevelopment concept for the City Hall Parcel.

Table 2: Results from the Vibrant Core Exercise.

Item	Number of Appearances	Item	Number of Appearances
Coffee Shop	18	Shopping	3
Meeting Space	16	Ice Cream Shop	3
Park	13	Convenience Store	3
Restaurant / Cafe	11	Pond / Wetland	2
Gym	10	Pool	1
No Change	9	Sports Facility	1
Grocery Store	7	Bank	1
Flower Garden	7	Skate Park	1
Dog Park	6	Pet Shop	0
Vegetable Garden	5		

Results and Key Takeaways

The results from both stations overwhelmingly indicated the desire for increased green space or parks and a food or beverage facility, such as a restaurant or coffee shop, along 11 Mile. The need for a community meeting space was also indicated by a significant number of participants. Additional feedback revealed that there is reasonable hesitation about eliminating or replacing the existing buildings on the City Hall Parcel, though this idea was well-received regarding the 11 Mile Corridor. Residents and participants took better to the idea of transforming the existing unused space on the parcel into a new mixed-use space that housed their expressed desires such as a flex-space. Activity materials for the Vibrant Core exercise can be referenced in Appendix A.



Figure 13: Community Engagement Workshop. The City hosted the event on February 25, 2020.

ECONOMIC ANALYSIS

An essential part of providing a mixed-use corridor is ensuring that commercial businesses can survive and prosper in the area. We used ERSI's Business Analyst to determine what retail businesses are needed in Huntington Woods and the region. Figure 15 shows what communities were included in the regional market area. The retail market profile summarizes what industries are meeting the demand or are under supplied. The leakage/surplus factor is a measure of severity of over or under supply. A positive surplus leakage factor indicates that residents must leave the community to have their demands met and a negative surplus/leakage factor indicates that non-residents come to the community to have their demands met or there is an oversupply in the community. Industries that are under supplied in the region would have the best chance and prospering along the corridor because would meet the demand of the region. The full retail market profile can be found in Appendix B.

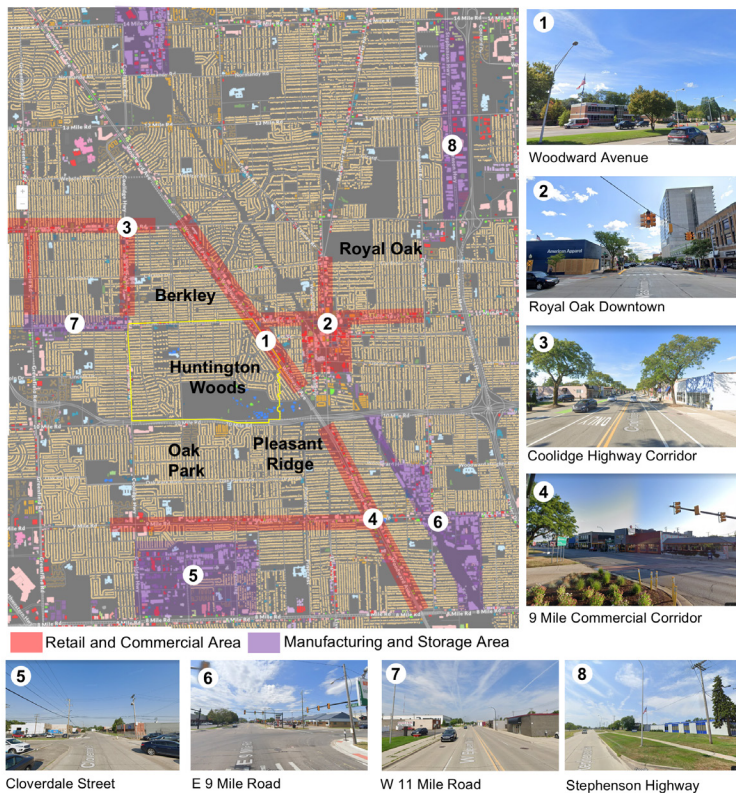


Figure 14: Regional Market Analysis. Huntington Woods lacks the retail and commercial corridors that are present in neighboring communities.

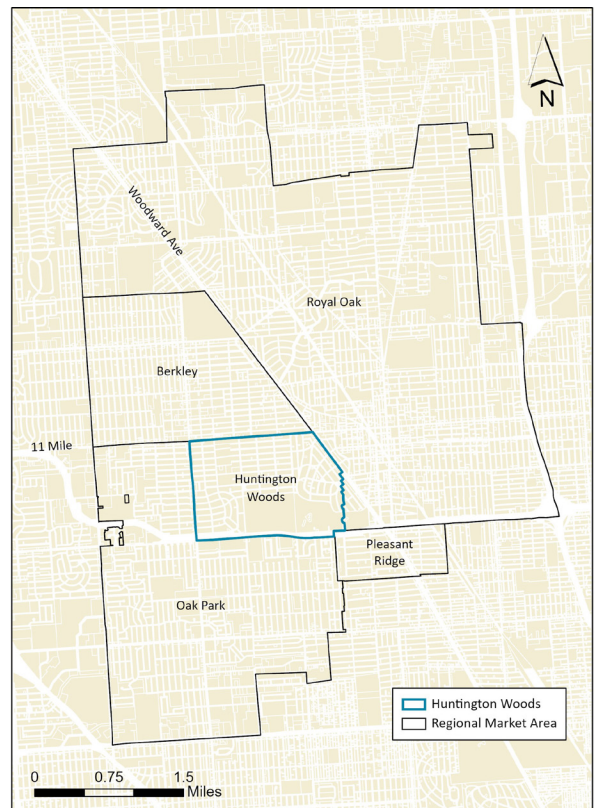


Figure 15: Regional Market Analysis Area. Communities that were included in the retail market analysis.

At the regional scale, the industries that are oversupplied include furniture & home furnishing stores, health & personal care stores, clothing & clothing accessories stores, miscellaneous store retailers, and food services & drinking places. This means that Huntington Woods residents can get their needs met for their industry in the surrounding area such as in Royal Oak or other commercial corridors (Figure 14). Table 3 illustrates the 2-digit sectors for the region, and Table 4 illustrates the 10 3-digit sectors with the largest positive retail gap, indicating the greatest need. The census categorizes businesses into sectors, with the broadest categories being 2-digit sectors, followed by 3-digit sectors. The most specific category includes the 6-digit sectors, but the retail market profile only provides 2- and 3-digit sectors.

Industry Group	Demand	Supply	Leakage/Surplus Factor
Motor Vehicle & Parts Dealers	\$34,913,113	\$0	100.0
Furniture & Home Furnishings Stores	\$6,013,268	\$0	100.0
Electronics & Appliance Stores	\$5,884,091	\$0	100.0
Bldg Materials, Garden Equip. & Supply Stores	\$12,690,410	\$0	100.0
Food & Beverage Stores	\$29,784,807	\$0	100.0
Health & Personal Care Stores	\$11,950,422	\$7,393,959	23.6
Gasoline Stations	\$18,006,467	\$0	100.0
Clothing & Clothing Accessories Stores	\$9,946,580	\$281,579	94.5
Sporting Goods, Hobby, Book & Music Stores	\$4,883,587	\$2,059,336	40.7
General Merchandise Stores	\$26,973,237	\$1,145,391	91.9
Miscellaneous Store Retailers	\$6,149,952	\$2,087,736	49.3
Nonstore Retailers	\$3,271,223	\$0	100.0
Food Services & Drinking Places	\$19,128,438	\$1,006,923	90.0

Table 3: Regional Retail Market Profile. (excluding Huntington Woods) 2-digit sectors.

Industry Group	Demand	Supply	Leakage/Surplus Factor
Department Stores Excluding Leased Depts.	\$183,638,665	\$4,743,415	97.4
Automobile Dealers	\$285,308,510	\$149,446,540	47.6
Other General Merchandise Stores	\$82,913,322	\$11,448,198	86.2
Grocery Stores	\$267,287,279	\$223,563,108	16.4
Other Motor Vehicle Dealers	\$30,341,998	\$897,991	97.0
Electronic Shopping & Mail-Order Houses	\$25,171,528	\$9,468,967	62.4
Bldg Material & Supplies Dealers	\$103,776,225	\$90,079,251	13.2
Auto Parts, Accessories & Tire Stores	\$37,278,691	\$26,689,316	28.4
Book, Periodical & Music Stores	\$7,666,218	\$2,428,926	68.3
Beer, Wine & Liquor Stores	\$22,623,726	\$17,882,339	21.0

Table 4: Regional Retail Market Profile. (excluding Huntington Woods) Top 10 3-digit sectors with the largest gap between demand and supply.

The limited commercial activity in Huntington Woods means that the City is severely under-served in most retail sectors. This is evident by the surplus and leakage factors for the 2 digit industry sectors, most industry groups have a factor above 90 indicating that they are severely under-supplied in the City. Only the health & personal care industry has a factor below 90 (23.6). Most of the office for health and personal care retail businesses are located along Woodward Avenue. They primarily consist of medical and dental offices. Table 5 on the following page illustrates the two digit sectors for the City and table 6 illustrates the 10 3-digit sectors with the largest positive retail gap, indicating the greatest need.

But market potential should not be the only driver of economic development in the corridor. Using the results from the community engagement session on February 25, we categorized the desired amenities from the Vibrant Core exercise into 3 digit sectors (Figure 16). The greatest demand from the participants was for specialty food stores (46.2%) followed by restaurants (28.2%), grocery stores (17.9%), and beer, wine and liquor stores (7.7%). All of these 3-digit businesses are under-supplied in Huntington Woods but Grocery Stores and Restaurants/other eating places are in the top 10 3-digit sectors with the biggest gap between supply and demand (retail gap). Therefore, grocery stores and restaurants/other eating places are most likely to succeed in the 11 Mile corridor because there is the greatest retail gap and most desire from the community for these businesses in Huntington Woods.

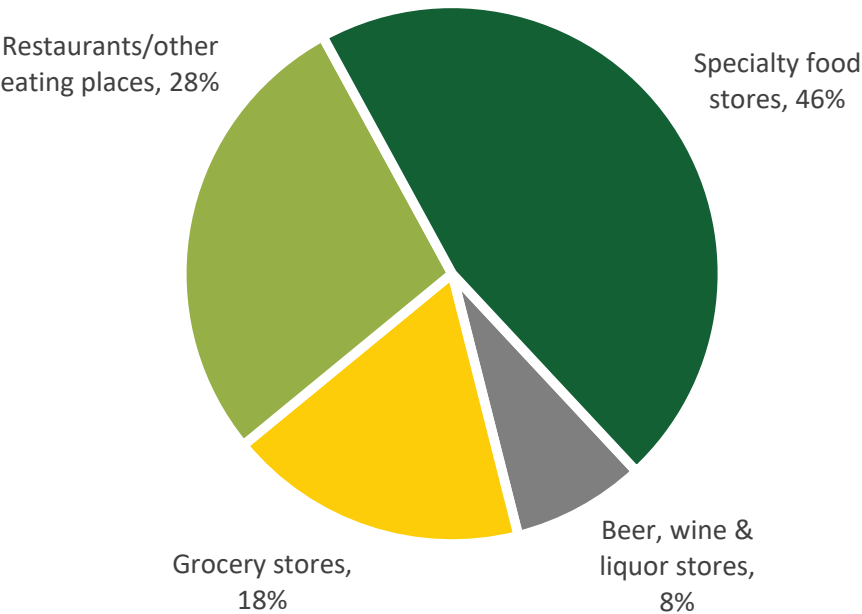


Figure 16: Community Retail Desires. The desired 3-digit industry sectors from the February 25th community engagement workshop.

Industry Group	Demand	Supply	Leakage/Surplus Factor
Motor Vehicle & Parts Dealers	\$34,913,113	\$0	100.0
Furniture & Home Furnishings Stores	\$6,013,268	\$0	100.0
Electronics & Appliance Stores	\$5,884,091	\$0	100.0
Bldg Materials, Garden Equip. & Supply Stores	\$12,690,410	\$0	100.0
Food & Beverage Stores	\$29,784,807	\$0	100.0
Health & Personal Care Stores	\$11,950,422	\$7,393,959	23.6
Gasoline Stations	\$18,006,467	\$0	100.0
Clothing & Clothing Accessories Stores	\$9,946,580	\$281,579	94.5
Sporting Goods, Hobby, Book & Music Stores	\$4,883,587	\$2,059,336	40.7
General Merchandise Stores	\$26,973,237	\$1,145,391	91.9
Miscellaneous Store Retailers	\$6,149,952	\$2,087,736	49.3
Nonstore Retailers	\$3,271,223	\$0	100.0
Food Services & Drinking Places	\$19,128,438	\$1,006,923	90.0

Table 5: Huntington Woods Retail Market Profile. 2-digit sectors.

Industry Group	Demand	Supply	Leakage/Surplus Factor
Automobile Dealers	\$28,043,961	\$0	100.0
Grocery Stores	\$25,997,764	\$0	100.0
Department Stores Excluding Leased Depts.	\$18,913,695	\$0	100.0
Restaurants/Other Eating Places	\$17,294,384	\$478,782	94.6
Bldg Material & Supplies Dealers	\$11,559,729	\$0	100.0
Other General Merchandise Stores	\$8,059,542	\$1,145,391	75.1
Clothing Stores	\$6,443,306	\$281,579	91.6
Auto Parts, Accessories & Tire Stores	\$3,791,637	\$0	100.0
Furniture Stores	\$3,624,684	\$0	100.0
Other Motor Vehicle Dealers	\$3,077,515	\$0	100.0

Table 6: Huntington Woods Retail Market Profile. Top 10 3-digit sectors with the largest gap between demand and supply.

CASE STUDIES

We synthesized case studies of mixed-use corridor and community center redevelopment projects to learn of successful elements that could be applicable to Huntington Woods. Our case studies come from Southfield City, Traverse City, Troy, Grand Rapids, and Ann Arbor. Themes that came out of these case studies include the importance of developing Complete Streets, increasing density, improving aesthetics, and incorporating mixed uses into corridors and city centers.

Figure 17 summarizes the key takeaways from the community engagement workshop held on February 25th and those from each of the case studies listed below. The key takeaways receiving four points or higher were pin-pointed as goals. They are highlighted in yellow in the case study matrix. Those receiving three or more points or higher were synthesized to create the remaining goals for the Vibrant Core and Welcoming Corridor redevelopment concepts.

	Big Beaver Design Guidelines	City of Traverse City Corridors Master Plan	Washtenaw Avenue Corridor Redevelopment	Southfield City Centre Vision & Redevelopment Plan	South Division Corridor Plan	Totals
Increase density of existing space.	X	X	X		X	4
Prioritize community engagement and resident involvement in decision-making process.		X			X	2
Modify or reduce vehicular circulation.	X		X	X		3
Improve pedestrian friendliness and accessibility.	X	X	X	X		4
Improve aesthetics of existing space through streetscaping efforts.	X	X	X	X	X	5
Increase connectivity by improving public transportation access.	X	X	X	X	X	5
Increase community gathering space and amenities.			X	X	X	3
Program public spaces to increase positive activity and use.				X	X	2
Increase mixed-use development along the corridor.		X	X	X	X	4
Increase greenspace in the community.	X		X		X	3

Figure 17: Case Study Takeaways. Findings from the case studies and community engagement were cross-referenced to prioritize goals.

Southfield City Centre Vision & Redevelopment Plan (2016)

I. Overview

The Southfield City Center Vision & Redevelopment Plan¹⁷ serves as a case study for Huntington Woods' Vibrant Core. In 2016, the City of Southfield, Michigan published a redevelopment plan for an 8.15-acre site owned by the City in its new "City Centre District." The City's population demographics, vision for redevelopment, and existing site conditions share commonalities to our North Huntington Woods Redevelopment Plan. The Southfield Plan incorporates the placement of the City's municipal campus adjacent to the site, the addition of mixed-use development, and the improvement of alternative transportation networks surrounding the area. The two cities are only five miles apart, and they share similar population demographics.

II. Project Principles

The Plan's guiding principles and vision are paraphrased below:

- **Improve the circulation network.** Create a multimodal district but be sure to connect to the existing city fabric as new development occurs.
- Create a vibrant, **pedestrian-oriented built form** that promotes a walkable environment.
- Determine the details of any **mixed-use development** based on market demand.
- **Program public spaces** to increase positive public activity and use.
- **Design an authentic place** that will please current residents and attract new residents and talent.

Improve Southfield's City Centre by building on the City's active and prominent business environment through the addition of a highly walkable, mixed-use development that includes shopping, dining and entertainment, and housing in order to attract and retain professionals and positively influence economic growth in the area.

III. Takeaways & Lessons Learned

- Well designed and easy-to-digest maps and other graphics like eye-catching renderings help stakeholders comprehend the project vision and give more effective feedback.
- A market analysis or some type of investigation of existing businesses and services is critical when planning for mixed-use development.
- Southfield's difficulty attracting a developer and implementing the plan could be because of its regional competition and close proximity to similar up-and-coming but more developed areas like Royal Oak, Ferndale, and Detroit.
- The addition of a small café and meeting space in a renovated or newly constructed city hall building could be sufficient to meet Huntington Woods residents' vision and needs and eliminate concern over nearby competition.
- Huntington Woods stakeholders should look to the University Town Center Plan from University Place, WA for an additional case study with a municipal building as an anchor to a town center/mixed-use area that has been implemented.

The Big Beaver Design Guidelines (2008)

I. Overview

The Big Beaver Design Guidelines¹⁸ serve as a case study for the Welcoming Corridor. The Big Beaver Corridor is a six-mile-long six-lane boulevard that supports business, retail, and commerce. Just as the Big Beaver Corridor establishes the City of Troy's first impression on visitors, 11 Mile establishes the first impression of Huntington Woods.

Design guidelines are essential to create an attractive, vibrant appearance for the many types of structures and buildings along a major roadway. The Big Beaver Design Guidelines bridge the gap between the Big Beaver Corridor Study, the City of Troy Master Plan, Troy Vision 2020, and the City of Troy Zoning Ordinance. There are two parts in the guidelines: physical elements such as general site layout, access, and building scale; and aesthetic elements, such as street and streetscape guidelines and architectural components.

II. Project Principles

The Plan's guiding principles and vision are paraphrased below:

- **Streets.** Contain all significant components of the "world-class boulevard," which include service drives with parallel parking, pedestrian walkways with amenities, greenery, pedestrian-scale lighting and signage, seating areas, public squares, and streetscape amenities.
- **Sites.** Strive to place buildings adjacent to the street with no setbacks, enhance vehicle circulation that connects sites with linked pedestrian circulation, and implement parking requirements.
- **Structures.** Outline the buildings' materials, entrances, and street frontage, as well as design ideas applied to development.

III. Takeaways & Lessons Learned

- Corridor guidelines should be measurable for any technical implementation to track the progress of the plan.
- Graphics and visuals are an effective way to communicate the vision and objectives.
- Community-based development and collaboration between the City and community will minimize future land disputes.
- A user-based experience will enhance the vitality of the corridor.

City of Traverse City Corridor Master Plan (2013)

I. Overview

The City of Traverse City Corridor Master Plan¹⁹ serves as a case study for Huntington Woods' Welcoming Corridor. In 2013, the City of Traverse City adopted a Corridor Master Plan intending to strengthen and restore the economic vitality of the City's corridors outside of Front Street, the main economic center of the city. This Corridor Master Plan is intended to supplement existing regional and city plans and provide more detailed and actionable visions for the identified corridors. The broad objective for all the corridors is to enhance and reinforce the existing features of the corridors, but each corridor has an additional set of unique objectives. The five identified corridors include West Front Street, East Front Street, Eighth Street, Fourteenth Street, and Garfield Avenue.

II. Project Principles

The Plan's guiding principles and vision are paraphrased below:

- Identify specific buildings and parcels that are a valuable **redevelopment opportunity**.
- Improve **streetscaping** to create a pedestrian-friendly experience and improve walkability.
- Promote **mixed-use development** to meet the needs of the corridors.
- Facilitate **public transportation** to increase connectivity of the corridors to other areas of the City.

III. Takeaways & Lessons Learned

- Well designed and easy-to-digest maps and other graphics like eye-catching renderings help stakeholders comprehend the project vision and give more effective feedback.
- A market analysis or some type of investigation of existing businesses and services is critical when planning for mixed-use development.
- Southfield's difficulty attracting a developer and implementing the plan could be because of its regional competition and close proximity to similar up-and-coming but more developed areas like Royal Oak, Ferndale, and Detroit.
- The addition of a small café and meeting space in a renovated or newly constructed city hall building could be sufficient to meet Huntington Woods residents' vision and needs and eliminate concern over nearby competition.
- Huntington Woods stakeholders should look to the University Town Center Plan from University Place, WA for an additional case study with a municipal building as an anchor to a town center/mixed-use area that has been implemented.

Washtenaw Avenue Corridor Redevelopment Case Study (2014)

I. Overview

The Washtenaw Avenue Corridor Redevelopment²⁰ project serves as a case study for the Welcoming Corridor. Washtenaw Avenue is a representative of 11 Mile because it is a low-density corridor that is working to provide Complete Streets and mixed uses. Washtenaw Ave. is a primary transportation corridor linking Ann Arbor and Ypsilanti along a five-mile stretch. The land uses are sprawling commercial buildings that require automobile access and support traffic congestion. This traffic problem limits the safe access to services and employment centers of nearby residents. Auto-dependency has also increased air pollution and limits proper stormwater management. These challenges prompted a Joint Technical Committee (JTC) to produce the Washtenaw Avenue Corridor Redevelopment Strategy. The JTC's land use and design recommendations provide density and mixed uses to the corridor. Similarly, the ReImagine Washtenaw Corridor Improvement Study uses a Complete Streets philosophy to provide transportation strategies and cross-section designs.

II. Project Principles

The Plan's guiding principles and vision are paraphrased below:

- **Land Use.** Goals are to improve corridor function for all, focus regional growth in areas with existing infrastructure, encourage efficient use of public services, and connect housing, employment, services, recreation, and transportation. The JTC identified eight nodes to serve as focal points for development along the corridor. New building standards encourage infill and sustainable development, integrate housing with commercial uses, create policies to eliminate conflicting regulations between jurisdictions, and encourage efficiency between land uses and transit.
- **Form and Site Design.** Guidelines reduce front setbacks, eliminate parking in front of buildings, and ensure that buildings have a height of 2-3 stories. Street facades should encourage pedestrian activity along sidewalks through the placement of doorways, windows, outdoor seating, natural features along the right of way, and architectural elements that face onto the street. Finally, developments should concentrate commercial and office uses near transit stops with residential units on upper floors.
- **Complete Streets.** Strategies include narrower vehicular travel lanes, sidewalk continuity, buffered bike lanes, a road diet, a landscape buffer, and a dedicated transit lane. Traffic volume reduction strategies include mode shifts, traffic diversion, transportation demand management, and the park-once strategy. Pedestrian crossings should be improved by removing crossing barriers, updating signals and markings, and constructing more crossings. Bus stops will construct bus bays and add passenger amenities.

III. Takeaways & Lessons Learned

- Designate nodes for medium-density development. This could direct implementation efforts and help preserve some of the low-density residential character that Huntington Woods values.
- Offer incentives to developers in exchange for public benefits.
- Pedestrian activity increases when buildings are oriented toward the sidewalk with architectural elements at human scale. Ample street trees, lighting, and sidewalk amenities enhance the pedestrian experience to further activate the streetscape.
- Incorporate a Complete Streets philosophy to calm traffic and develop bicycle-friendly infrastructure along 11 Mile. A road diet to reduce lanes provides space to construct a buffered bike lane while reducing the speed of traffic. Trees along the right-of-way can also reduce speeds and provide pedestrians a physical barrier from cars.

South Division Corridor Plan (2019)

I. Overview

The South Division Corridor Plan²¹ serves as a case study for the Welcoming Corridor. The South Division Street corridor is located in southern Grand Rapids, Michigan. The plan is characterized as a guiding document, designed to connect multiple key Grand Rapids neighborhoods. The three-mile, mixed-use planning area currently hosts commercial, residential, and industrial development. The project aims to transform the space into a more cohesive, equitable, and prosperous community. Many of the key principles of the corridor plan align with the interests of the Huntington Woods and could benefit residents if implemented. Additionally, resident skepticism of the corridor plan mirrors much of the feedback of elderly Huntington Woods residents regarding redevelopment.

The South Division Corridor is one of the most densely populated and diverse neighborhoods in Grand Rapids. The population has steadily increased since 2010 and is projected to grow by about 4.5% over the next five years. This growth presents opportunities for increased economic activity. The plan, developed in 2017, was designed to increase utility of an underused space in the community. The project was led by a local advisory group consisting of stakeholders, residents, and business owners and guided by consultants from a number of firms, but primarily Camiros, Ltd. The planning process is rooted in the idea that community engagement should be a top priority in order to combat resident skepticism stemming from the neighborhood's traditional community development practices, which have historically excluded minority residents from the decision-making process.

II. Project Principles

The Plan's guiding principles and vision are paraphrased below:

- Facilitating **extensive community engagement** efforts throughout the planning process is necessary in order to **overcome social and cultural barriers** that prevent resident and stakeholder participation in the project.
- Past planning efforts and errors are helpful reference points for developing implementation guidelines.
- Providing a **performance-evaluation** mechanism such as a scorecard or checklist motivates the actor to implement recommendations and effectively and efficiently accomplish plan goals.

III. Takeaways & Lessons Learned

- *Development does not have to mean displacement.* Particularly among residents of communities where revitalization is proposed, this seems to be a common misconception. The South Division Corridor Plan demonstrates that with careful consideration and communication between existing residents and planners, this does not have to be the case.
- *Building community should start with communication, not building.* Emphasizing proposed development as a community-led effort encourages collaboration between residents and generates a sense of community before the development is even complete, thus increasing the desire to cohabitate in the space with other residents upon completion.

SWOT ANALYSIS

During the analysis phase of our planning effort, we conducted a SWOT analysis to better understand how we can transform 11 Mile and the City Hall Parcel into a Welcoming Corridor and Vibrant Core. The SWOT analysis identifies the strengths (S), weaknesses (W), opportunities (O) and threats (T) that Huntington Woods may confront for each project site. Performing a SWOT analysis helps to recognize and build on the city's strengths, while reducing weaknesses and anticipating future threats and opportunities.

This section includes the Welcoming Corridor and Vibrant Core SWOTs, with the key elements of each included in the square table illustrations below. In addition, each SWOT is accompanied by an analysis paragraph.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> -Comprehensive facilities and services for residents -Well kept housing stock -Proud homeowners -Historic character and charm -Quality construction -Five parks within City limits -Numerous street trees line 11 Mile -High visibility from 11 Mile for potential commercial development -Generous sidewalk space -High quality recreational programs -Easy access to gas station on 11 Mile -Close proximity to Rackham Golf Course and Detroit Zoo 	<ul style="list-style-type: none"> -Enhance aesthetic cohesion -Implement Complete Streets policy -Adopt mixed-use zoning -Perform road diet to improve traffic flow -Make 11 Mile two-lanes for bike lane space -Improve signage and amenities at bus stops -Add natural features to parks and recreation spaces -Make city-wide walking loop to connect landmarks -Construct green infrastructure for stormwater management -Room for infill development and increased density -Create neighborhood commercial nodes -Promote high quality residential and office development at City's perimeter -Sufficient space for enhanced streetscaping
WEAKNESSES	THREATS
<ul style="list-style-type: none"> -Land Use only 1.1% commercial/office -No significant growth of economy since 2006 -Slow population declined from 1960-2000 -Minimal population gain in recent years -High amounts of impervious surfaces -Mowed lawns comprise much of green landscape -Bus stops along corridor are poorly marked -Corridor is underutilized -No protected bike lanes in the area -Minimal design cohesion of structures -Lack of community identity/branding 	<ul style="list-style-type: none"> -Limited diversity of housing types -Inadequate connections and joint transportation planning with neighboring communities -Potential pollution from traffic and existing land uses -Corridor has poorly drained soils -Climate change will increase precipitation and extreme weather -Changing corridor will require assistance from many regulatory agencies -Some stakeholders may oppose redevelopment -Bike lanes could cause conflict between vehicular and bicycle traffic -No codified design standards for corridor -Limited vacant land available for redevelopment

Figure 18: Welcoming Corridor SWOT.

Welcoming Corridor Analysis Summary

Huntington Woods has numerous strengths, especially the City's single-family homes, public services, and facilities. The community has a noticeable charm, and residents are proud of their city. However, as in any community, there is room for improvement and growth. Huntington Woods lacks amenities that could make it a more inclusive municipality and place where citizens could have all their basic needs met. Housing diversity, commercial development, and auto-alternative transportation options are the city's greatest weaknesses and its greatest areas of potential. 11 Mile is the ideal location for mixed-use zoning, infill development, and increased density given its high visibility and ample space. Making these changes will encourage neighborhood commercial nodes throughout the corridor. Increased commercial development combined with support for alternative transportation methods and partnerships with neighboring communities will grow Huntington Woods' economy and better meet residents' needs. A growing economy, a consistent community brand, and codified design standards for the corridor will make Huntington Woods an even stronger example of the quintessential small town.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> -One-third of a mile from Library, Parks and Rec. Building/Pool and Burton Elementary -Located on 11 Mile -Surrounded by neighborhoods -Easy for residents to walk to site -740 bus stops on 11 Mile at site -Accessible for all abilities -ADA Ramp at City Hall entrance -Well lit -Sidewalks surround City Hall -Ample parking -Healthy, mature trees and landscaping throughout site -Site owned by City 	<ul style="list-style-type: none"> -Men's Club Field is to the east of City Hall site, could also be enhanced or redeveloped -Create connection along Scotia Rd. to other community buildings -Create additional meeting space for the public -Demand for cafe or coffee shop -Few competing businesses within City limits -Continuation of centralization of services
WEAKNESSES	THREATS
<ul style="list-style-type: none"> -Site size may limit options for redevelopment -Parks garage and public safety lot poorly used space -Senior park not used often -City Hall workers have limited room -Only one bike rack loop for whole site -Sign for City announcements somewhat dated 	<ul style="list-style-type: none"> -Traffic on 11 Mile (safety concerns) -Existing businesses and restaurants in neighboring communities -Must please all residents and stakeholders, not just loudest group -New development must remain relevant into the future -May not be able to meet all City's needs/desires

Figure 19: Vibrant Core SWOT.

Vibrant Core Analysis Summary

The City Hall Parcel's mature plantings, deliberate exterior design, and careful construction of City Hall are undoubtedly great qualities of the property. Yet the parcel's greatest strength is likely its location. Its presence along 11 Mile and proximity to the City's neighborhoods, Library, Recreation Center, and Burton Elementary guarantees the site's potential to become Huntington Woods' vibrant community core. While the site has great promise, the size of the parcel will be the largest restricting factor. Three and three tenths of an acre will require creative placement of compact housing units, and extensive retail and dining should not be expected. However, with built-out main streets only miles away in neighboring municipalities like Royal Oak, Huntington Woods may find more success in building at a smaller scale with a primarily internal focus on community members. Additionally, the parcel and city as a whole are able to support alternative transportation methods, such as providing space for pedestrian and bicycle amenities, that could provide easy access to both City Hall and 11 Mile, as well as to places like Royal Oak or Berkley. Currently, the site has only one bike loop for bicycle parking, and while there is a bus stop on 11 Mile at Robert O Knapp Dr., it is not well marked and has no bench or structure. Enhanced alternative transportation amenities not only would enable residents to move more freely without a car, they may also entice residents from other cities to visit Huntington Woods.

VISION, GOALS, AND OBJECTIVES

After reviewing the results from the community engagement workshop and key takeaways from each case study, we synthesized the following vision, goals and objectives. This section is intended to structure the recommendations and implementation strategy and provide a cohesive path for achieving our vision for the Welcoming Corridor and Vibrant Core.

Vision: Develop a mixed-use walkable corridor along 11 Mile that provides amenities and services to support the community of Huntington Woods while maintaining existing community character and charm.

Goal 1: Increase Density

Objective 1: Reduce setbacks from streets and property lines.

Objective 2: Set minimum building lot coverages and building heights.

Objective 3: Focus new development to designated nodes along the corridor.

Goal 2: Provide Mixed Use

Objective 1: Rezone for mixed-use along 11 Mile.

Objective 2: Adopt design standards along the corridor.

Objective 3: Market opportunities along the corridor to attract business and development.

Goal 3: Create a More Walkable Corridor

Objective 1: Adopt Complete Streets standards.

Objective 2: Implement a streetscape design.

Objective 3: Facilitate recreational activities along the corridor.

Goal 4: Redevelop the City Hall Parcel

Objective 1: Provide additional community/flex space for resident use.

Objective 2: Address community member's desire for easily accessible, casual, neighborhood eateries.

Objective 3: Add additional features and update existing site amenities to unify the vision for new development along Eleven Mile with the City Hall parcel's proposed site plan design.

CREATING A WELCOMING CORRIDOR

The following three concepts present low-, moderate-, and high-intensity options for redevelopment on 11 Mile, which we refer to as the Welcoming Corridor. While each concept is developed individually, specific elements can be combined to create a hybrid concept. To ensure that all concepts are aligned with the vision, goals, and objectives, each concept increases density, provides mixed use, and includes Complete Streets elements.

Low-Intensity Concept

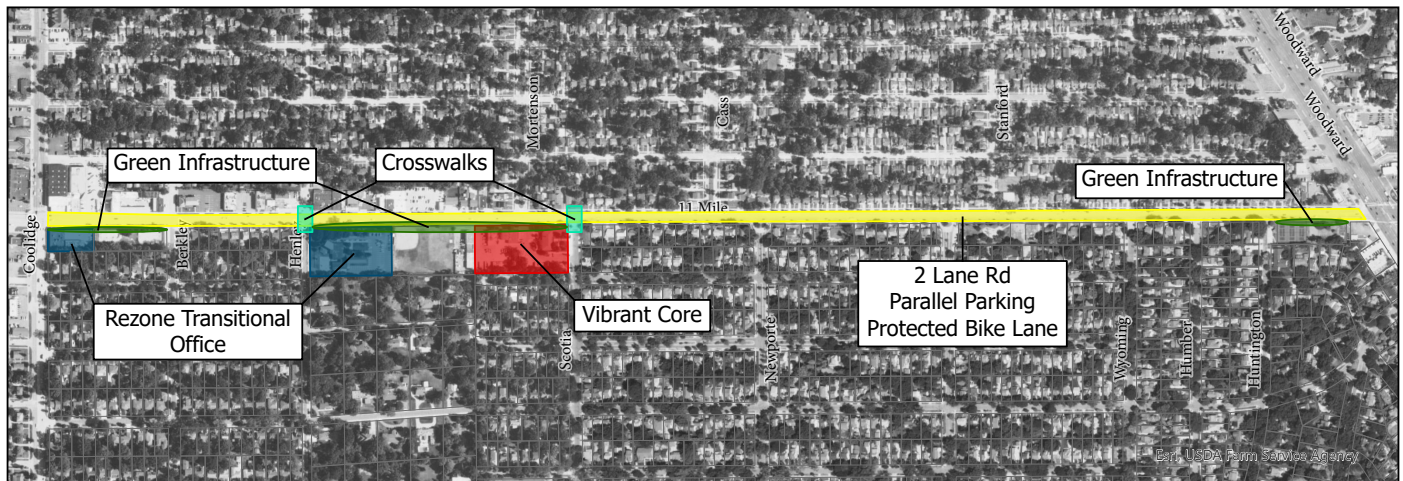


Figure 20: Low-Intensity Concept Plan View.

The key elements of a low-intensity concept for the Welcoming Corridor are as follows:

- Rezone parcels at existing nodes to transitional office
- Introduce tree plantings along public land / future development
- Add crosswalks at Henley Ave. & Scotia Rd.
- Modify 11 Mile corridor into a 2 lane road with parallel street parking and a protected bike lane

The low-density concept rezones parcels at existing nodes to transitional office. The current regulations for the transitional office district are aligned with the desired density and mixed-use character of the Huntington Woods community. This option would minimize the impact on City resources and staff because no new regulations need to be drafted and approved. Rezoning specific parcels along 11 Mile would require an amendment to the zoning ordinance, which would need to be approved by the City Council and follow all regulations and conditions specified in the Michigan Zoning Enabling Act of 2006. One challenge of this option is that parcels at the nodes would become nonconforming. The plan view above shows which parcels should be rezoned to transitional office space, which are the existing commercial, and which are the two-family residential zoned parcels. Crosswalks would be added or improved at Henley Ave. and Scotia Rd. Improvements would include striping the road and providing signage to alert drivers to potential pedestrians.

11 Mile has a high degree of impervious surface with somewhat poorly drained soils. This makes the corridor a major source of runoff that pollutes water. It is also susceptible to flooding, especially with increasing levels of precipitation due to climate change. Aside from existing trees, the green space consists primarily of turf grass, which has a very low stormwater infiltration rate. In order to increase stormwater infiltration, we recommend adding a diversity of trees along three blocks, Coolidge Hwy. to Berkley Ave., Henley Ave. to Scotia Rd., and Huntington Rd. to Woodward Ave. These blocks were selected because they either contain significant public property or are rezoned to accommodate redevelopment and therefore are most accessible for tree plantings.

Finally, we recommend reducing the number of travel lanes on 11 Mile to two 10-foot lanes, with 7-foot street parking on one side of the road and an 8-foot buffered bike lane on each side (Figure 21). The total width of the street is 43 feet (the same width as the original street). This would provide more street parking to accommodate higher-density development and improve bike accessibility along the corridor. This lane reduction is included in the low-density scenario because the existing width of the street is not changed, so the update would only require restriping the street and adding signage. We also recommend education and outreach programs about the new road structure to ensure that pedestrians, cyclists, and motorists can use the roadway safely.



Figure 21: Low-Intensity Road Diet. The vehicular travel lanes are reduced to two, with street parking on one side, and buffered bike lanes on both sides. The street width is the same as the original street.

Moderate-Intensity Concept

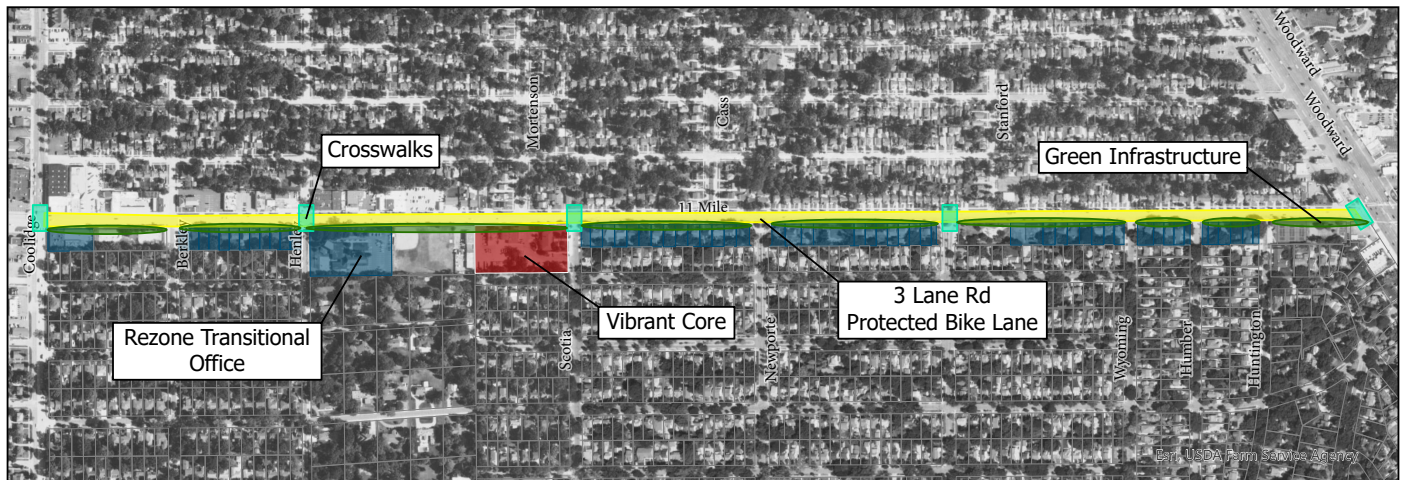


Figure 22: Moderate-Intensity Concept Plan View.

The key elements of a moderate-intensity concept for the Welcoming Corridor are as follows:

- Rezone parcels along the corridor to transitional office
- Introduce green infrastructure at available blocks
- Add crosswalks at Coolidge Hwy., Henley Ave., Scotia Rd., Meadowcrest Blvd., and Woodward Ave.
- Modify 11 Mile corridor into 3-Lane road with a protected bike lane

The moderate-intensity concept requires rezoning all parcels, except for the existing parks along 11 Mile, to transitional office. This would increase density more and provide more mixed uses than the low-intensity concept. The number of non-conforming parcels would also increase. A benefit of using existing zoning regulations is that they are already established districts in the community, and rezoning to transitional office may be more well received by the community than establishing a new zoning district (suggested in the high-intensity concept). The plan view above (Figure 22) shows what parcels would be rezoned. In addition to rezoning parcels to transitional office, five crosswalks across 11 Mile would be added or improved at Coolidge Hwy., Henley Ave., Scotia Rd., Meadowcrest Blvd., and Woodward Ave. The crosswalks would improve pedestrian accessibility and provide a way for people to travel between Huntington Woods and Berkley. Improving pedestrian access across 11 Mile, especially for children, was a key concern of Huntington Woods residents at the February 25th community engagement workshop.

Similar to the low-intensity concept, we recommend changing the road structure of 11 Mile. This concept reduces the number of travel lanes to three 10-foot lanes, with a two-way left turn lane in the center and an 8-foot buffered bike lane on each side (Figure 23). The total width of the street is 46 feet (a 3-foot increase). This concept also expands the recommended placement of green infrastructure to all blocks along the corridor. Green infrastructure includes bioswales and rain gardens (Figure 24). Green infrastructure increases infiltration rates into the soil, dampening the impact that stormwater has on the built environment.



Figure 23: Moderate-Intensity Road Diet. The vehicular travel lanes are reduced to two with a center turn lane and buffered bike lanes on both sides. The road width is a 3ft increase more than the original.



Figure 24: Bioretention Garden. Bioretention gardens should have curb cuts for stormwater infiltration. Design should focus on creating clean lines and adding vibrant elements, such as flowers, to connote neatness and human management. Signs can serve as wayfinding elements and educate the public on the importance of bioretention.

High-Intensity Concept

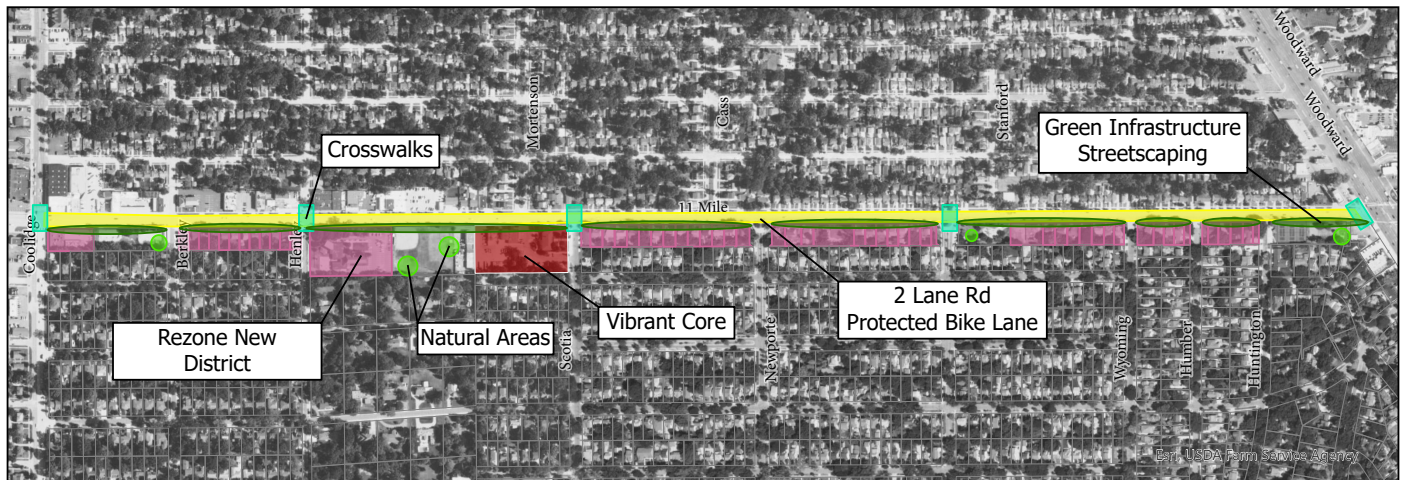


Figure 25: High-Intensity Concept Plan View.

The key elements of a high-intensity concept for the Welcoming Corridor are as follows:

- Rezone parcels along the corridor to a new zoning district
- Introduce green infrastructure at applicable blocks
- Add crosswalks at Coolidge Hwy., Henley Ave., Scotia Rd., Meadowcrest Blvd., and Woodward Ave.
- Modify 11 Mile corridor into 2-lane road with a protected bike lane
- Incorporate streetscaping techniques into redevelopment efforts
- Emphasize natural areas in public parks

The high-intensity concept involves rezoning all parcels, except parks, along 11 Mile to a new zoning district. A new zoning district would encompass all of the desires expressed by community members and provide an opportunity for residents to provide more input to the Planning Commission and City Commission. To increase density, the new zoning district should increase the maximum lot coverage and reduce minimum setbacks. The permitted uses of a mixed-use district could also be more finely specified. The new zoning district could be applied to all the parcels along 11 Mile or at specific nodes. One challenge of this option is that it requires more City resources to draft and approve a new zoning district than simply rezoning parcels. The same five crosswalks from the medium-intensity concept would be added or improved.

The changes to the road structure of 11 Mile are most dramatic in the high-intensity scenario. We recommend reducing the number of travel lanes to two 10-foot lanes, with an 8-foot buffered bike lane on each side (Figure 26). Total width of the street is 36 feet (a reduction of 7 feet). This road diet is the highest-intensity concept because it changes the existing street width by the greatest amount. It also adds streetscaping elements such as bus shelters, pedestrian-scale lighting, and benches. These streetscaping elements would improve the pedestrian experience along the corridor and increase activity.



Figure 26: High-Intensity Road Diet. The vehicular travel lanes are reduced to two with buffered bike lanes on both sides. The road width is an 8ft reduction compared to the original width.

Finally, the high-intensity concept recommends the same amount of green infrastructure along the corridor as the moderate-intensity concept. But we also recommend planting native vegetation in some of the open spaces of the parks along 11 Mile to begin to develop some natural areas (Figure 27). Pocket prairies consist of a mix of native grasses and wildflowers. These small plantings can help restore remnants of the globally rare oak openings ecosystem.



Figure 27: Pocket Prairie. Houston Wilderness planted a pocket prairie in the median of a street.
Photo: Jaime González

CREATING A VIBRANT CORE

The following three concepts present a low-, moderate-, and high-intensity option for the redevelopment of the City Hall Parcel into Huntington Woods' future Vibrant Core. While each concept is developed individually, specific elements can be combined to create a hybrid concept to best fit the City's vision.

Low-Intensity Concept

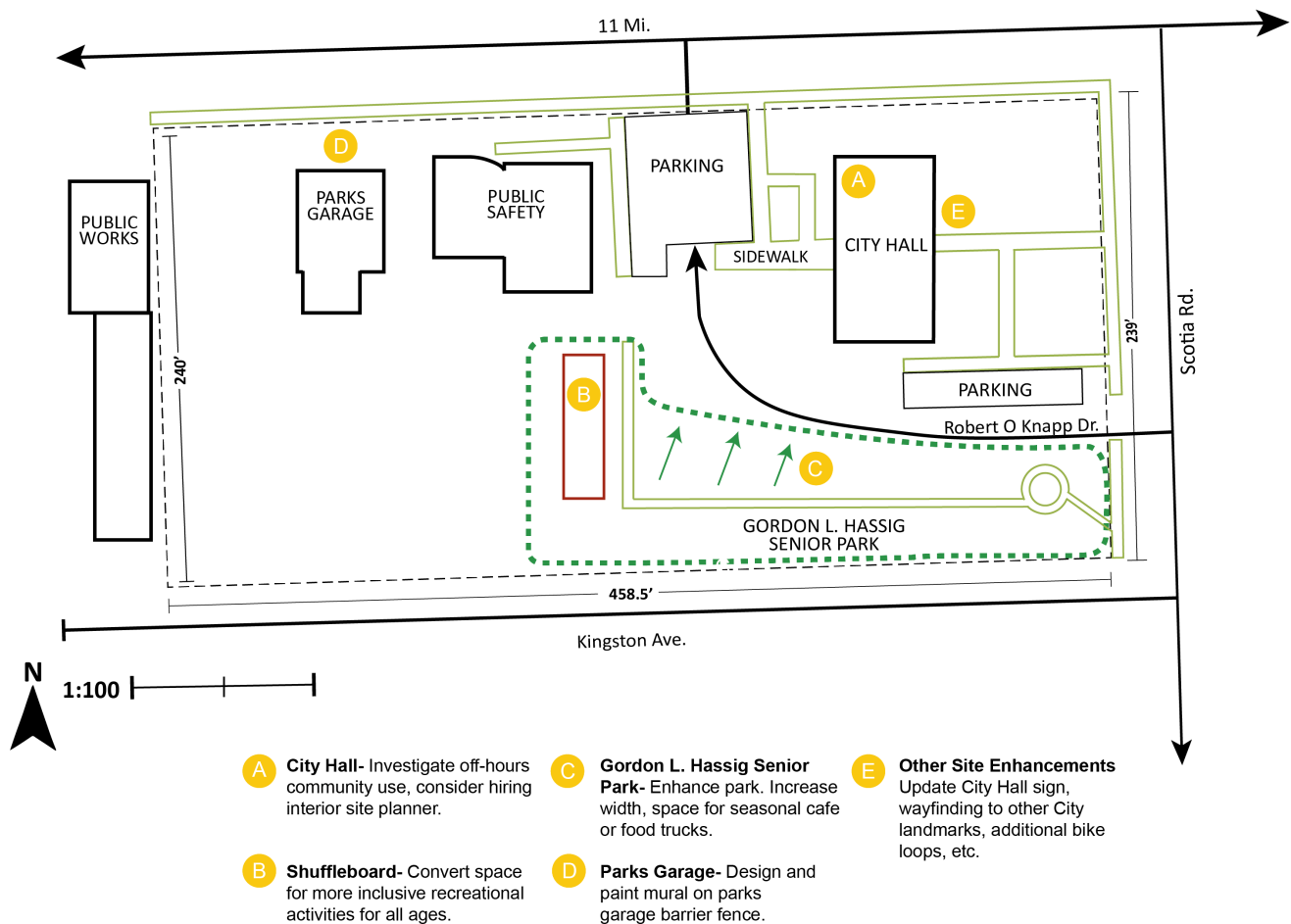


Figure 28: Low-Intensity Concept Plan View.

The key elements of a low-intensity concept for the Vibrant are as follows:

- Enhance Gordon L. Hassig Senior Park
- Investigate public use of City Hall during off-hours
- Create an onsite seasonal café or organize food truck days
- Introduce small-scale site updates such as wayfinding, a mural on the Parks Garage fence, bike racks, etc.

The low-intensity redevelopment plan for the Vibrant Core focuses on projects that require no major construction and avoid demolition of existing buildings. The site could become more of a community space if the City improved Gordon L. Hassig Senior Park. The park could be widened to the southern edge of the parcel, fronting Kingston Ave. This would provide better access and more room to enjoy the facility.

Additionally, instead of shuffle boards, stakeholders may consider a different type of recreational option that would appeal to all ages. If the park is enlarged, the area on the south side of the vibrant core could also be used for a small onsite seasonal café and/or a space for regularly scheduled food trucks to visit Huntington Woods. If an onsite café is built, we recommend a low-impact design with a semi-permanent structure such as a railcar or another innovative prefab item that could be easily placed and removed on the property. Lastly, so as not to rely only on outdoor spaces, we recommend investigating whether the City Hall chamber could be used on weekends and evening hours. Community members could use the space for both formal and semi-formal social gatherings. While this would require the City to make sure the office area is uninterrupted by visitors, an interior site planner could investigate the best use of the space and see that it is safe for public use after hours.

Lastly, low-impact site enhancements are easy ways to create momentum and buy-in for planning efforts. In the case of the Vibrant Core, we recommend a new information sign for outside City Hall, wayfinding features that lead to the Recreation Center, Library, and Burton Elementary, and a mural on the barrier fence in front of the Parks Garage on 11 Mile. The City should install additional bike racks and improve the visibility of the bus stops on 11 Mile adjacent to the parcel.

Moderate-Intensity Concept

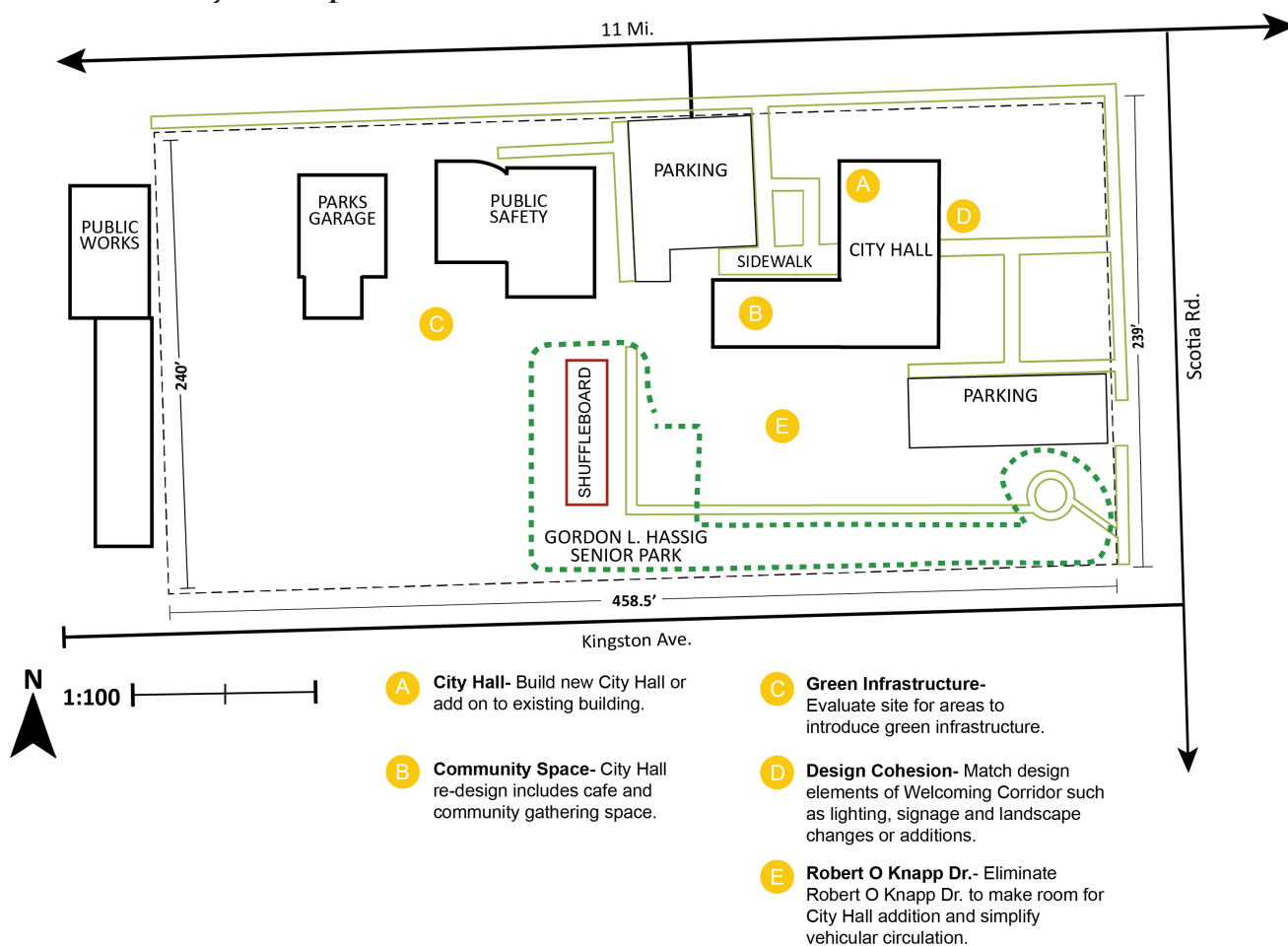


Figure 29: Moderate-Intensity Concept Plan View.

The key elements of a moderate-intensity concept for the Vibrant are as follows:

- Renovate or build a new City Hall
- Add a café and community space inside City Hall
- Evaluate green infrastructure
- Unify Welcoming Corridor design elements with Vibrant Core plans

The main focus of the moderate-intensity concept is rebuilding or renovating City Hall. This option requires construction or demolition only to City Hall and avoids major changes to the existing site layout. However, depending on the new building footprint, the closing of Robert O. Knapp Dr. could be easily arranged. Whether or not the City builds a new City Hall or chooses to add on to the existing building will depend on budget, time, and choice of designer. Regardless, the increased space should incorporate an area for community gatherings. While the City has existing community rooms at the library and recreation center, the space at City Hall should be designed to be more versatile. It must be able to comfortably accommodate groups of different sizes as well as activities beyond meetings and presentations. Additionally, this concept includes a café or restaurant inside City Hall. If the City moves in this direction, the community space could incorporate the seating of customers from a takeaway-style eatery or coffee shop.

When making infrastructure changes, it is a good time to evaluate the site's existing green infrastructure. This concept recommends enhancing the Vibrant Core's stormwater management practices as well as adopting construction materials and strategies to decrease impervious surfaces. Though the site has many well-established trees, any additional plantings beyond turf grass can decrease stormwater run-off and flooding risks. As the Welcome Corridor also adopts a new plan, we recommend ensuring design consistency, especially with elements such as street lighting, wayfinding, and streetscaping.

High-Intensity Concept

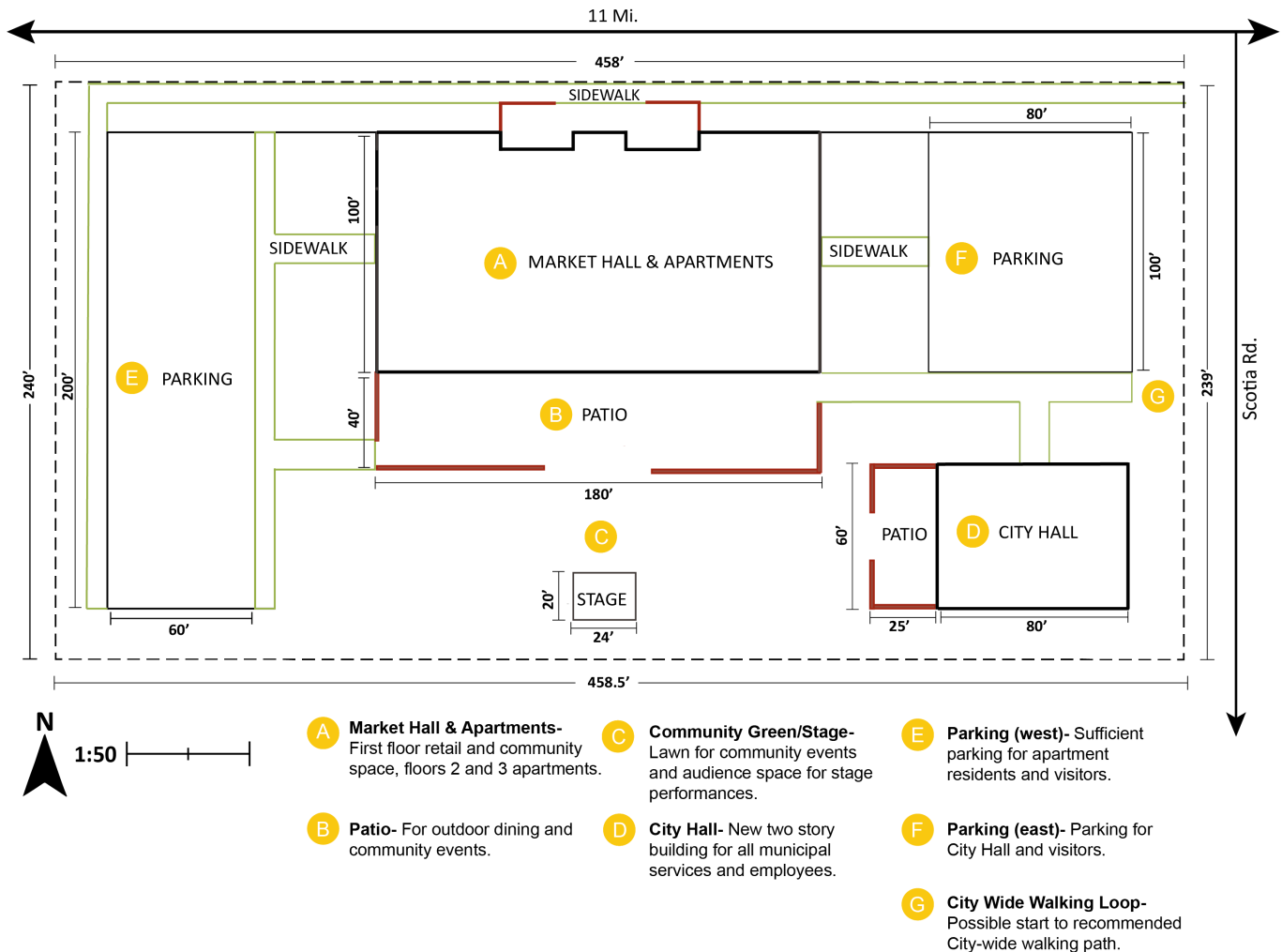


Figure 30: High-Intensity Concept Plan View.

The key elements of a high-intensity concept for the Vibrant are as follows:

- Construction a mixed-use building
- Construction of a New City Hall
- Creation of a community green and stage
- Design of a City walking loop

This concept requires the demolition of all existing buildings. The new site design includes the construction of an indoor-outdoor market space and mixed-use building on the north side of the City Hall Parcel along 11 Mile. The first floor will incorporate a market hall that sells everyday groceries, while also featuring mini-storefronts for a variety of vendors selling items like coffee and pastries, ice cream, quick lunches, or even craft beer and cocktails. The open floor plan will have community space and communal tables inside and out, for individuals or groups to gather and dine or socialize. Some space will also be available for rental. The building includes apartments on the second and third floors for a total of approximately 20 units. We recommend including a patio space and a center green with a stage for events outside the market hall. Finally, we propose rebuilding City Hall on the southeast corner of the parcel, consolidating all services and employees from the public safety building and parks garage into one main building.

We hope that the creation of this Vibrant Core will set the precedent for the construction of a City-wide walking loop. Ideally, it would connect the Library, Recreation Center, and Burton elementary along Scotia Rd. with the Vibrant Core. In time, it may also connect the proposed economic development nodes from the Welcoming Corridor Plan as they come to fruition and other landmarks throughout Huntington Woods such as the City parks. The loop could start at the Vibrant Core with an information map and markers to show the length of the path and where to stop along the way.

RECOMMENDATIONS

Welcoming Corridor Recommendations

We recommend that the City of Huntington Woods pursue the moderate-intensity concept for redeveloping the Welcoming Corridor. This concept achieves the desires of the community while managing the practicality of the project. The key elements of the moderate-intensity concept for the Welcoming Corridor include rezoning the parcels to transitional office, developing green infrastructure at available blocks, reducing the width of 11 Mile to three lanes with a protected bike lane, and implementing crosswalks for safe pedestrian travel. Crosswalks should be created at major nodes at the intersections of 11 Mile and Coolidge Hwy., Scotia Rd., Meadowcrest Blvd., and Woodward Ave.

Figure 30 is a rendered example of the moderate-intensity concept at 11 Mile and Scotia Rd. The rendering does not include new development under transitional office zoning.

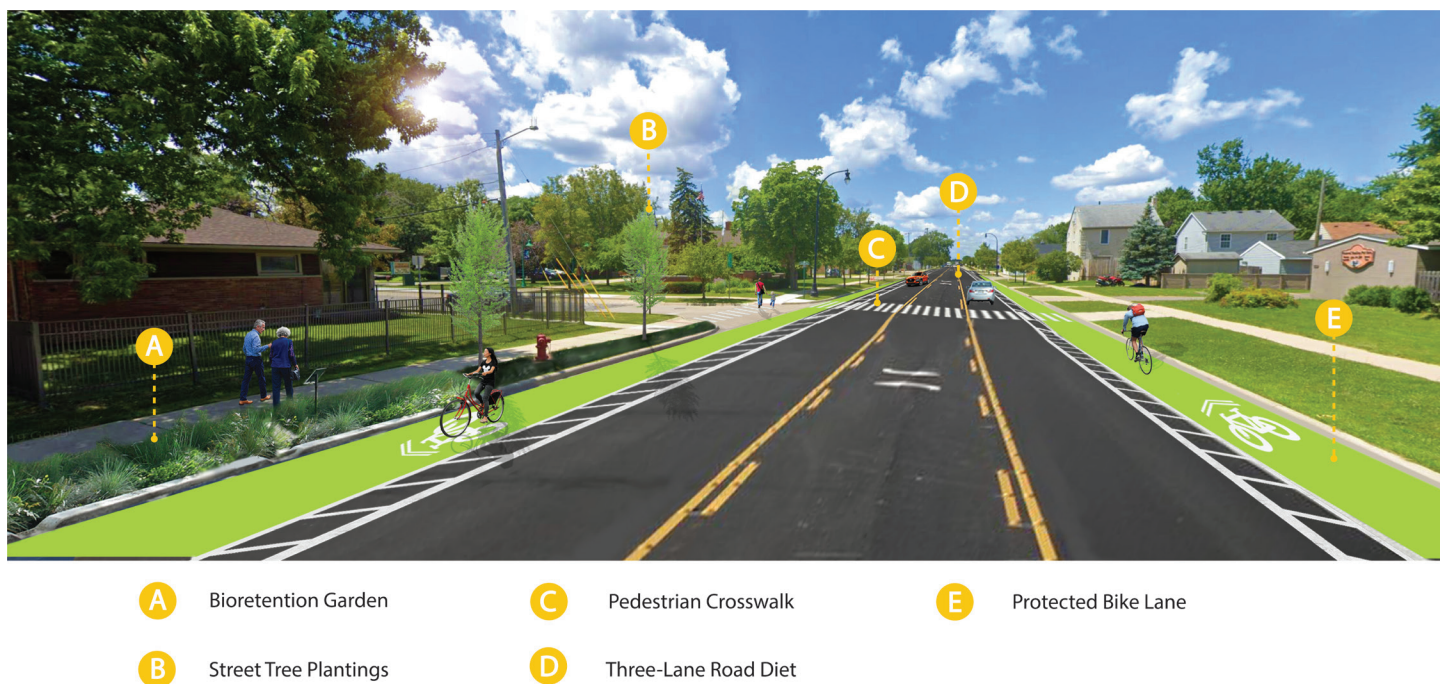


Figure 31: Moderate-Intensity Concept Rendering at 11 Mile and Scotia Rd.

The following implementation tables provide actionable items so the City can pursue the proposed recommendations for the Welcoming Corridor. Each action item specifies a lead organization/agency, a timeframe, and the applicable goals. The four goals are 1) Increase Density, 2) Provide Mixed Use, 3) Create a More Walkable Corridor, and 4) Redevelop the City Hall Parcel.

Welcoming Corridor: Moderate-Intensity Concept Implimentation

Action Item	Lead	Timeframe	Applicable Goals
Codify building standards outlined in the transitional office district along 11 Mile	City Commission	Short-Term	Goal 1, Goal 2, Goal 3
Conduct survey of residents and business owners along 11 Mile to determine the willingness to rezone or adopt new zoning	Planning Commission	Short-Term	Goal 1, Goal 2, Goal 3
Review Transitional Office District to determine compatibility for 11 Mile	Planning Commission	Short-Term	Goal 1, Goal 2, Goal 3
Rezone 11 Mile parcels to Transitional Office	City Commission	Long-Term	Goal 1, Goal 2, Goal 3
Implement a road diet	City Staff, MDOT	Long-Term	Goal 3
Add a buffered bike lane	City Staff	Long-Term	Goal 3
Add bike racks at bus stops	City Staff	Short-Term	Goal 3
Add sheltered seating at bus stops	City Staff	Short-Term	Goal 3
Add crosswalks and pavement markings at Coolidge, Henley, Scotia, Meadowcrest, and Woodward	City Staff	Short-Term	Goal 3
Determine suitability of a traffic signal at 11 Mile & Scotia Rd.	City Staff	Short-Term	Goal 3
Add a traffic signal at 11 Mile & Scotia Rd.	City Staff, MDOT	Long-Term	Goal 3
Add branded Huntington Woods signs along the corridor	City Staff	Short-Term	Goal 3
Add wayfinding signs along the corridor	City Staff	Short-Term	Goal 3
Add bioswales or rain gardens along 11 Mile	City Staff	Short-Term	Goal 3
Apply for stormwater grants as a source of funding for bioswales or rain gardens	City Staff	Short-Term	Goal 3
Change landscaping standards to include more native plants	City Commission	Short-Term	Goal 3
Prioritize native plantings in city-owned land	City Staff	Short-Term	Goal 3
Change lighting regulations to reflect pedestrian-scale lighting	City Commission	Short-Term	Goal 3

Vibrant Core Recommendations

For the redevelopment of the City Hall Parcel to Huntington Woods' Vibrant Core, we recommend the high-intensity concept. Research on past planning efforts and the results of our community engagement efforts indicate that residents have a strong desire for additional community space with places to eat and gather casually. In addition, there is a strong push for alternative housing options, especially among empty-nesters and seniors looking to downsize but remain in Huntington Woods. This option covers all of these elements. Furthermore, the market hall should increase the City's retail tax percentage and draw visitors from outside of Huntington Woods. Finally, though a large investment, this design concept is inclusive of all ages and especially family friendly. A vibrant community core along 11 Mile is guaranteed to bolster Huntington Woods' already strong sense of community unity and pride for decades to come. Furthermore, creating a mixed-use site designed for public use and home to all City services will make Huntington Woods a national leader in making government buildings and their surrounding space the central community hub of municipalities.

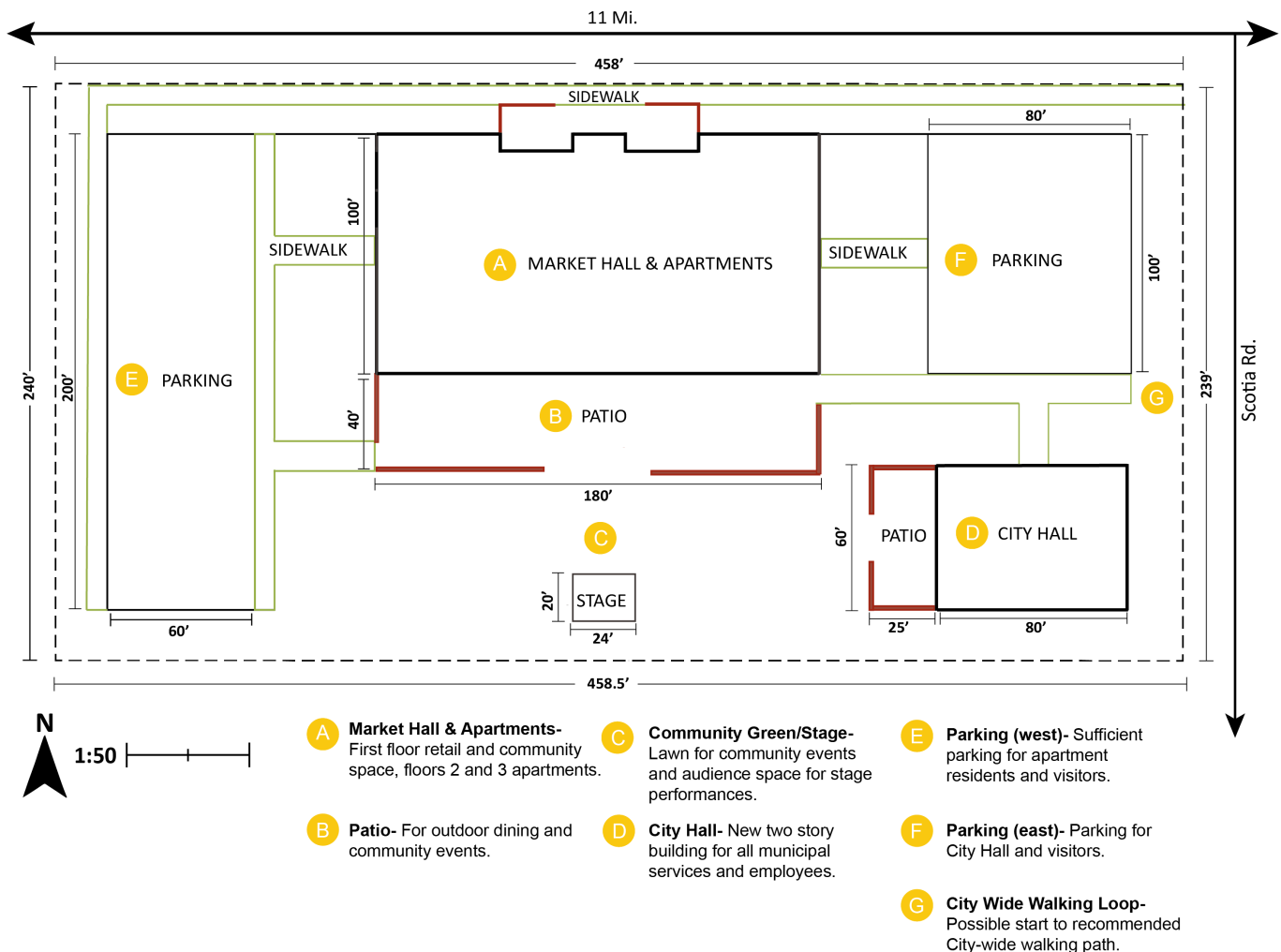


Figure 32: High-Intensity Concept Plan View.



Figure 33: High-Intensity Concept Rendering. Street view of proposed mixed-use building along 11 Mile.

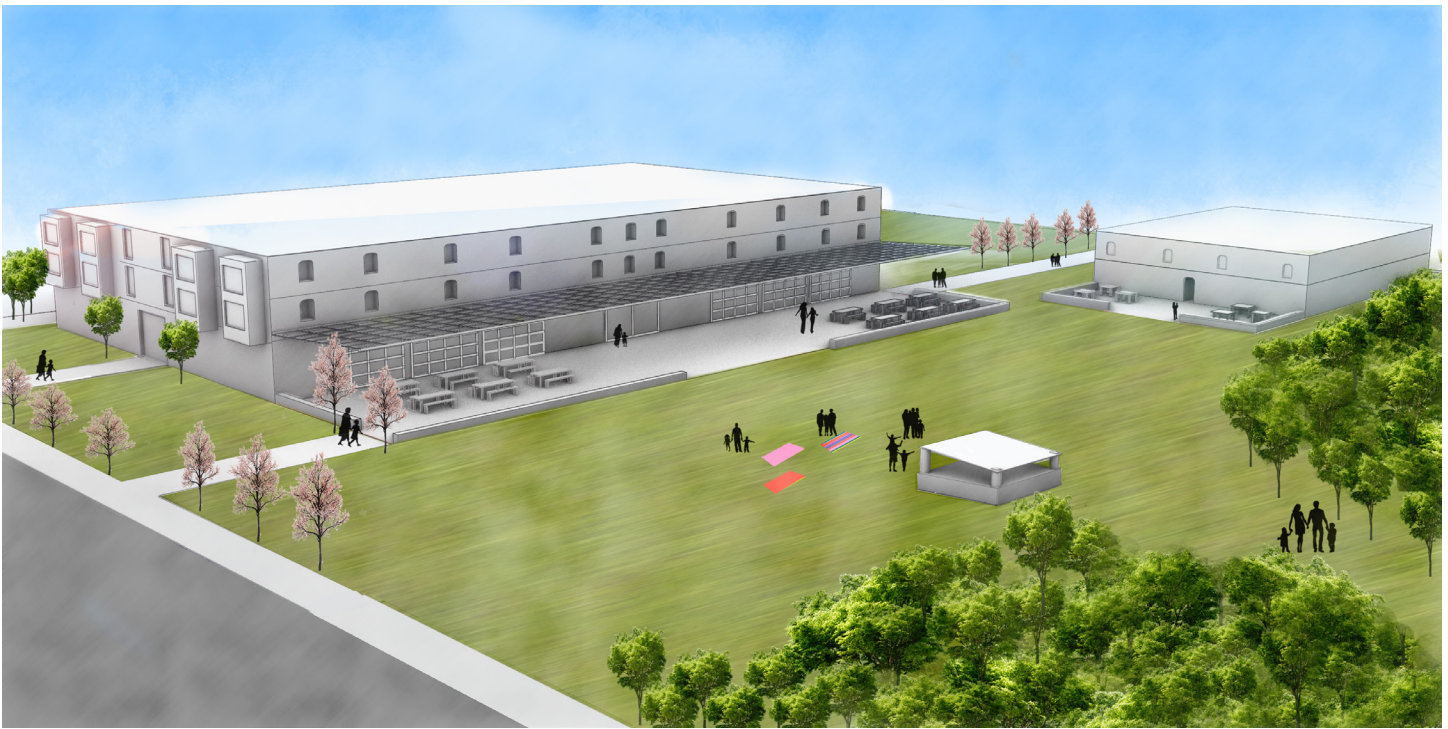


Figure 34: High-Intensity Concept Rendering. Rendering of community green space behind the mixed-use building (left) and City Hall (right).



Figure 35: Design precedents for the high-intensity vibrant core concept. **Top left:** Van Aken Market Hall, Shaker Heights, OH Outdoor patio space. **Top Right:** Van Aken Market Hall, Shaker Heights, OH indoor space. **Middle left:** Heinens Grocery Store, Cleveland, OH. **Middle right:** Town Square Rendering, Eugene, OR. **Bottom Left:** Ann Arbor Municipal Building, Ann Arbor, MI. **Bottom Right:** La Collina Apartments, Little Italy, Cleveland, OH.

The following implementation tables provide actionable items so the City can carry out the proposed recommendations for the Vibrant Core.

Vibrant Core: High-Intensity Concept Implimentation

Action Item	Lead	Timeframe	Applicable Goals
Demolish current buildings	City Staff	Long-Term	Goal 4
Identify partners for redevelopment	City Staff	Long-Term	Goal 4
Release an RFP for redevelopment on the site	City Staff	Long-Term	Goal 4
Construct new mixed-use building	City Staff	Long-Term	Goal 1, Goal 2, Goal 4
Construct new city hall	City Staff	Long-Term	Goal 1, Goal 4
Create city-wide walking loop	City Staff	Short-Term	Goal 3, Goal 4
Program events for the new green space	City Staff	Long-Term	Goal 3, Goal 4

FUTURE COMMUNITY ENGAGEMENT

Beyond the completed community engagement workshop, future community engagement efforts will ideally continue to gather and listen to the ideas from the community. If city planners are interested and have sufficient time and resources, they could use this workshop to kickoff larger community engagement efforts. If this is the case, at least a six-month effort is needed to further understand and collect residents' visions for the City Hall Parcel and development of 11 Mile. A recommended community engagement plan is outlined below.

Activity 1: Community Advisory Committee Meetings

Purpose

The purpose of community advisory committee meetings is to provide an opportunity for residents to participate in an ongoing review and comment on the planning process for the Welcoming Corridor and Vibrant Core. The committee will be able to engage stakeholders efficiently by helping people stay informed and build on the information gathered in the initial community engagement workshop. These committee meetings will help community members' voices be heard and used to make decisions as the City shapes and implements its vision for the Welcoming Corridor and Vibrant Core. The Advisory Committee will assist in the planning process by promoting and guiding planning meetings, assessing neighborhood conditions and potential community capitals, and gathering information about potential catalysts for the plan such as neighborhood agencies and businesses.

Details

The Community Advisory Committee should meet three times over the course of three to four months. Ideally, meetings should take place in a space where all residents feel comfortable and welcome. If possible, avoid holding meetings at City Hall or other government buildings or offices.

Meeting 1

The first meeting will discuss the remainder of the planning process and existing strengths and weaknesses of 11 Mile and the City Hall Parcel. It should be held on a day that works best for committee members and at a location where childcare can be provided. The Knox Room and the Wood Gallery meeting rooms at the Huntington Woods Library can hold up to 75 people. This allows space for children to play under the supervision of a reliable caregiver the City will provide, while remaining within the eyesight of their parent or guardian.

Meeting 2

This meeting should begin with a brief summary of conversations from the previous meeting. This time can be used to answer questions posed at Meeting 1 for the purpose of creating a revised Plan. This should occur in the form of small breakout groups of four to five people with an expert to provide feedback and guide discussion. During this time, groups will be assigned specific questions to deliberate. They will be asked to devise possible solutions or answers to each question during the allotted time. The meeting might conclude with informal presentations from each group, in which they present their questions and proposed solutions to all meeting attendees.

Meeting 3

At this meeting, the City will present the first draft of the vision for the Welcoming Corridor and Vibrant Core, which will be based on resident feedback and the advisory board's contributions. The presentation should be followed by breakout group sessions in which committee members discuss the proposal. These sessions should conclude with a summary of small group discussions presented by a single member from each group, to all committee members and meeting hosts.

Activity 2: Public Forum

Purpose

This session is designed to inform the residents of Huntington Woods of future development proposals that were developed from the feedback from the community engagement workshop, Citizens Advisory Committee meetings, and our team's guidance and planning and design experience. It is a time for community members to review these plans and provide feedback. Such events are meant to establish trust, build relationships, and ensure resident feedback throughout the planning project. Higher levels of resident engagement in the planning process, as noted in several case studies listed in this report, results in higher resident satisfaction and community buy-in for the project.

Details

The revised plan for the Welcoming Corridor and the Vibrant Core, which has been influenced by committee feedback from previous sessions, should be presented at the public forum. The presentation can be supplemented by breakout group sessions similar to those detailed for previous meetings in which meeting attendees will have the opportunity to provide feedback at activity stations similar to those set up at the first community engagement workshop on February 25th, 2020 (Appendix A).

Proposed Next Steps

The analysis and follow-up efforts should be conducted by the Advisory Board, using guidelines provided. Feedback from the public forum should be analyzed using the same or a similar method to the one recommended for the analysis succeeding the community engagement workshop on February 25th, 2020 for the purpose of consistency.

CONCLUSION

Huntington Woods is known for its residential charm and popular recreational spaces. With the commitment to planning, the City has a great opportunity to build on its assets and generate a more resilient economy. By redeveloping 11 Mile and the City Hall Parcel into a Welcoming Corridor and Vibrant Core, Huntington Woods has the potential to further its position as a regional leader by investing in the creation of dynamic public spaces. This redevelopment will increase the quality of life for residents by creating pedestrian friendly streets, adding retail within walking distance, and diversifying the City's housing stock and tax base. We hope our plan can serve as a reference for the City to use and build on in the future.

ENDNOTES

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2. SEMCOG, Huntington Woods Community Profile
3. United States Census Bureau, ACS 2018 5 Year Estimate
4. United States Census Bureau, ACS 2018 5 Year Estimate
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7. City of Huntington Woods, 2015 Parks and Recreation Master Plan
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9. Michigan Department of Transportation, Annual Average Daily Traffic Counts
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11. United States Department of Agriculture, Web Soil Survey
12. Michigan State University Extension, “Oak Wilt Disease”
13. Multi-Resolution Land Characteristics consortium, Impervious Surfaces 2016
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Envisioning the Future of Huntington Woods

We need your good ideas!

Everyone is invited to a Community Engagement Workshop the evening of Tuesday, February 25th between 7 – 8:30p.m. at City Hall. A community engagement workshop is a key step in our community development strategy for mixed use development and housing. This drop-in event will be conducted by University of Michigan Urban Planning graduate students. The information gathered will also be used for the upcoming Master Plan update.

This session will ask residents about their ideas and aspirations for:

- 1) Diversifying our community's housing options
- 2) Adding community amenities and services to enrich senior living
- 3) Rethinking portions of Eleven Mile as a mixed-use area

The U of M students will be manning tables focused on different topics and residents will have the opportunity to wander about, discuss potential alternatives, and share their thoughts.

We hope you can spend some time with us and help shape Huntington Woods' vision moving forward.

Questions on the event can be directed to Larissa Larsen at larissal@umich.edu.

Huntington Woods Vision for Eleven Mile

INSTRUCTIONS:

Complete the table below by indicating your level of interest in the implementation of each element as potential enhancements to Eleven Mile. Answer by placing a sticky dot in the box that matches your opinion: Not So Important, Important, Unsure. Next, in column four, "If you could only choose one..." use a sticky dot to vote for your highest priority item out of the eight listed.

	IMPORTANT	NOT SO IMPORTANT	UNSURE	IF YOU COULD ONLY CHOOSE ONE...
Active Streetscape & Walkability				
Pedestrian-Scale Lighting				
Green Infrastructure				
Street Furniture				
Bicycle Friendly				
Accessibility for All				
Signage & Wayfinding				
Traffic Calming				

INSTRUCTIONS:

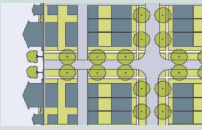
Read the descriptions and examine the pictures below. Choose which category is closest to your vision for Eleven Mile. Vote by placing a sticky dot in the corresponding white rectangle.

Lower Density



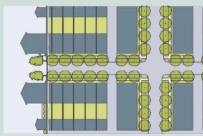
Low density residential area. Walking distance to higher density with some mixed use. Home businesses and accessory dwellings often permitted. Natural landscaping. Homes are setback a fair distance from the road.

Medium Density



Presence of mixed use but still primarily residential. Potential for a wide range of building types. Setbacks and landscaping are variable. Streets with curbs and sidewalks define medium-sized blocks.

Higher Density



Higher density mixed use buildings that allow for retail, offices, live-works and apartments. Tighter street network, with wide sidewalks, street tree plantings and buildings set close to the sidewalks.

Huntington Woods

Vision for City Hall Parcel



Instructions: Use the symbols below or write on the map to display what you would like to see developed on the City Hall Parcel.

Recreation:	Pool 	Pond/ Wetland 	Park 	Dog Park 	Sports Facility 	No Change 	
Commercial:	Restaurant/ Cafe 	Shopping 	Coffee Shop 	Grocery Store 	Ice Cream Shop 	Convenience Store 	No Change
Community Space:	Gym 	Skate 	Flower Garden 	Meeting Space 	Vegetable Garden 	No Change 	

Appendix B



Retail MarketPlace Profile

Huntington Woods City, MI
Huntington Woods City, MI (2640000)
Geography: Place

Prepared by Esri

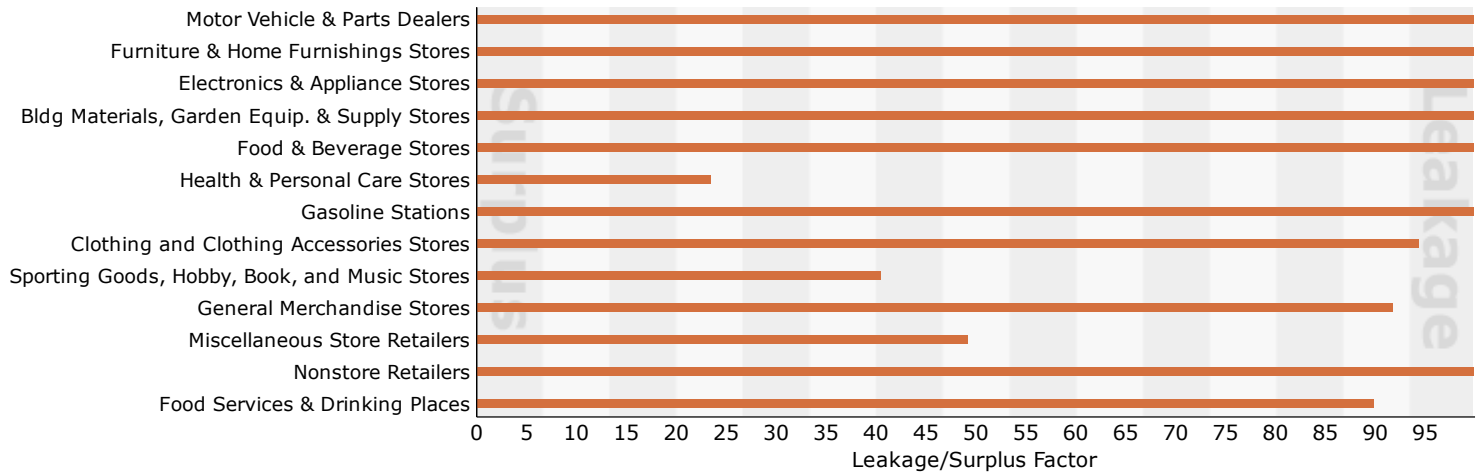
Summary Demographics						
2019 Population						6,334
2019 Households						2,391
2019 Median Disposable Income						\$102,286
2019 Per Capita Income						\$71,084
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$189,595,595	\$13,974,924	\$175,620,671	86.3	17
Total Retail Trade	44-45	\$170,467,157	\$12,968,001	\$157,499,156	85.9	14
Total Food & Drink	722	\$19,128,438	\$1,006,923	\$18,121,515	90.0	3
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$34,913,113	\$0	\$34,913,113	100.0	0
Automobile Dealers	4411	\$28,043,961	\$0	\$28,043,961	100.0	0
Other Motor Vehicle Dealers	4412	\$3,077,515	\$0	\$3,077,515	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$3,791,637	\$0	\$3,791,637	100.0	0
Furniture & Home Furnishings Stores	442	\$6,013,268	\$0	\$6,013,268	100.0	0
Furniture Stores	4421	\$3,624,684	\$0	\$3,624,684	100.0	0
Home Furnishings Stores	4422	\$2,388,584	\$0	\$2,388,584	100.0	0
Electronics & Appliance Stores	443	\$5,884,091	\$0	\$5,884,091	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$12,690,410	\$0	\$12,690,410	100.0	0
Bldg Material & Supplies Dealers	4441	\$11,559,729	\$0	\$11,559,729	100.0	0
Lawn & Garden Equip & Supply Stores	4442	\$1,130,681	\$0	\$1,130,681	100.0	0
Food & Beverage Stores	445	\$29,784,807	\$0	\$29,784,807	100.0	0
Grocery Stores	4451	\$25,997,764	\$0	\$25,997,764	100.0	0
Specialty Food Stores	4452	\$1,445,524	\$0	\$1,445,524	100.0	0
Beer, Wine & Liquor Stores	4453	\$2,341,519	\$0	\$2,341,519	100.0	0
Health & Personal Care Stores	446,4461	\$11,950,422	\$7,393,959	\$4,556,463	23.6	2
Gasoline Stations	447,4471	\$18,006,467	\$0	\$18,006,467	100.0	0
Clothing & Clothing Accessories Stores	448	\$9,946,580	\$281,579	\$9,665,001	94.5	1
Clothing Stores	4481	\$6,443,306	\$281,579	\$6,161,727	91.6	1
Shoe Stores	4482	\$1,346,739	\$0	\$1,346,739	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$2,156,535	\$0	\$2,156,535	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$4,883,587	\$2,059,336	\$2,824,251	40.7	3
Sporting Goods/Hobby/Musical Instr Stores	4511	\$4,099,832	\$2,059,336	\$2,040,496	33.1	3
Book, Periodical & Music Stores	4512	\$783,755	\$0	\$783,755	100.0	0
General Merchandise Stores	452	\$26,973,237	\$1,145,391	\$25,827,846	91.9	2
Department Stores Excluding Leased Depts.	4521	\$18,913,695	\$0	\$18,913,695	100.0	0
Other General Merchandise Stores	4529	\$8,059,542	\$1,145,391	\$6,914,151	75.1	2
Miscellaneous Store Retailers	453	\$6,149,952	\$2,087,736	\$4,062,216	49.3	6
Florists	4531	\$385,052	\$514,416	-\$129,364	-14.4	1
Office Supplies, Stationery & Gift Stores	4532	\$1,341,884	\$0	\$1,341,884	100.0	0
Used Merchandise Stores	4533	\$1,128,034	\$148,072	\$979,962	76.8	1
Other Miscellaneous Store Retailers	4539	\$3,294,982	\$1,425,248	\$1,869,734	39.6	4
Nonstore Retailers	454	\$3,271,223	\$0	\$3,271,223	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$2,578,751	\$0	\$2,578,751	100.0	0
Vending Machine Operators	4542	\$178,625	\$0	\$178,625	100.0	0
Direct Selling Establishments	4543	\$513,847	\$0	\$513,847	100.0	0
Food Services & Drinking Places	722	\$19,128,438	\$1,006,923	\$18,121,515	90.0	3
Special Food Services	7223	\$538,043	\$528,141	\$9,902	0.9	2
Drinking Places - Alcoholic Beverages	7224	\$1,296,011	\$0	\$1,296,011	100.0	0
Restaurants/Other Eating Places	7225	\$17,294,384	\$478,782	\$16,815,602	94.6	1

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

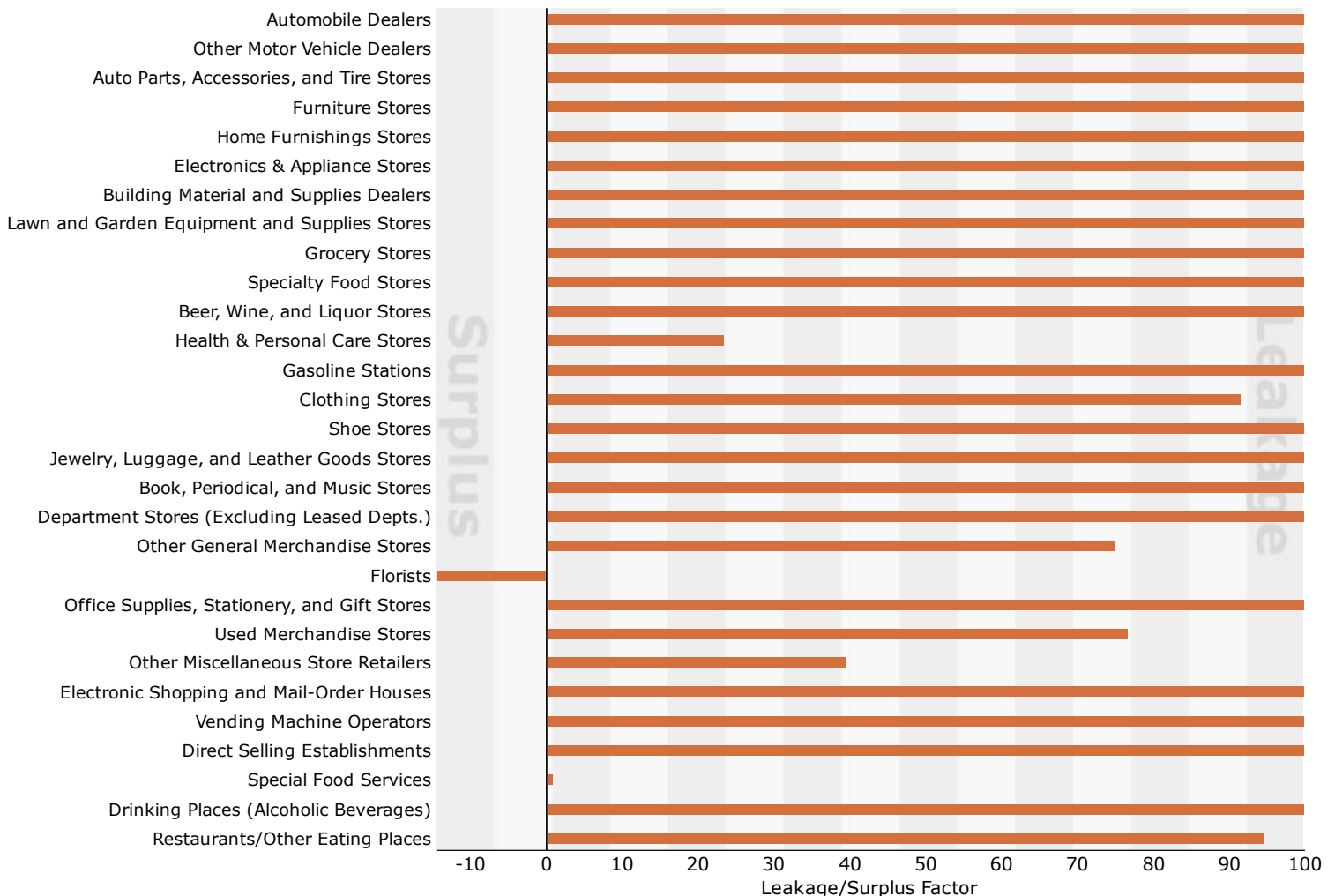
Source: Esri and Infogroup. Esri 2019 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2019 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

March 31, 2020

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Berkley City, MI
Berkley City, MI (2607660)
Geography: Place

Prepared by Esri

Summary Demographics

2019 Population	15,181
2019 Households	6,746
2019 Median Disposable Income	\$63,049
2019 Per Capita Income	\$45,465

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$268,671,589	\$148,373,603	\$120,297,986	28.8	147
Total Retail Trade	44-45	\$242,856,500	\$118,303,718	\$124,552,782	34.5	103
Total Food & Drink	722	\$25,815,089	\$30,069,885	-\$4,254,796	-7.6	44

2017 Industry Group

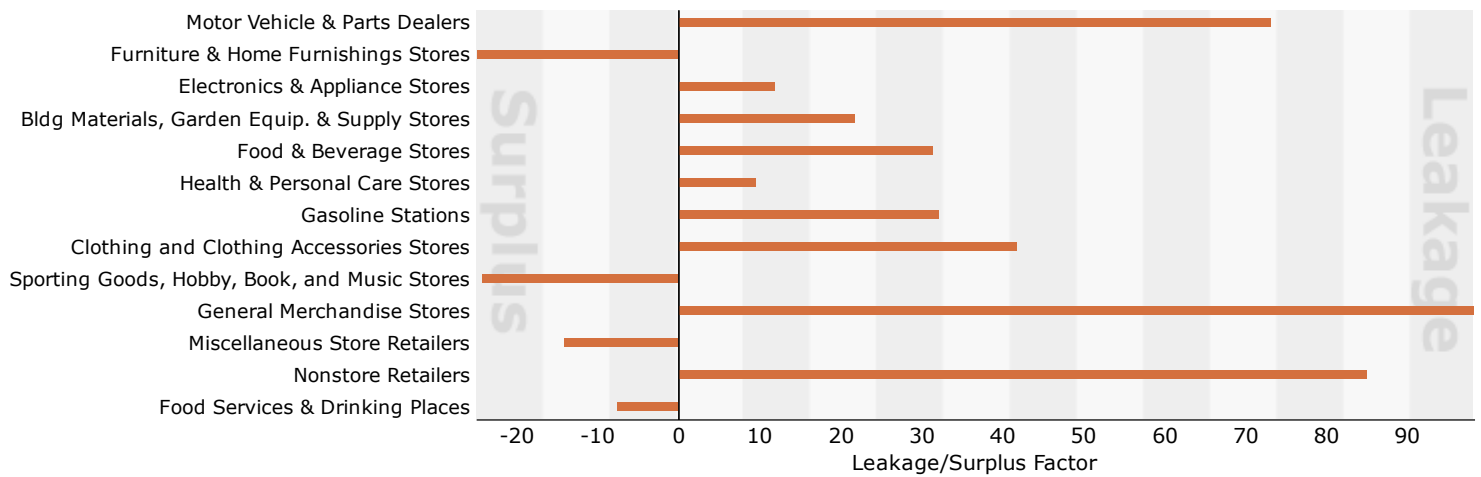
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$50,621,259	\$7,829,019	\$42,792,240	73.2	8
Automobile Dealers	4411	\$40,833,538	\$2,321,358	\$38,512,180	89.2	2
Other Motor Vehicle Dealers	4412	\$4,441,410	\$897,991	\$3,543,419	66.4	1
Auto Parts, Accessories & Tire Stores	4413	\$5,346,311	\$4,609,670	\$736,641	7.4	5
Furniture & Home Furnishings Stores	442	\$8,170,726	\$13,617,643	-\$5,446,917	-25.0	11
Furniture Stores	4421	\$4,999,953	\$3,743,254	\$1,256,699	14.4	2
Home Furnishings Stores	4422	\$3,170,773	\$9,874,389	-\$6,703,616	-51.4	9
Electronics & Appliance Stores	443	\$7,906,456	\$6,211,575	\$1,694,881	12.0	4
Bldg Materials, Garden Equip. & Supply Stores	444	\$16,960,243	\$10,878,573	\$6,081,670	21.8	8
Bldg Material & Supplies Dealers	4441	\$15,451,409	\$10,604,171	\$4,847,238	18.6	7
Lawn & Garden Equip & Supply Stores	4442	\$1,508,834	\$274,402	\$1,234,432	69.2	1
Food & Beverage Stores	445	\$43,405,529	\$22,593,257	\$20,812,272	31.5	9
Grocery Stores	4451	\$38,071,998	\$2,396,418	\$35,675,580	88.2	1
Specialty Food Stores	4452	\$2,130,160	\$17,994,571	-\$15,864,411	-78.8	4
Beer, Wine & Liquor Stores	4453	\$3,203,371	\$2,202,268	\$1,001,103	18.5	4
Health & Personal Care Stores	446,4461	\$17,587,502	\$14,507,904	\$3,079,598	9.6	7
Gasoline Stations	447,4471	\$27,489,465	\$14,079,611	\$13,409,854	32.3	3
Clothing & Clothing Accessories Stores	448	\$12,812,156	\$5,257,180	\$7,554,976	41.8	13
Clothing Stores	4481	\$8,528,577	\$3,871,214	\$4,657,363	37.6	10
Shoe Stores	4482	\$1,824,735	\$1,108,221	\$716,514	24.4	2
Jewelry, Luggage & Leather Goods Stores	4483	\$2,458,844	\$277,745	\$2,181,099	79.7	1
Sporting Goods, Hobby, Book & Music Stores	451	\$6,623,764	\$10,877,038	-\$4,253,274	-24.3	14
Sporting Goods/Hobby/Musical Instr Stores	4511	\$5,553,601	\$10,472,377	-\$4,918,776	-30.7	13
Book, Periodical & Music Stores	4512	\$1,070,163	\$404,661	\$665,502	45.1	1
General Merchandise Stores	452	\$37,960,816	\$327,527	\$37,633,289	98.3	1
Department Stores Excluding Leased Depts.	4521	\$26,133,879	\$0	\$26,133,879	100.0	0
Other General Merchandise Stores	4529	\$11,826,937	\$327,527	\$11,499,410	94.6	1
Miscellaneous Store Retailers	453	\$8,831,441	\$11,762,002	-\$2,930,561	-14.2	24
Florists	4531	\$446,425	\$73,985	\$372,440	71.6	1
Office Supplies, Stationery & Gift Stores	4532	\$1,843,475	\$2,089,283	-\$245,808	-6.3	11
Used Merchandise Stores	4533	\$1,550,941	\$1,332,648	\$218,293	7.6	6
Other Miscellaneous Store Retailers	4539	\$4,990,600	\$8,266,086	-\$3,275,486	-24.7	6
Nonstore Retailers	454	\$4,487,143	\$362,389	\$4,124,754	85.1	1
Electronic Shopping & Mail-Order Houses	4541	\$3,595,277	\$0	\$3,595,277	100.0	0
Vending Machine Operators	4542	\$258,000	\$0	\$258,000	100.0	0
Direct Selling Establishments	4543	\$633,866	\$362,389	\$271,477	27.2	1
Food Services & Drinking Places	722	\$25,815,089	\$30,069,885	-\$4,254,796	-7.6	44
Special Food Services	7223	\$739,932	\$825,146	-\$85,214	-5.4	2
Drinking Places - Alcoholic Beverages	7224	\$1,528,684	\$2,608,259	-\$1,079,575	-26.1	5
Restaurants/Other Eating Places	7225	\$23,546,473	\$26,636,480	-\$3,090,007	-6.2	37

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

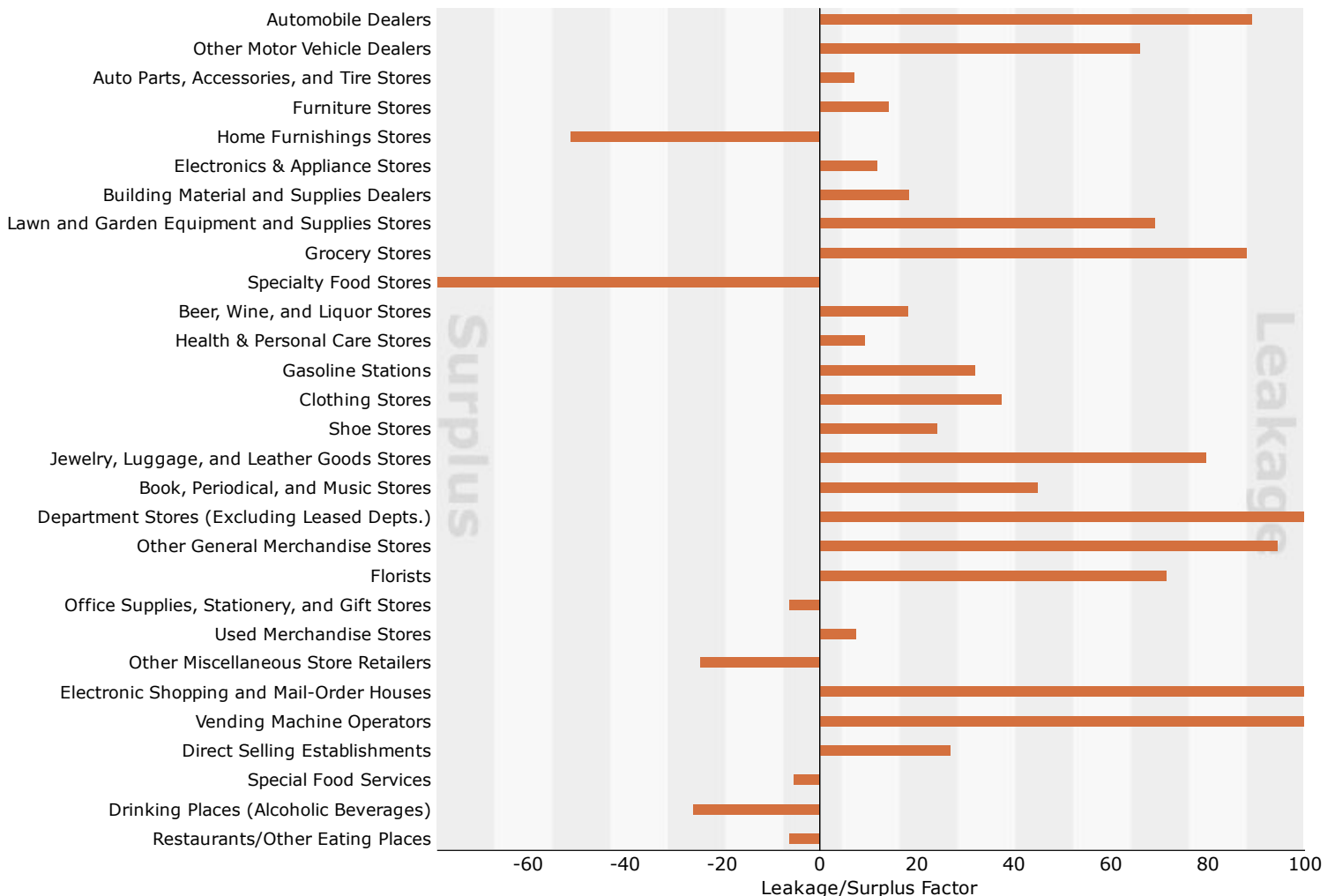
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March 31, 2020

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Oak Park City, MI
Oak Park City, MI (2659920)
Geography: Place

Prepared by Esri

Summary Demographics

2019 Population	29,843
2019 Households	12,041
2019 Median Disposable Income	\$43,426
2019 Per Capita Income	\$26,573

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$364,804,549	\$320,365,902	\$44,438,647	6.5	272
Total Retail Trade	44-45	\$330,202,647	\$298,639,710	\$31,562,937	5.0	222
Total Food & Drink	722	\$34,601,902	\$21,726,192	\$12,875,710	22.9	50

2017 Industry Group

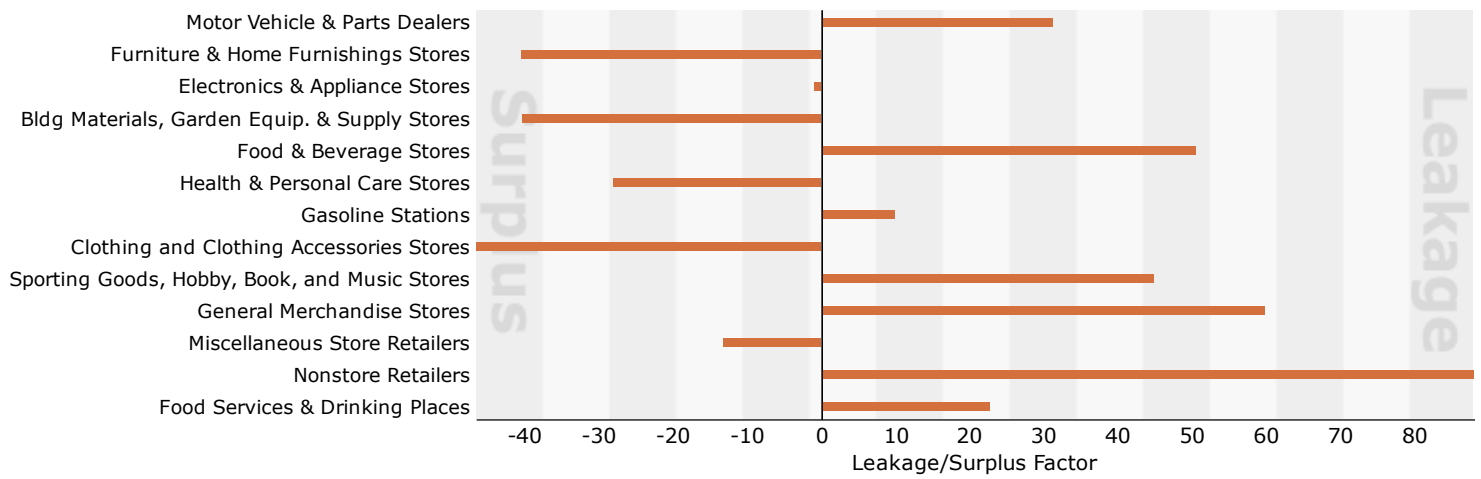
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$69,187,206	\$36,162,660	\$33,024,546	31.3	14
Automobile Dealers	4411	\$55,978,106	\$26,456,589	\$29,521,517	35.8	6
Other Motor Vehicle Dealers	4412	\$5,920,731	\$0	\$5,920,731	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$7,288,369	\$9,706,071	-\$2,417,702	-14.2	8
Furniture & Home Furnishings Stores	442	\$11,027,587	\$26,123,204	-\$15,095,617	-40.6	4
Furniture Stores	4421	\$6,816,048	\$1,541,454	\$5,274,594	63.1	2
Home Furnishings Stores	4422	\$4,211,539	\$24,581,750	-\$20,370,211	-70.7	2
Electronics & Appliance Stores	443	\$10,624,724	\$10,829,672	-\$204,948	-1.0	8
Bldg Materials, Garden Equip. & Supply Stores	444	\$22,397,395	\$52,726,162	-\$30,328,767	-40.4	15
Bldg Material & Supplies Dealers	4441	\$20,456,943	\$51,354,152	-\$30,897,209	-43.0	13
Lawn & Garden Equip & Supply Stores	4442	\$1,940,452	\$1,372,010	\$568,442	17.2	2
Food & Beverage Stores	445	\$59,478,540	\$19,467,802	\$40,010,738	50.7	20
Grocery Stores	4451	\$52,227,312	\$11,982,091	\$40,245,221	62.7	9
Specialty Food Stores	4452	\$2,927,613	\$2,535,429	\$392,184	7.2	7
Beer, Wine & Liquor Stores	4453	\$4,323,615	\$4,950,282	-\$626,667	-6.8	4
Health & Personal Care Stores	446,4461	\$24,232,993	\$43,211,810	-\$18,978,817	-28.1	20
Gasoline Stations	447,4471	\$38,069,671	\$31,071,457	\$6,998,214	10.1	9
Clothing & Clothing Accessories Stores	448	\$17,060,916	\$46,803,522	-\$29,742,606	-46.6	79
Clothing Stores	4481	\$11,383,342	\$28,171,894	-\$16,788,552	-42.4	48
Shoe Stores	4482	\$2,465,750	\$3,639,874	-\$1,174,124	-19.2	6
Jewelry, Luggage & Leather Goods Stores	4483	\$3,211,824	\$14,991,754	-\$11,779,930	-64.7	25
Sporting Goods, Hobby, Book & Music Stores	451	\$8,823,254	\$3,344,878	\$5,478,376	45.0	10
Sporting Goods/Hobby/Musical Instr Stores	4511	\$7,383,073	\$2,265,462	\$5,117,611	53.0	8
Book, Periodical & Music Stores	4512	\$1,440,181	\$1,079,416	\$360,765	14.3	2
General Merchandise Stores	452	\$51,315,782	\$12,841,590	\$38,474,192	60.0	13
Department Stores Excluding Leased Depts.	4521	\$35,115,956	\$4,173,560	\$30,942,396	78.8	2
Other General Merchandise Stores	4529	\$16,199,826	\$8,668,030	\$7,531,796	30.3	11
Miscellaneous Store Retailers	453	\$12,023,707	\$15,684,886	-\$3,661,179	-13.2	26
Florists	4531	\$570,849	\$0	\$570,849	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$2,488,950	\$5,018,351	-\$2,529,401	-33.7	13
Used Merchandise Stores	4533	\$2,102,381	\$1,554,756	\$547,625	15.0	5
Other Miscellaneous Store Retailers	4539	\$6,861,527	\$9,111,779	-\$2,250,252	-14.1	8
Nonstore Retailers	454	\$5,960,872	\$372,067	\$5,588,805	88.2	4
Electronic Shopping & Mail-Order Houses	4541	\$4,825,934	\$0	\$4,825,934	100.0	0
Vending Machine Operators	4542	\$353,185	\$112,515	\$240,670	51.7	1
Direct Selling Establishments	4543	\$781,753	\$259,552	\$522,201	50.1	3
Food Services & Drinking Places	722	\$34,601,902	\$21,726,192	\$12,875,710	22.9	50
Special Food Services	7223	\$975,243	\$330,537	\$644,706	49.4	2
Drinking Places - Alcoholic Beverages	7224	\$2,006,149	\$0	\$2,006,149	100.0	0
Restaurants/Other Eating Places	7225	\$31,620,510	\$21,395,655	\$10,224,855	19.3	48

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

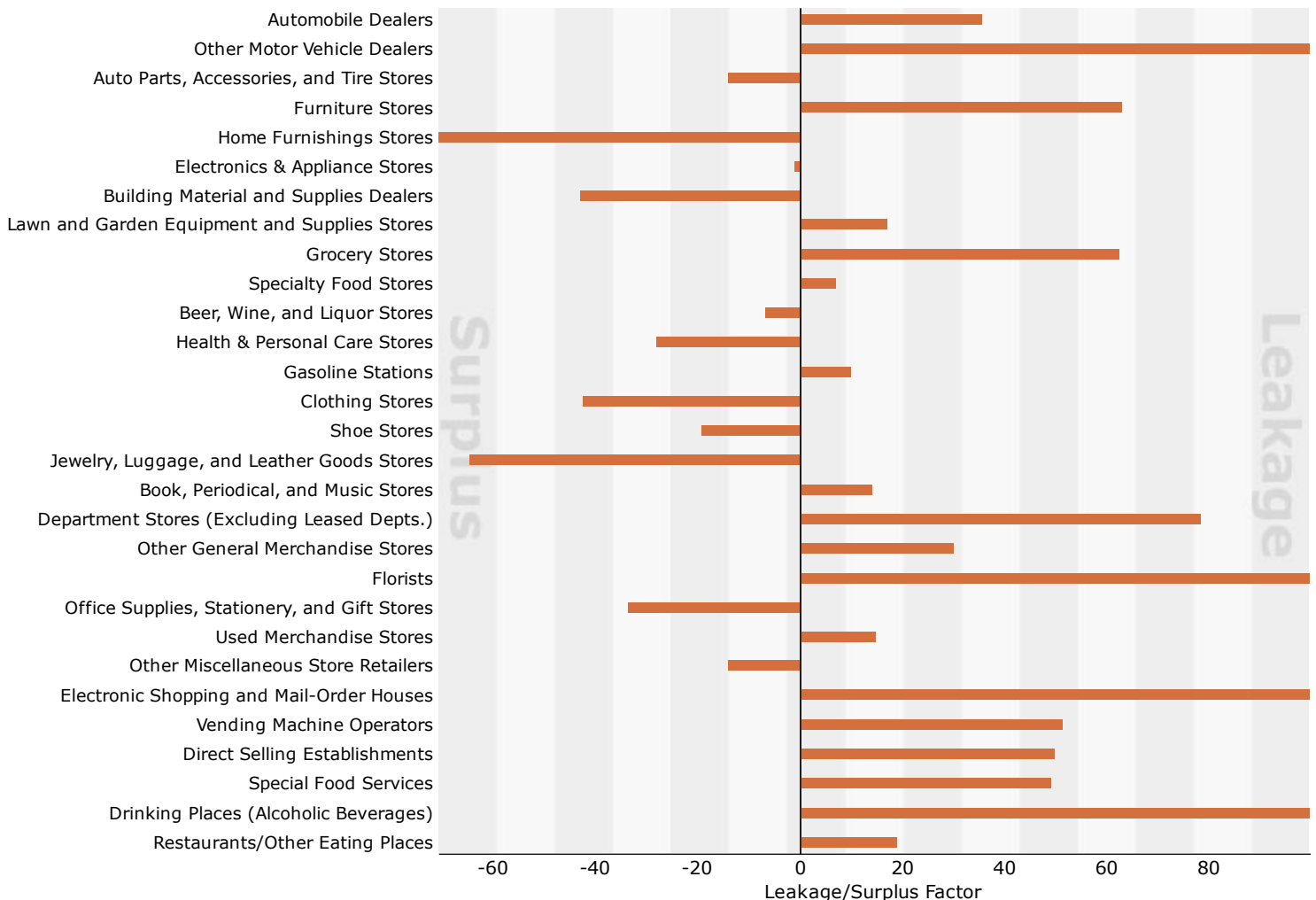
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2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Pleasant Ridge City, MI
Pleasant Ridge City, MI (2664900)
Geography: Place

Prepared by Esri

Summary Demographics

2019 Population	2,454
2019 Households	1,092
2019 Median Disposable Income	\$92,170
2019 Per Capita Income	\$77,144

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$72,135,569	\$10,566,547	\$61,569,022	74.4	12
Total Retail Trade	44-45	\$64,955,338	\$9,248,992	\$55,706,346	75.1	8
Total Food & Drink	722	\$7,180,231	\$1,317,555	\$5,862,676	69.0	4

2017 Industry Group

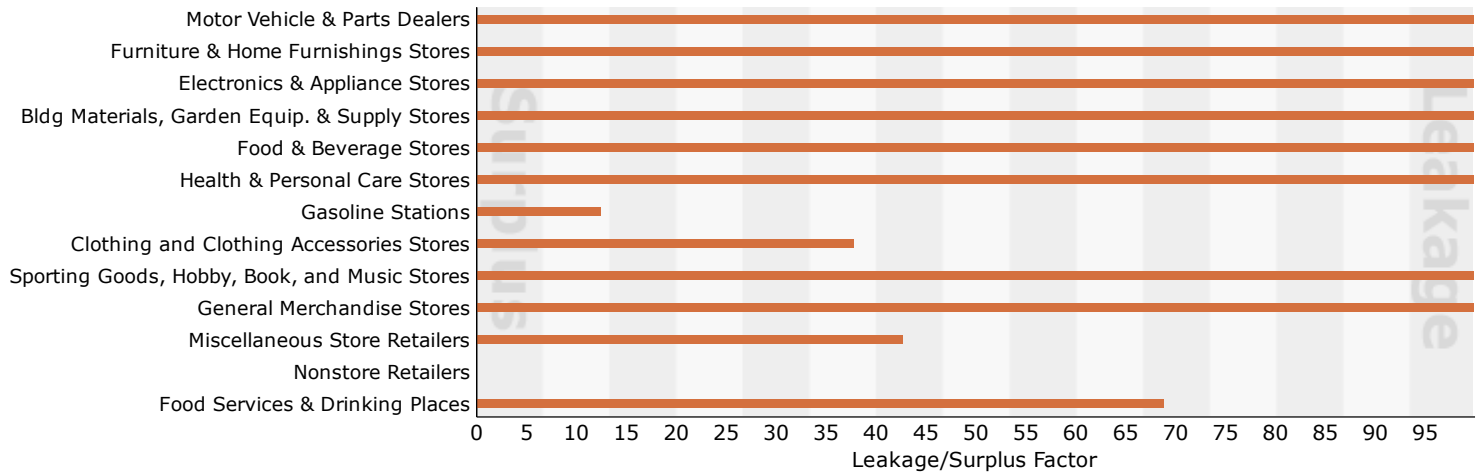
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$13,453,612	\$0	\$13,453,612	100.0	0
Automobile Dealers	4411	\$10,827,458	\$0	\$10,827,458	100.0	0
Other Motor Vehicle Dealers	4412	\$1,185,765	\$0	\$1,185,765	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$1,440,389	\$0	\$1,440,389	100.0	0
Furniture & Home Furnishings Stores	442	\$2,270,944	\$0	\$2,270,944	100.0	0
Furniture Stores	4421	\$1,373,773	\$0	\$1,373,773	100.0	0
Home Furnishings Stores	4422	\$897,171	\$0	\$897,171	100.0	0
Electronics & Appliance Stores	443	\$2,199,946	\$0	\$2,199,946	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$4,820,831	\$0	\$4,820,831	100.0	0
Bldg Material & Supplies Dealers	4441	\$4,384,638	\$0	\$4,384,638	100.0	0
Lawn & Garden Equip & Supply Stores	4442	\$436,193	\$0	\$436,193	100.0	0
Food & Beverage Stores	445	\$11,354,769	\$0	\$11,354,769	100.0	0
Grocery Stores	4451	\$9,923,549	\$0	\$9,923,549	100.0	0
Specialty Food Stores	4452	\$552,058	\$0	\$552,058	100.0	0
Beer, Wine & Liquor Stores	4453	\$879,162	\$0	\$879,162	100.0	0
Health & Personal Care Stores	446,4461	\$4,588,356	\$0	\$4,588,356	100.0	0
Gasoline Stations	447,4471	\$6,961,225	\$5,415,094	\$1,546,131	12.5	1
Clothing & Clothing Accessories Stores	448	\$3,685,031	\$1,658,521	\$2,026,510	37.9	2
Clothing Stores	4481	\$2,399,621	\$1,658,521	\$741,100	18.3	2
Shoe Stores	4482	\$504,871	\$0	\$504,871	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$780,539	\$0	\$780,539	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$1,830,286	\$0	\$1,830,286	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,535,713	\$0	\$1,535,713	100.0	0
Book, Periodical & Music Stores	4512	\$294,573	\$0	\$294,573	100.0	0
General Merchandise Stores	452	\$10,206,609	\$0	\$10,206,609	100.0	0
Department Stores Excluding Leased Depts.	4521	\$7,125,191	\$0	\$7,125,191	100.0	0
Other General Merchandise Stores	4529	\$3,081,418	\$0	\$3,081,418	100.0	0
Miscellaneous Store Retailers	453	\$2,349,004	\$940,104	\$1,408,900	42.8	4
Florists	4531	\$144,244	\$0	\$144,244	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$505,724	\$0	\$505,724	100.0	0
Used Merchandise Stores	4533	\$425,151	\$370,180	\$54,971	6.9	2
Other Miscellaneous Store Retailers	4539	\$1,273,885	\$569,924	\$703,961	38.2	2
Nonstore Retailers	454	\$1,234,725	\$1,235,273	-\$548	0.0	1
Electronic Shopping & Mail-Order Houses	4541	\$972,677	\$1,235,273	-\$262,596	-11.9	1
Vending Machine Operators	4542	\$67,930	\$0	\$67,930	100.0	0
Direct Selling Establishments	4543	\$194,118	\$0	\$194,118	100.0	0
Food Services & Drinking Places	722	\$7,180,231	\$1,317,555	\$5,862,676	69.0	4
Special Food Services	7223	\$204,250	\$0	\$204,250	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$475,769	\$0	\$475,769	100.0	0
Restaurants/Other Eating Places	7225	\$6,500,212	\$1,317,555	\$5,182,657	66.3	4

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement. <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

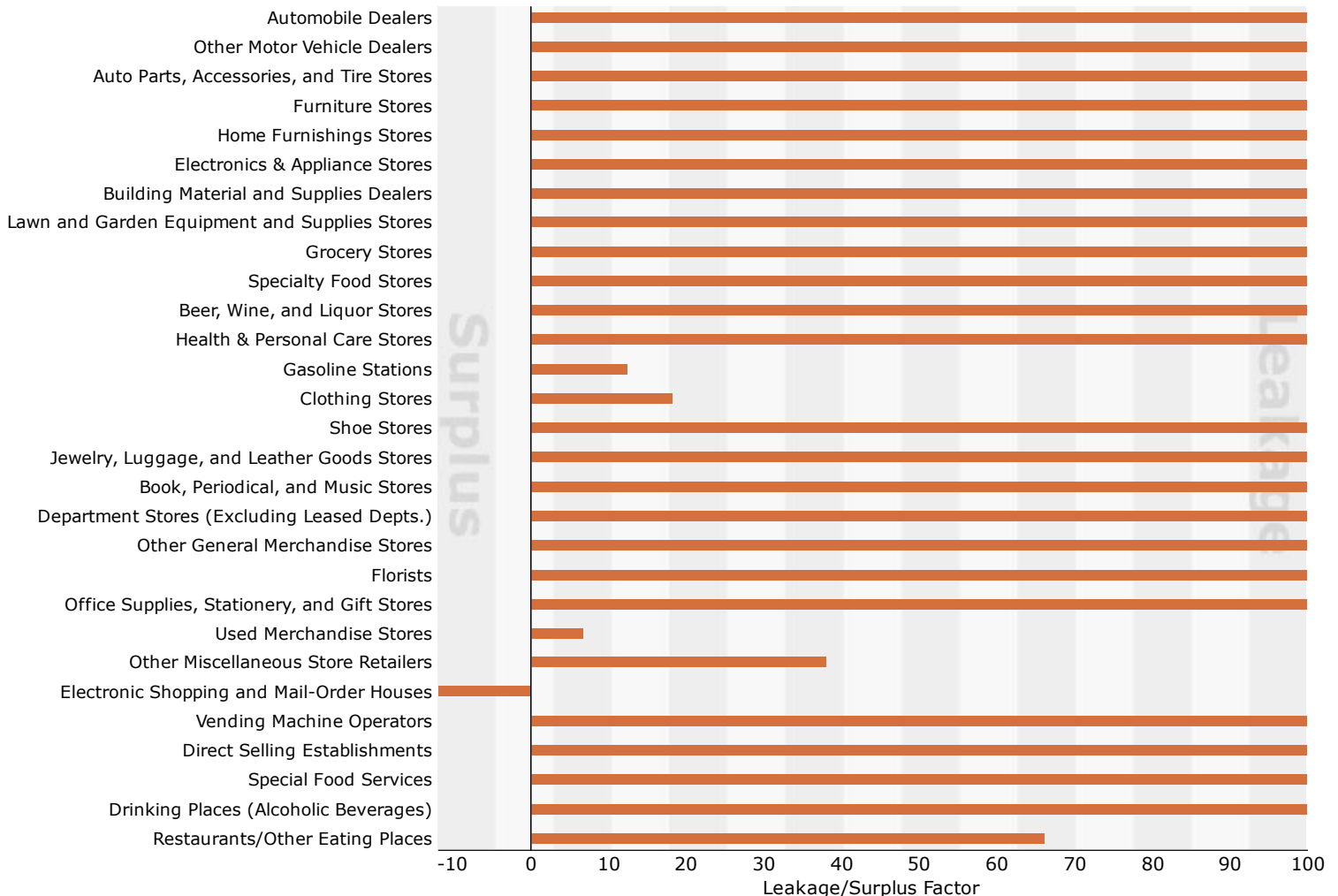
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2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Royal Oak City, MI
Royal Oak City, MI (2670040)
Geography: Place

Prepared by Esri

Summary Demographics

2019 Population	58,554
2019 Households	28,955
2019 Median Disposable Income	\$60,181
2019 Per Capita Income	\$49,293

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,172,843,868	\$956,447,095	\$216,396,773	10.2	515
Total Retail Trade	44-45	\$1,057,375,767	\$729,988,200	\$327,387,567	18.3	327
Total Food & Drink	722	\$115,468,101	\$226,458,895	-\$110,990,794	-32.5	188

2017 Industry Group

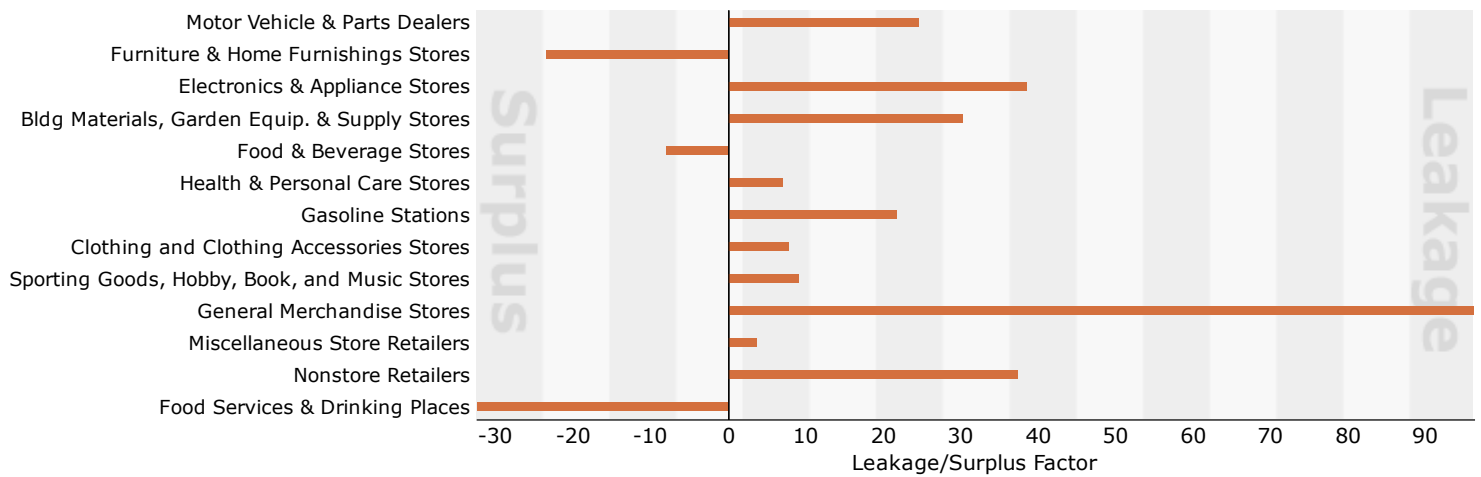
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$219,667,122	\$133,042,168	\$86,624,954	24.6	16
Automobile Dealers	4411	\$177,669,408	\$120,668,593	\$57,000,815	19.1	8
Other Motor Vehicle Dealers	4412	\$18,794,092	\$0	\$18,794,092	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$23,203,622	\$12,373,575	\$10,830,047	30.4	8
Furniture & Home Furnishings Stores	442	\$35,558,767	\$57,383,883	-\$21,825,116	-23.5	22
Furniture Stores	4421	\$22,152,010	\$51,899,738	-\$29,747,728	-40.2	13
Home Furnishings Stores	4422	\$13,406,757	\$5,484,145	\$7,922,612	41.9	9
Electronics & Appliance Stores	443	\$35,014,977	\$15,454,111	\$19,560,866	38.8	14
Bldg Materials, Garden Equip. & Supply Stores	444	\$69,373,879	\$37,038,553	\$32,335,326	30.4	25
Bldg Material & Supplies Dealers	4441	\$63,483,235	\$28,120,928	\$35,362,307	38.6	22
Lawn & Garden Equip & Supply Stores	4442	\$5,890,644	\$8,917,625	-\$3,026,981	-20.4	3
Food & Beverage Stores	445	\$190,652,480	\$224,248,083	-\$33,595,603	-8.1	39
Grocery Stores	4451	\$167,064,420	\$209,184,599	-\$42,120,179	-11.2	18
Specialty Food Stores	4452	\$9,370,482	\$4,333,695	\$5,036,787	36.8	8
Beer, Wine & Liquor Stores	4453	\$14,217,578	\$10,729,789	\$3,487,789	14.0	13
Health & Personal Care Stores	446,4461	\$74,977,902	\$64,940,451	\$10,037,451	7.2	28
Gasoline Stations	447,4471	\$120,526,614	\$77,198,178	\$43,328,436	21.9	21
Clothing & Clothing Accessories Stores	448	\$57,492,173	\$48,947,929	\$8,544,244	8.0	58
Clothing Stores	4481	\$38,097,063	\$32,902,334	\$5,194,729	7.3	43
Shoe Stores	4482	\$8,159,028	\$4,113,686	\$4,045,342	33.0	5
Jewelry, Luggage & Leather Goods Stores	4483	\$11,236,082	\$11,931,909	-\$695,827	-3.0	10
Sporting Goods, Hobby, Book & Music Stores	451	\$29,255,316	\$24,286,240	\$4,969,076	9.3	26
Sporting Goods/Hobby/Musical Instr Stores	4511	\$24,394,015	\$23,341,391	\$1,052,624	2.2	23
Book, Periodical & Music Stores	4512	\$4,861,301	\$944,849	\$3,916,452	67.5	3
General Merchandise Stores	452	\$167,068,780	\$3,022,496	\$164,046,284	96.4	4
Department Stores Excluding Leased Depts.	4521	\$115,263,639	\$569,855	\$114,693,784	99.0	1
Other General Merchandise Stores	4529	\$51,805,141	\$2,452,641	\$49,352,500	91.0	3
Miscellaneous Store Retailers	453	\$38,426,410	\$35,648,485	\$2,777,925	3.8	67
Florists	4531	\$1,773,107	\$2,717,439	-\$944,332	-21.0	7
Office Supplies, Stationery & Gift Stores	4532	\$8,093,788	\$4,693,337	\$3,400,451	26.6	11
Used Merchandise Stores	4533	\$6,946,272	\$4,812,340	\$2,133,932	18.1	20
Other Miscellaneous Store Retailers	4539	\$21,613,243	\$23,425,369	-\$1,812,126	-4.0	29
Nonstore Retailers	454	\$19,361,347	\$8,777,623	\$10,583,724	37.6	7
Electronic Shopping & Mail-Order Houses	4541	\$15,777,640	\$8,233,694	\$7,543,946	31.4	5
Vending Machine Operators	4542	\$1,143,668	\$0	\$1,143,668	100.0	0
Direct Selling Establishments	4543	\$2,440,039	\$543,929	\$1,896,110	63.5	2
Food Services & Drinking Places	722	\$115,468,101	\$226,458,895	-\$110,990,794	-32.5	188
Special Food Services	7223	\$3,185,190	\$16,387,347	-\$13,202,157	-67.5	6
Drinking Places - Alcoholic Beverages	7224	\$6,755,318	\$9,710,545	-\$2,955,227	-17.9	11
Restaurants/Other Eating Places	7225	\$105,527,593	\$200,361,003	-\$94,833,410	-31.0	171

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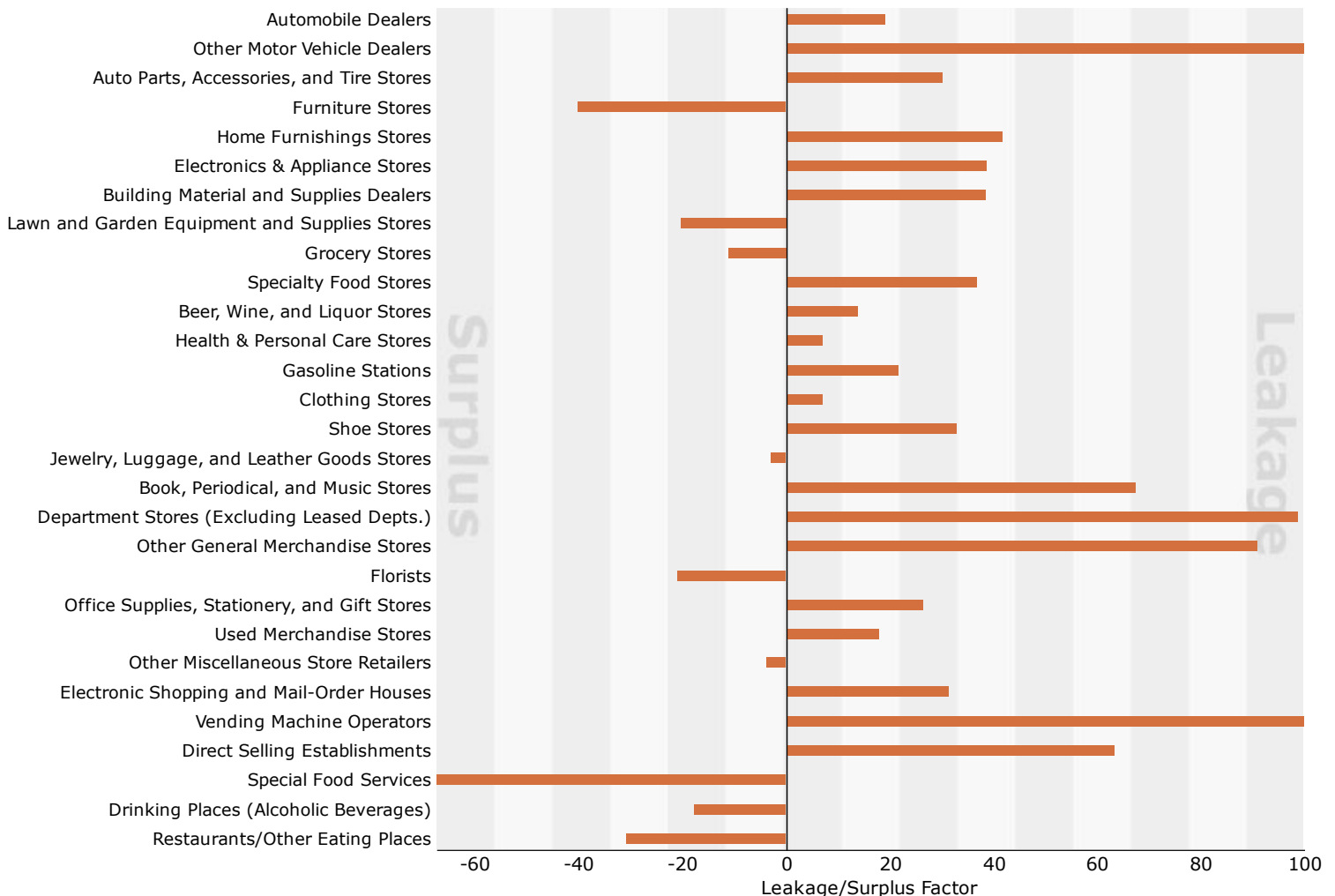
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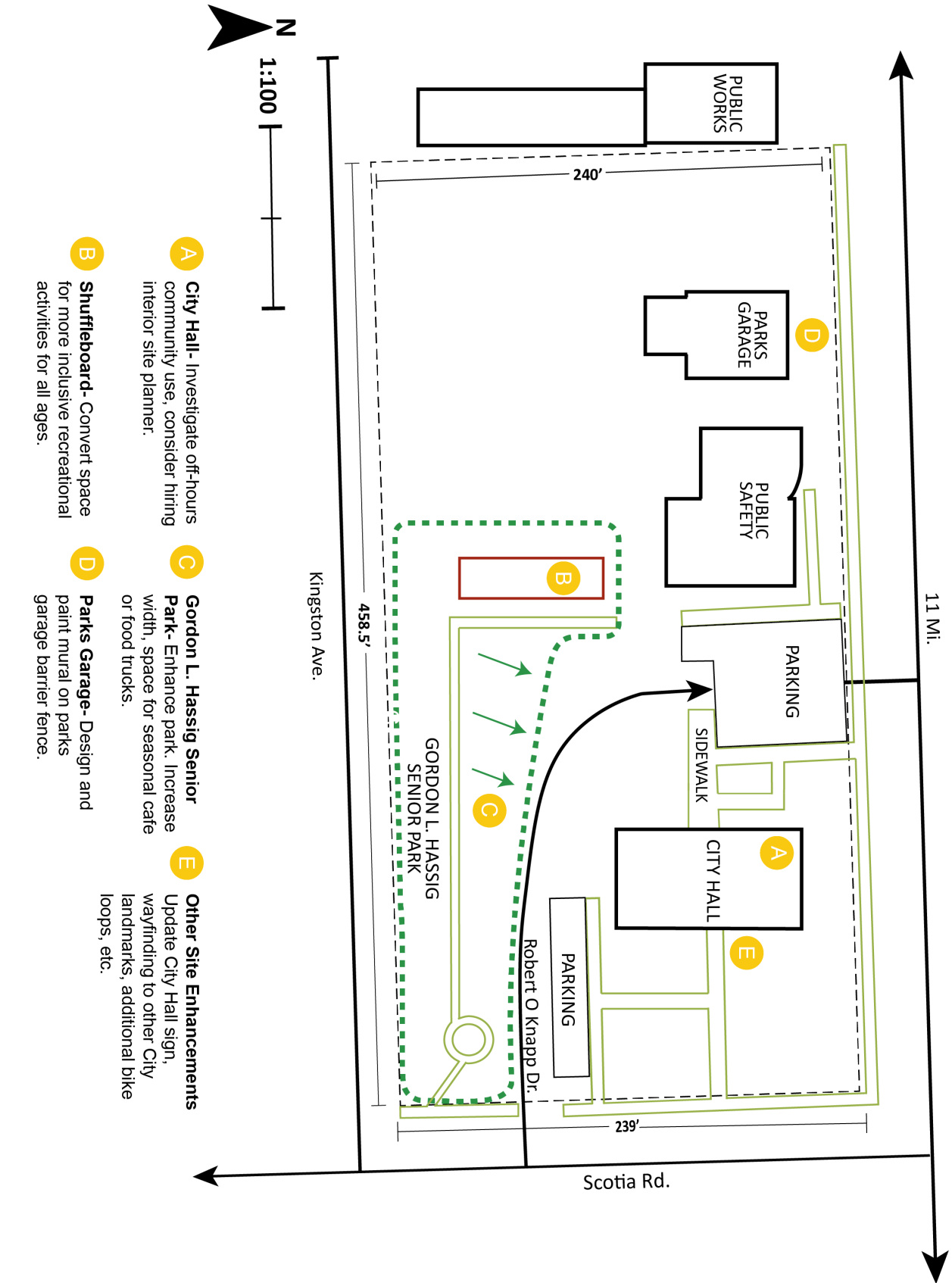
2017 Leakage/Surplus Factor by Industry Subsector



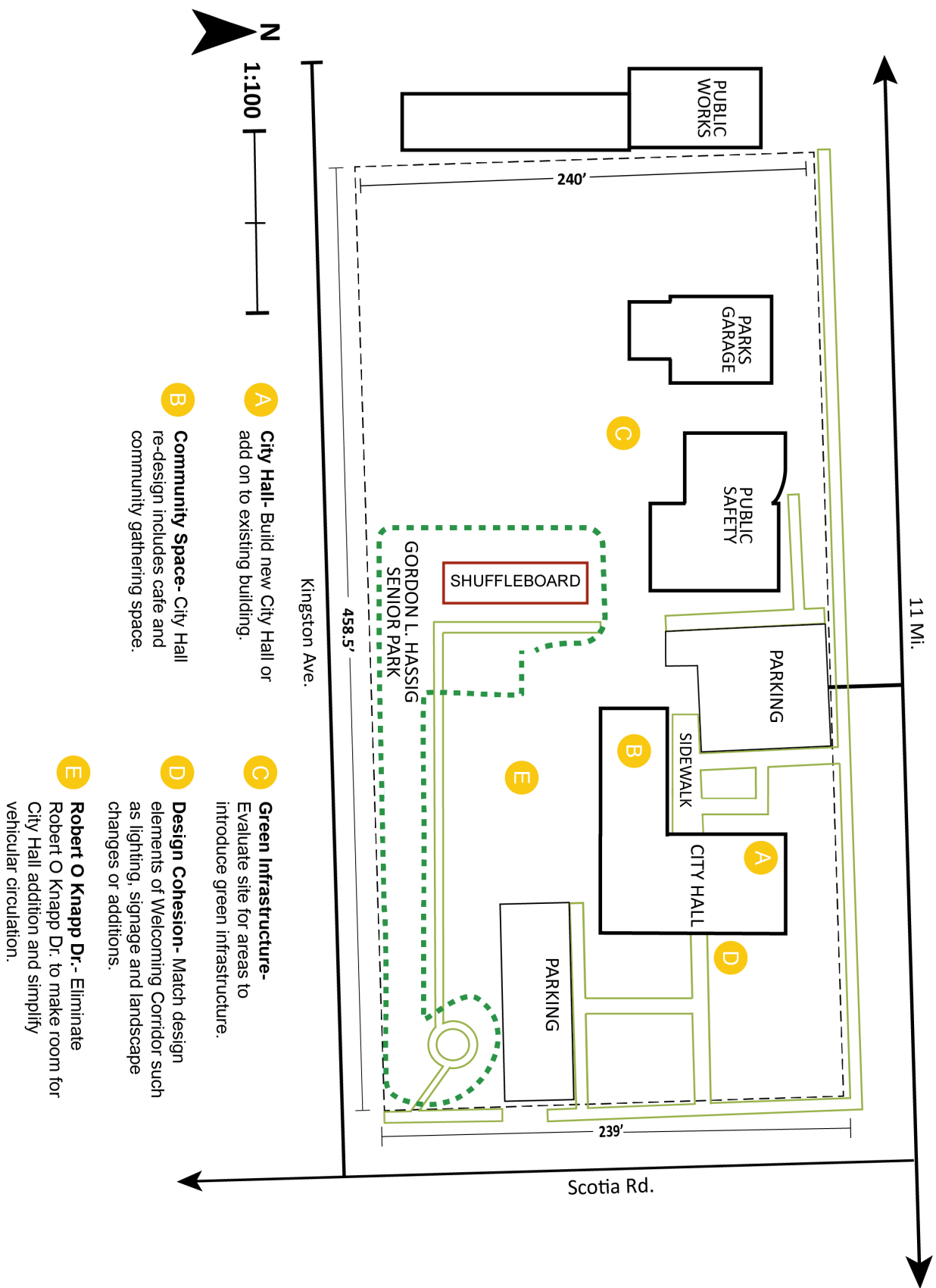
2017 Leakage/Surplus Factor by Industry Group



Appendix C - Low-Intensity Concept



Appendix C - Moderate-Intensity Concept



Appendix C - High-Intensity Concept

