NOTICE OF MEETING AND AGENDA

PLANNING COMMISSION WORKSHOP Tuesday, February 28, 2017 6:30 p.m. City Hall Conference Room

- 1. Call to Order
- 2. Roll Call
- 3. Acceptance of Agenda
- 4. Continued Discussion/Presentation: 2020 Vision Plan -Winter 2017
- 5. New Business/Public Comment
- 6. Adjournment

PUBLIC INVITED: IN ACCORDANCE WITH PUBLIC ACT 267 OF 1976 (OPEN MEETINGS ACT), ALL MEMBERS OF THE GROUP SELECTED, AS WELL AS THE GENERAL PUBLIC, ARE INVITED TO ATTEND THE MEETING.

cc:

Chair Fuller

Vice-Chair Hamborsky

Mayor & City Council City Atty. C. Berschback

Gilezan Profeta Reiter

Rozyski

Stapleton

Vaughn

Vitale

Submitted by:

Building Official - Gene Tutag

313.343.2426





GROSSE POINTE WOODS PLANNING COMMISSION THE 2020 SUB-COMMITTEE

2020 VISION PLAN

Winter 2017

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A. PROGRAM MISSION / VISION PLAN OVERVIEW

Every community experiences eras of growth, maturity and rejuvenation. These are natural and expected cycles. If left unchecked, a community can become stagnant. In addition to these internal cycles, communities are always in competition with neighboring communities for quality residents and businesses. Ignoring the need to provide relevant, contemporary services and amenities to attract or maintain new generations of quality residents can prove very damaging over time to any community. In short, every successful community needs to periodically assess what areas of the community experience need to be improved or updated to assure long term growth and stability. These community value goals need to be coordinated with an equally important need for a balanced fiscal foundation to support city services. The process of balancing these lofty aspirations offers quite a challenge for any Community.

Grosse Pointe Woods has all of the challenges as described above, but also has a dedicated team of elected, appointed, staff and volunteer professionals that are able and committed to addressing these issues. What remains is an actionable 'Vision Plan' that provides concepts for achievable projects and programs for both near and long term goals. The 2020 Subcommittee working with the full review and oversight of the Grosse Pointe Woods Planning Commission was formed to support this vision. To provide an overall focus, the following mission statement was crafted:

TO PROVIDE FORWARD THINKING, REALISTIC DESIGN, ZONING AND ADMINISTRATIVE TOOLS THAT SHALL ALLOW THE CITY OF GROSSE POINTE WOODS TO FOSTER AND SUPPORT CONTEMPORARY FUTURE DEVELOPMENTS TO ACHIEVE MAXIMUM SUSTAINED VIABILITY, GROWTH AND VALUE

Supporting the mission statement goals involves researching the features and needs of the existing Community, then developing ideas to enhance or improve those features. The first step is to document the existing mix of Community features and businesses to determine current strengths and needs. The next step is to organize these needs and opportunities into appropriate categories and focus topics that can be prioritized. For the concepts as presented herein, these focus areas include both near and long term capital improvement projects as well as program suggestions to support quality lifestyle goals and standards to support a vibrant, thriving Community.

The ideas within this Vision Plan are presented in a combination of written and visual concepts in the assorted categories as described. To provide a plan view of the physical elements, there are separate maps of the entire Mack Avenue corridor illustrating different features or scope elements.

Since it is unlikely that Grosse Pointe Woods will have immediate funds to accomplish all of the scope concepts as presented, budget cost overview is included with this vision plan. While all design and cost data at this time are highly conceptual, this initial budget document will provide enough information to identify actionable projects and programs that the City and other Foundations or benefactors may wish to target for funding over the near or distant future. This concept cost format provides a simple but highly effective financial planning tool to support selections of and funding for specific program items.

The end result of this 2020 Vision Plan is to provide to the City Council a wide assortment of ideas, any of which would add to the quality and vitality of the Community over time. From this assortment, it is anticipated that the City could choose and prioritize certain scope items and take appropriate action over the near and long term. The expected actions would involve developing more detailed, final designs, costing and eventual bid and construction. Our goal is that this document will help provide the City of Grosse Pointe Woods with a Vision Plan for planning a very exciting and prosperous future.

B. MACK AVENUE ENHANCEMENTS

An attractive, healthy and successful community contains and is supported by an assortment of quality improvements and features that combine to form a fabric of quality lifestyle amenities. While every community aspires to achieve this result, the fact is that the nature and characteristics of what a community values most is an evolving process. What was popular and important decades ago may have less relevance to the values of today's community. This provides communities with both a perpetual challenge combined with an opportunity to constantly improve itself. It is within this evolutionary spirit that the concepts expressed within this section are presented. Each of these concepts has unique and varying scope and cost potential. They would also provide different value to the community, a quality that should be prioritized by planning professionals who can provide opinions and appropriate direction to the community.

While the content of this section provides images and design concepts for these improvements, to gain an understanding of proposed quantities and locations, please refer to the Concept Master Streetscape Plan located in the Appendix of this report.

1. Coordinated New Streetscape Elements (Bike Racks / Benches / Trash Cans / Floral Pots)

Communities that offer attractive well placed and coordinated streetscape elements offer an attractive, enhanced experience for residents and visitors in the community. This also provides an improved opportunity to attract customers to the assorted businesses located around these features. In GPW, there exists an assortment of existing streetscape fixtures, but they are of different design themes and varying condition. Ideally, these inexpensive elements that provide significant utility should be attractive, in good condition, well maintained and of a common design theme.

The following offers photos of these existing elements along with example images for potential replacement elements. The locations for existing and proposed new elements are indicated on the Streetscape Master Plan drawing located in the Appendix.









EXAMPLES OF RECOMMENDED STREETSCAPE ELEMENTS





2. Street Light Pole Banners / Enhancements

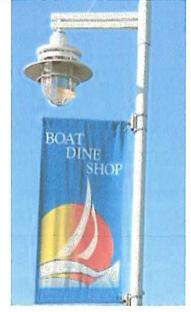
One way a community can promote events or to simply provide attractive visual enhancements to their primary traffic areas is to do so via a strategic campaign of banners, flower enhancements or other decorative additions to the street light poles located along major streets. For GPW, this would apply to Mack Avenue and Vernier Road. Seasonal or selective placement of these effective visual elements will assist the city with a greater sense of community. Also, these elements are not expensive and require a reasonable amount of maintenance to stay current and relevant.

As with other small scale enhancements, funding for this high impact, positive program could be provided through donation, foundation grants or other government programs. In fact the Grosse Pointe Chamber of Commerce recently funded an initial distribution of street pole banners along Mack Avenue spanning multiple Grosse Pointe communities. While a good start, we would prefer to enhance this effort with additional banners that would carry content tailored for Grosse Pointe Woods features and messaging.

The following photos and images offer examples of these light pole enhancements.







3. Pocket Parks

All communities are enhanced by parks, green space and resting areas where members of the community can gather or simply relax during neighborhood walks. In a mature community like GPW, the ability to create new or additional park area is very difficult. It is within this challenge that the concept of a 'Mini' or 'Pocket' park is born. As the name implies, these small scale park settings can be as small as a couple hundred square feet or as large as a couple thousand square feet. The features and amenities are presented at a very human scale to provide an intimate park like experience in a small footprint. These small park settings are also financially easier to fund making them relatively easy to implement. In fact, these impactful and highly noticeable improvements may be funded through foundation, grants or donations gathered through community fund raising efforts. The quantity and placement of them can be easily scaled or phased in over time. The following images represent some examples of what some of these pocket parks may look like.

EXISTING GPW POCKET PARKS





ADDITIONAL POCKET PARK EXAMPLES







4. 30 MPH Speed Limit

The topic of slowing the speed limit along Mack Avenue from 35 MPH to 30 MPH has been discussed for many years. At face value, this appears to be a simple and effective way to reduce speed along Mack Avenue. The benefits would be obvious.

- Improved safety
- · Reduced traffic accidents
- Improved ability for drivers to notice and locate businesses offering products and services available along Mack Avenue.
- Overall enhanced walkability

There really is no negative to this idea. There is simply no need to travel fast along this section of Mack Avenue.



5. Outdoor Cafe Enhanced Support

Most upbeat, progressive communities include for their residents some assortment of outdoor dining or beverage options during the warm weather months. Over the past several years, this trend has begun along Mack Avenue within Grosse Pointe Woods. From pastry to ribs, and most anything in-between, these quaint options for guests to enjoy the outdoor weather along with some people-watching have become popular and well utilized.

In the early days of this trend, the initial permitting and licensing process was expensive, time consuming and cumbersome. In recent years, this process has become more friendly and attainable by a wider variety of hospitality businesses. It is important that city government continue to support these outdoor venues that provide the community with this attractive amenity.





6. Enhanced Crosswalks / Traffic Calming Features

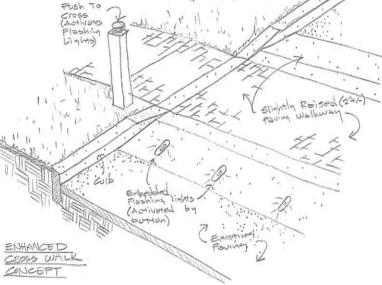
One of the most interesting realizations made during assessment of the walkability and accessibility of Mack Avenue from both sides was frankly the presence of very few designated areas where pedestrians are able to safely cross. With the speed and volume of traffic along Mack Avenue, crossing can be a daunting and a potentially dangerous task. The result is that people do not walk to or across Mack as much as they would if there were better and safer crossing opportunities. A way to improve this condition is to provide enhanced crosswalks at strategic locations and to aesthetically improve and identify existing crosswalks. Potential enhancements to crosswalks would include elements like brick pavers (designating walk area), slightly elevated paving features at the crosswalk that would cause a reduction in traffic speeds at these areas, manually triggered flashing caution lights that pedestrians could activate when crossing, enhanced lighting and landscaping.

The following images represent some design concepts for what elements these enhanced crosswalks may contain or look like.









7. Commercial Beautification / Facade Improvement Incentives

A critical feature for every community is to have an attractive commercial district. In a mature community like Grosse Pointe Woods, where most of the commercial buildings are over 50 years old, the process of keeping the streetscape looking fresh and attractive consists of having dated building facades renovated and landscaping enhanced. These important enhancements need to be performed by the many assorted stakeholders within the commercial district.

Grosse Pointe Woods is very fortunate to have an energized assortment of quality commercial property and business owners who take pride in the appearance of their facilities. It is important for city government to continue to acknowledge these stakeholders contributions for investing in the appearance of their properties through façade renovations or landscaping enhancements. It is important to provide these dedicated enterprises with additional incentives to encourage additional improvements well into the future. The form of these incentives is not specifically defined in this plan, but the need to develop and maintain such incentives is critically important









8. Mack Avenue Marketing / Branding

In an effort to distinguish themselves as a destination with appealing offerings and character, communities will designate certain shopping and dining areas by a distinctive title and/or rename primary streets in those areas. Effective examples of such area titles in our area include; The Hill, The Village and The Nautical Mile.

Additionally, road name transitions like Jefferson becoming Lakeshore Drive can be effective to highlight an image change from one area to another. Mack Avenue is our primary road along which our entire business, shopping and dining district is located, However, it also spans into neighboring communities for miles north and south with numerous commercially zoned offerings. We recognize that there is no unique association between Mack Avenue. and Grosse Pointe Woods, which leads to the conclusion that the renaming of the section of Mack Avenue. that runs through Grosse Pointe Woods may be an effective tool for distinguishing our community offerings. In connection with such a name change, it may be a reinforcing brand approach to create and promote an area title that closely associates with the new road name for Mack Avenue. The following represents some simple concepts for a branded name of our commercial district along Mack Avenue:

The Avenue
The Boulevard
Mack Boulevard
The Merchant Mile
The Woods
Woods Boulevard
Woods Avenue
The Mack

Beyond any specific concepts offered in this report, it is recommended that consideration be given to creating these important naming and marketing enhancements to ultimately improve the value and experience of our commercial district for both our residents and visitors. This action will produce a greater awareness and desire to frequent establishments in our community.

C. COMMUNITY PROGRAMS

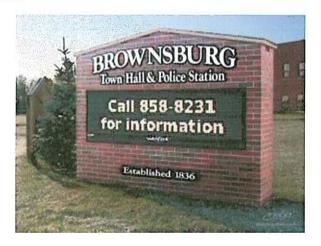
Another critical characteristic of vibrant communities is the assorted community programs and events that take place throughout the year. This interaction between community and city administration, both commercial and residential, provides a fabric of social and business relationships that helps to bind groups together for common causes. Grosse Pointe Woods has recognized this value for decades and has some of the most active assortment of community programs available anywhere. It is important to maintain or enhance these programs well into the future. In the balance of this section, certain options or observations are offered to support these global goals.

1. Community Message Board Signage

If friends and neighbors within the community are not aware of programs or events, they are not as well attended or utilized. It this day of high technology, there has never been more methods to get messaging delivered to a wide audience. From the internet, to newspaper notices to flyers to newsletters and more, it is difficult to overlook these events. One additional and very simple method for messaging is exterior signage. For many of the Grosse Pointe Woods events, the City will simply post a fabric banner on some temporary framing at the driveway entry to City Hall. While generally effective, this is not the ideal way to deliver this messaging. As a more professional approach, providing an attractive, permanent message sign strategically located along Mack Avenue may offer the City with a very effective method to deliver messaging regarding a wide variety of community programs, events or important information. Design and location to be determined, but this concept is worthy of discussion. Below are images of the existing banner approach along with examples of how other communities have addressed this opportunity to get information to the community.







2. Community Events

A common and effective method for stimulating interest among residents and non-residents within communities and local commercial offerings is to stage interesting events that are open to community and visitors alike. One objective is to allow people to enjoy an event and then transition to shopping and dining during the same outing. The location of the events could also help to create a city center effect, effectively branding the Community as a special destination with interesting offerings. This would also encourage walkability of the area, and to refresh the image of Mack Avenue as an area with segmented and distinctive features. An additional strategic objective with holding such events would be to reinforce the area title by including it as part of the event name. While we do not offer any specific event content with this Vision Plan, we would recommend that community leadership work with the local commercial entities to support both existing and future community events that will enhance the value and experience of our commercial district both for residents and visitors. This will facilitate greater awareness and desire to frequent establishments in our Community. Some examples of events include:

Art Fairs / Sidewalk Sales / Music Concerts / Festivals / Restaurant Week





3. Trolley - Further Enhancement / Promotion

To provide further enhancements to get people together, Grosse Pointe Woods has put into service a Trolley that runs during the warm weather months of the year. The path is along Mack Avenue and the schedule is primarily on the weekend or for special events. While the Trolley is a great start, to further enhance the value that this service provides, some additional features to increase the utilization should be considered. Extended schedules to include weekdays during normal business hours could be effectively utilized if retail business were more attracted to the business district.



D. FUTURE MAJOR COMMUNITY DEVELOPMENT CONCEPTS

Alternate Street Lighting Options - Mack Avenue

Effective and attractive street lighting in any community is achieved through a combination of lighting coverage, brightness, light color temperature and fixture design. GPW enjoys varying degrees of success for these core lighting essentials. The primary function of street lighting is well addressed along Mack Avenue via the tall, large cobra-head, 'freeway' style fixtures located in the boulevard islands. While effective and functional, these fixtures would not be considered as attractive.

In addition to the center island tall cobra-head fixtures, several years ago, the City installed a field of shorter 'gas light' style fixtures at street corners and public parking lots. These fixtures have become standardized throughout the City and provide a very attractive appearance along with more intimate lighting at strategic areas along Mack Avenue.

Regarding lighting color temperature, poor lighting color can produce a negative image of shops and businesses along Mack Avenue. With the popularity of LED lighting, there is a wider range of lighting quality. For future lighting source selections, it will be important to choose lighting color options that will enhance the appearance of the buildings and landscaping along Mack Avenue.

To improve what is already a functional and moderately attractive lighting infrastructure; there are 3 scope options to be considered:

Scope A (Minimal)

- Replace the 'freeway' style cobra head tall fixtures with a more ornamental design head.
- Repaint the tall center median poles a color that will complement the surrounding features. (The silver / grey color has an unfinished, utilitarian appearance)

Scope B (Medium Level)

- Replace the 'freeway' style cobra head tall fixtures with a more ornamental design head.
- Repaint the tall center median poles a color that will complement the surrounding features. (The silver / grey color has an unfinished, utilitarian appearance)
- Install additional ornamental Gas Light replica fixtures at strategic areas around shops and parking to provide for more aesthetic appearance and enhanced lighting for safety and to support evening commerce on Mack Avenue.

Scope C (Maximum)

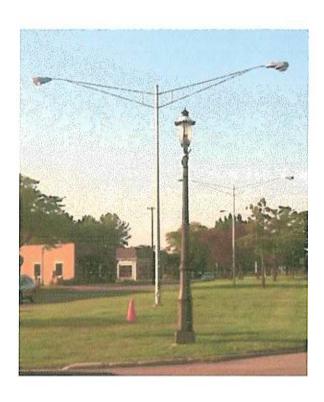
- Remove the tall center median fixtures all together.
- Install enough additional ornamental Gas Light replica or complimentary ornamental fixtures along all of Mack Avenue to provide appropriate lighting levels consistent with current outdoor lighting standards.

EXISTING GPW MACK AVENUE STREET LIGHTING

















Vernier / Mack Intersection Enhancements

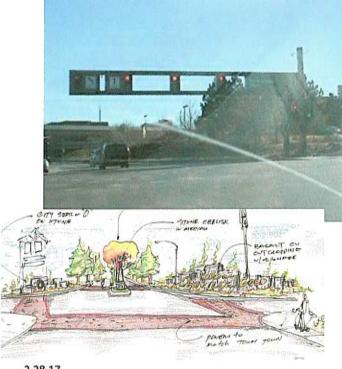
The Mack / Vernier intersection represents the most visible and important areas of our City. Nearly everyone in GPW will pass through this intersection multiple times per week on an average basis. The present appearance of this critical space is more utilitarian than aesthetic. The traffic lights are suspended from wires and only minor attempts at landscaping enhancements are possible due to minimal soft space. Lighting is also functional, but no attractive.



While no design concept is offered at this time, the opportunity to create multiple image

enhancements at this location should be part of a master Mack Ave / Gateway enhancement program. Scope elements that could be incorporated into an eventual design might include:

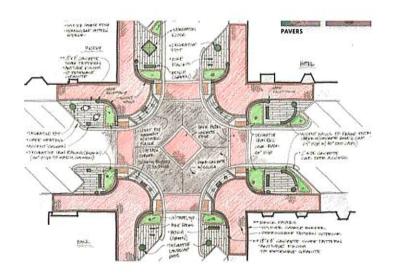
- New traffic lights on structural frames or poles instead of suspended from wires.
- Replacement of utility cobra head lighting with ornamental architectural style lighting
- Development of enhanced landscaping at strategic locations that would not interfere with traffic sightlines.
- Development of a prominent feature element (clock tower, fountain, sculpture, etc..) at a visually strategic location.















Bike / Jogging Trail Concepts

All new developments include walking and riding trails in their communities. With the popularity of physical fitness and activity, a community needs to have more than parks and athletic fields. Mack Avenue currently does not easily support bike or foot traffic. Sidewalks in many areas are narrow and there are no areas dedicated for these biking or jogging activities. Mack is very wide and has a well-established alley system behind much of the commercial strip. It appears that some form of enhanced pathway system could be developed to support this important community amenity.



Concept A: An obvious opportunity would be to develop a path down the middle of the boulevard, but with the present configuration of multiple traffic crossings and minimal crosswalks, safety at these traffic crossings would be a concern. If / when more crosswalks are provided and /or when many of the traffic crossings are replaced with strategic turn-around areas every few blocks, then the development of median paths would make much more sense. Some additional pocket parks could also be incorporated into this path network.

Concept B: The alley system would offer a more immediate interim opportunity to develop some form of bike or jogging path. While well utilized, the traffic within the alley network is much less than along Mack Ave and travels at much slower speeds within the alley. With some basic design, signage and stripping, some form of path could be developed. This could be phase one of some additional alley improvement efforts.

While we do not offer any specific design concepts within this report, we recommend that some form of additional improvement to support bike or walking paths be studied and developed within an overall Mack Ave improvement strategy.

Mack Avenue Traffic / Parking Enhancements

Traffic and parking along Mack Avenue have long been a discussion item over the decades. Designed in the 1950's when the growth of the automobile was a priority, the grand divided highway boulevard design of Mack Avenue., provides a large scale appearance more suited for larger traffic volumes and faster speeds. In conflict with that functional design are goals for shop owners to provide visual attractions and convenient parking and a recent trend in all communities to provide for a more 'walkable' commercial area. The two priorities do not mix well. The ideas presented in this section offer ideas on how to enhance or alter certain core design or operational aspects of Mack Avenue. so as to better support the walkability, parking, safety and shop owner goals of the community. Any of these different ideas would provide for slower, safer traffic and enhanced pedestrian access.

Traffic Calming Swerve Zone Concept With Added Parking

It is a simple fact and logical that when traffic travels in a straight line, it will go faster than if it has to negotiate curves. Mack Avenue is a very straight section of road as it travels through Grosse Pointe Woods. As such, traffic travels fast, other than having to stop for drivers that are parallel parking or the rare stoplight.

Since it is not possible to rearrange the path of Mack Avenue to make the whole right-of-way curve, to introduce this curve or swerve concept into the street design, a different approach would be required. One highly positive feature of Mack Avenue is that it is very wide for the actual amount of traffic that needs to be accommodated. Presently, the extra width is consumed by the beautiful boulevard islands with trees and landscaping. While these islands provide for a classic, attractive setting, they do not provide much function or utility to support certain needs of the community along Mack Avenue. And, while we have no intention of eliminating these islands, we believe there may be a way to develop some strategic alterations to select and limited sections of Mack Avenue.

These alterations would occur in the form of 'swerve zones', which would simply be areas where one side of Mack Avenue paving would be routed into what is now some of the island area, then re-routed back to its original path. This clever concept would produce the following enhancements:

- The swerve would slow traffic in this area
- The additional significant surface area in front of the commercial properties created from the swerve zones could be developed as angle parking areas to add needed parking in these areas.
- Crosswalks, landscaping and mini-park developments could be incorporated into the design features of these swerve zones.

The net result of these enhanced swerve zones would be a natural decrease of traffic speed, an increase in parking and the opportunity to produce some attractive and interesting streetscape elements. Since no structures would be proposed in these areas, there would not be any need for underground utility or easement revisions. And while these alterations would have tremendous visual and functional impact, they would not be excessively costly.

The key to the success of this program would be the strategic placement of these swerve zones. This would have to be studied and coordinated with a city planner, Wayne County and public safety. To get a better visual idea of this concept, there are some concept drawings and plans at the end of this report section and on the master plan drawing in the Appendix.

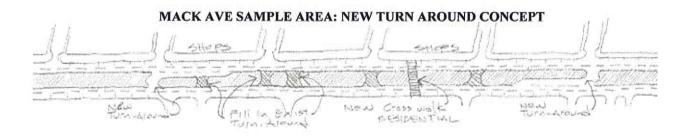
Alternate Turn-Around Placement Options / Impacts

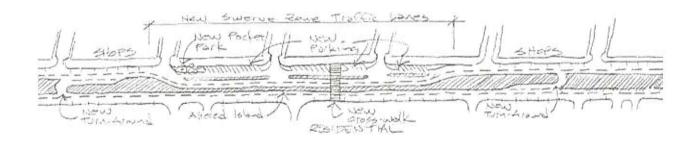
With a boulevard island street design, as exists along Mack Avenue, the process of turning onto side streets or turning around involves having to negotiate within the island area. The other aspect of these turn areas is how frequently they are placed from one another and what the impact is for the community.

The majority of Mack Avenue has a simple plan whereby as a side street intersects Mack Avenue, there is a break in the boulevard island that would allow traffic to access every side street from either side of Mack. Recently, when the repaving effort occurred on Mack Avenue, north of Vernier, Wayne County revised the turn and turn-around design from the every cross street method to a deceleration lane ending at a U-turn configuration. This design is used throughout this region and is known in the road design industry as a 'Michigan Left Turn'. The purpose of this design is to remove cars that are slowing down to turn from the lane of ongoing traffic. This provides for a safer turn process for all drivers and pedestrians. Since the deceleration lanes are long to accommodate queuing of many cars, it is not practical to have these at every cross street. In fact, for the approximately 1/4 mile section of North Mack Avenue, where there was originally 14 cross over point between the boulevard islands of this area (one at each intersecting side street), There are now just 4 - 2 for each direction. There has been some discussion that while the concept of reducing the number of crossover points is a good direction, that if there are then too few remaining cross over locations that there becomes in fact a reduced walkability factor and businesses become negatively affected by customers that are frustrated from longer traffic patterns.

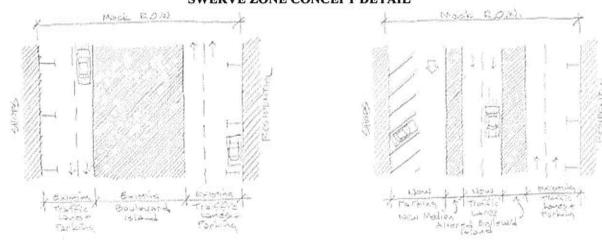
While we agree with the concept of reducing the crossover / turn quantities and replacing them with the Michigan Left design version, we think that the frequency and location of these must be carefully coordinated with local traffic patterns, businesses and pedestrian walkability crosswalk features. We do not offer any specific concepts with this report, but would recommend that any future Mack Avenue alteration plans include this feature.

MACK AVE SAMPLE AREA: EXISITNG BOULEVARD DESIGN	2
DESIDENTIAL RALESTING FOUNDS	





SWERVE ZONE CONCEPT DETAIL



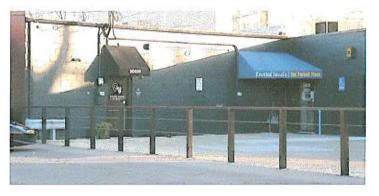
Alley Enhancement Program

The functional aspects of the Mack Ave alley network provide a basic level of utilitarian access for business access, marginal parking opportunities, trash removal, utility connections and public safety access. The appearance of these alleys is of a basic utility basis. For many years, there have been discussions on how to improve this important city space so that it is more attractive and can provide additional service or function beyond the core utilitarian functions. While no specific design concepts are offered within this report, scope elements that should be considered to improve and enhance these alley areas could include the following:

- Rear Storefront Façade Improvement program for building owners
- Dumpster Improvements (Containment / dumpster style / color / locations)
- Overhead Utility Revisions (Convert to underground service)
- Bike / Jogging Paths
- Ornamental fencing or landscaping







Enhanced Gateway Identification

Proud communities feel it important to announce to visitors when you are entering their community. There are assorted methods, scales and features that can accomplish this from simple signage to elaborate structures or monuments. For Grosse Pointe Woods, there are four primary entry points that would warrant special gateway identification as follows:

- Southern entry on northbound Mack Avenue near Morross
- Northern entry on southbound Mack Avenue north of Vernier
- Western primary entry on eastbound Vernier
- Western secondary entry on eastbound Allard at the I-94 exit

At this point in time, there are monument style entry notification features that contain the city seal / logo embossed into stone and brick structures at the three primary entry points and a simple small sign at the secondary Allard entry point. The present gateway entry features are attractive and understated. The topic for discussion is if these entry identification elements want to be further enhanced or expanded. These areas may be ideal for messaging upcoming community events using appropriate signage as illustrated previously in this plan. The following images represent some existing GPW entry images and examples of more elaborate gateways in other communities.





City Center Focus Enhancement Concepts

A powerful feature of any popular community is to have a well-developed 'City Center' area that offer a variety of amenities and services. For Grosse Pointe Woods, our City Hall complex with the adjacent Community Center, Ghesquiere Park, the historic Cook School and Public Service Facility provides a very significant assortment of high quality facilities and amenities for the community. With recent temporary market and event functions taking place on the City Hall grounds, making better use of this valuable space is providing for enhanced community functions for all residents.

What remains to be done is to look at what additional facilities or features could be developed in this City Center area to further enhance the community. No specific improvements are contemplated within this report, however it is important to highlight this critical area of the city and point out that there is always opportunity for enhancement. We would suggest that a separate sub-committee be created to explore future options.

E. FINANCIAL OVERVIEW

While all of the practical and inspirational ideas offered in this Vision Plan would significantly enhance the community experience for all Grosse Pointe Woods residents, they all require some form of funding to become realized. The purpose of this Vision Plan is to introduce concepts and ideas, but not define specific scope or scale for any given program or improvement. Without specific content, scope or scale, there is not a way to define a detailed cost or budget for any one item, much less the whole Vision Plan content. It is expected that during the 'Next Steps' portion of this plan review, that certain program elements will be selected to become further developed into designs and specifications. This process will result in defining the necessary scope, scale that will support the development of specific costs that can be budgeted. Once specific costs are defined, the process of identifying appropriate funding sources can then be identified.

1. Budget Discussion / Range

Ahead of developing any specific item to a more defined scope, we can at least identify ranges of potential cost for each program element described in this plan.

GROSSE POINT WOODS

2020 VISION PLAN BUDGET RANGE DISCUSSION

MACK AVENUE ENHANCEMENTS	0	25K	100K	250K	500K	1M	3M	10M
B1. Coordinated Streetscape Elements	T							·
B2. Street Light Pole Enhancements								
B3. Pocket Parks								
B4. 30 MPH Speed Limit				7				
B5. Outdoor Café Support								
B6. Enhanced Cross Walks								
B7. Commercial Beautification								
B8. Mack Ave Branding								
C2. Community Events C3. Trolley Promotion								
FUTURE MAJOR DEVELOPMENTS								
D1. Alternate Street Lighting								
D2. Vernier / Mack Enhancements							-	
D3. Bike / Jogging Paths								
D4. Alley Enhancement Program								
D5. Mack Ave Parking Enhancements								100
D6. Ehnanced Gateway Identification								

2. Funding Sources / Options

There are a wide variety of funding mechanism's within the government structure to serve these assorted program options in an equally variety of ways. Some of the more known and accessible options include:

- Line Item in Annual City Budget
- Grosse Pointe Foundation
- Dedicated Fund Raiser
- Dedicated Tax or Assessment
- Federal or State Grants

Beyond these more traditional funding options, many cities have established targeted funding programs in the form of a TIFF, DDA or similar. These programs require additional legal, administrative and legislative actions, but have proven to be highly effective in some of our neighboring communities to achieve significant community enhancements.

F. ACTION PLAN - NEXT STEPS (5 Year Plan)

As stated in the Overview section, the purpose of this Vision Plan is to introduce a wide variety of community focused programs and enhancements to the City leadership. It is not practical to believe that all of the programs identified in this plan would become funded and implemented soon or simultaneously. The appropriate approach would involve the following next steps:

- 1. Review the Vision Plan in detail.
- 2. Review the priority recommendations offered by the Planning Commission within the Plan.
- Establish a priority list of initial programs that the City leadership would want to pursue over the next 5 years.
- 4. Establish a steering committee to establish an initial budget and schedule to engage assorted professionals (design, engineering, finance and legal), that will develop specific scope, scale and costs for the assorted program elements as prioritized.
- 5. From the estimated implementation costs established by the work of the steering committee, define an available funding source for each of the prioritized program element.
- As funding sources for each program element is identified, release detailed documents for bidding.
- From a successful bid process, have each approved program element constructed or implemented.

To further assist City leadership with establishing appropriate priorities, the following represents a condensed scorecard of opinions from the Planning Commission members. In addition to the scorecard approach, in the Appendix section of this Plan is a graphic Program Relationship chart that illustrates how certain programs are related to one another.

It is the hope of the Planning Commission, that many of the least costly Mack Avenue Enhancements and Community Programs become considered for further action and eventual implementation. The need for our City to remain vibrant and competitive is critical to maintain the high standards and values that have been the hallmark of Grosse Pointe Woods for decades.

20	<u> 120 Subcomittee Vision Plan - Priori</u>	ty / 1	np	ut	<u>Su</u>	rve	V	dun	nm	ar	Y
(P	riority Legend: A = Most urgent / important; B = Not as u Program Description	rgent/	impo	rtan	t; C	= Le	ast 1	ırge	nt / i	mpoi	rtant
A.	MACK AVENUE ENHANCEMENTS		S	corii	ıg B	y PC	Me	mbe	rs		Ave
	 Coordinated New Streetscape Elements (Bike Racks / Benches / Trash Cans) 	В	В	В	A	A	В	Α	A	В	B+
	2. Street Light Pole Banners / Enhancements	A	A	A	С	Α	A	A	В	С	B+
	3. Pocket Parks	С	В	В	С	В	В	A	С	В	В-
	4. 30 MPH Speed Limit	Α	С	С	Α	В	С	С	A	С	В-
	5. Outdoor Cafe Enhanced Support	В	Α	Α	В	C	A	A	В	Α	B+
	6. Enhanced Cross Walks / Traffic Calming Features	Α	A	A	Α	A	A	A	С	В	A-
	 Commercial Beautification / Façade Improvement Incentives 	В	Α	С	С	С	Α	Α	Α	A	В
	8. Mack Avenue Marketing / Branding	Α	Α	В	С	A +	С	A	С	В	В
3.	COMMUNITY PROGRAMS										
	Community Message Board Signage	В	В	С	A	С	С	С	С	С	C+
	2. Community Events	Α	A	С	В	В	В	Α	Α	В	B+
	3. Trolley - Further Enhancement / Promotion	C	A	A	С	Α	A	С	С	A	В
C.	FUTURE / MAJOR COMMUNITY DEVELOPMEN	T CON	CEP	ΤN	ARI	RAT	IVE				
	Alternate Street Lighting – Mack Avenue	Α	С	С	В	В	В	A	A	C	В
	2. Vernier / Mack - Intersection Enhancements	Α	С	A	A	A	A	С	A	A	A-
	3. Bike / Jogging Trail Concepts	В	С	A	С	В	В	С	В	В	B-
	 Alley Enhancement Program (Rear Storefronts / Dumpsters / Utilities / Fencing) 	В	В	C	С	В	A	В	В	С	В-
	5. Mack Avenue Traffic / Parking Enhancements	В	В	Α	В	С	С	В	В	С	B-
	6. Enhanced Gateway Identification - Vernier Corridor	C	В	A	A	С	С	A	A	A	В
	7. City Center Focus Enhancement Concepts	C	Α	С	С	С	С	В	В	В	C+

façade alleyway Alley Enhancement Beautification / improvements Improvement Includes rear Commercial Program Façade WA Z lighting can enhance appearance improve business awareness speed may Sidewalk Reduced façade Outdoor furnishings can complement the facade M = Messaging/Communication C = Community Character **Enhancement Results Legend** Speed Limit Alternative Street Lighting – 30 MPH Banners / Enhancements Street Light Pole W = Walkability A = Appearance 84 Mack Avenue ≥ 2020 Vision Plan Program Element Relationships MA 82 12 A -Static/seasonal images-Traffic / Parking Enhancements Outdoor Café Mack Avenue Enhanced Support WA 85 9 ≥ message about the character of our thematic umbrella to deliver a coordinated Branding provides a community racks, benches, etc. Enhanced Cross Walks / Traffic Bike / Jogging Trail Concepts Elements - bike Vernier/Mack Enhancements Mack Avenue Intersection Streetscape Marketing/ Branding Calming MAC WA 81 88 02 98 D3 3 3 Coordinate with North & South Gateways Vernier Corridor Gateway Identification Enhancement City Center D1 to D7 = Future/Major Community Development Focus 90 07 U B1 to B8 = Mack Avenue Enhancements C1 to C3 = Community Programs -Dynamic content-Program Element Trolley – Enhancement / Promotion Community Center & Ghesquire Park Venues: City Hall, C ≥ Potential trolley posters in trolley stops Event where pedestrians gather (as well as to people in cars) Message Board Communicate Community Natural Gathering Community Signage Events Nodes C U Σ 3 Pocket Parks WA 83

Grosse Pointe Woods Business & Community Facility Inventory / Mix - 2017

Business Type	Total	Corridor	Harper/ Allard	Other
Health Care	23% 84	25	-	2
dentist/orthodontist		28		
physician		21		
vision		4		
home care		က		-
supply		ო		
senior living		2		-
hearing		2		
urgent care		2		
lab		2		
chiropractor		-	-	150
physical therapy		-		
other/administrative		12		
Financial / Professional Services	21% 75	29	8	
financial - services		21	က	
legal service		20		
financial - banking		8		
insurance		8	2	
real estate		7	2	
title service		2		
mortgage				
other			-	
Food	14% 51	51		
carryout		23		
dine in		12		
bakery		80		
retail market		7		
cigar bar		-		
Personal Services	13% 48	48	The state of the s	
beauty salon/nails/spa		23		
cleaners		7		
fitness		7		
auto service		3		
barber shop		2		
photography		2		
shoe repair		-		
daycare		-		
travel agency		-		
freed book		,		

13% 48 48 48	Business Type	Total	=	Mack Corridor	Harper/ Allard	Other
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framing	fashion			7		
traming	home goods		1000	9		
State	art/craft/framing			2		
State	ewelry			S		
State Stat	sports			4		
State	pharmacy			4		
tics 3 3	boutique			9		
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2020 Mack Avenue Streetscape Physical Features	NORTHERN MACK GATEMAY		Vehicle Crossover (at Aline) Vehicle Terramond ARR to SR	NEW Traffic Swarve Zone (cvange)	Existing Pedestrian Crosswalk	Existing Outdoor Cafe	The second second		Existing Outdoor Café											NEW Pocket Park (each side of sheet)	Vehicle Turnaround	Existing Outdoor Cafe	Existing Pedestrian Crosswalk	Existing Outdoor Café	Chene-Trombley Park (1/2 block west)	Vehicle Turnaround (NB to SB)			NEW Pocket Park			NEW Vehicle Crossover (at Hawfhome)	
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C 1 2017 Miled Ashed Control (Miled) Final Fi		- -	Fertito's Family Diring Pre-tein Bladee	Food	Existing Pedestrian Crosswalk	Financial Legal Property Svcs	Woodworth Financial	20750 Mack	
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C 2013 Mack		1 20525	Infinity Cleaners	Personal Sarvices	Vehicle Crossover (at Beaufait)				
C 1 20597 Mack Reliable	10	1 20513	Little Tony's Lounge in the Woods		Existing Curdoor Care				
C 1 20497 Meck		1 20507	Rainy Day Art Supply Company						
C 1 20455 Mack		1 20497	Bank's Points Vacuum Company	Retail	•				
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2	10	Fleeth	I's Personal Clesion	DeconControllor Sonice	Vehicle Crossover (at Fleetwood)				
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C 1 20395 Mack		-	Monogram Lady		Vehicle Crossover (at Lancasier)				
C 1 20353 Mack Paint Spress Business & Educational Services	9	1 20397	The Oil Exchange 1	S	VEW Pocket Park				
C 1 20373 Mack Print Xpress Business & Educational Spress C 1 20369 Mack Full Lotus Yoga Personal Services Vehicle Crossover (at Country Club) C 1 20381 Mack Rotust Profits Fensors Services Vehicle Crossover (at Country Club) C 1 20391 Mack Rotust Fensors Services Personal Services C 1 20331 Mack Chauntry Club) Art Cellery Retail C 1 20331 Mack Chauntry Club) Art Cellery Retail C 1 20331 Mack Chauntry Club Art Cellery Retail C 1 20331 Mack Chauntry Club Art Cellery Retail C 1 20315 Mack Chauntry Club Design/Construction Services Art W Trainto Swerve Zone (craspe) C 1 20314 Mack Art Design Construction Services Parting C 1		1 20381	Wild Birds Unlimited	1	VEW Outdoor Cafe				
C 1 20098 Mack Full Lottes Voga Pensonal Services C 1 20098 Mack Ricci, John J. D.D.S. Health Care Vehicle Crossover (at Country Olub) C 1 20093 Mack Ricci, John J. D.D.S. Feness Feness C 1 20033 Mack Chausedy Salon Feness Feness C 1 20031 Mack Chausedy Salon Feness Feness C 1 20031 Mack Chausedy Salon Feness Feness C 1 20031 Mack Chausedy Salon Feness Alexing C 1 20031 Mack Chausedy Salon Pensonal Saviess ALEW Traffic Swerve Zong (crange) C 1 20031 Mack Characty C., Art Callery Pensonal Saviess ALEW Traffic Swerve Zong (crange) C 1 20033 Mack Annay Pensonal Saviess ALEW Traffic Swerve Zong (crange) C 1 20031 Mack Annay Pensonal Saviess Existing Pedestrian Crasswalk C 1		1 20373	Print Xpress	Business & Educational Svcs		Food	Kroger	20422 Mack	0
C 1 20031 Mack Ricci, John J., D.D.S. Health Care Vehicle Crossover (at Country Olub) C 1 20043 Mack Robinson Retust Retust C 1 20031 Mack Chausedy Solon Retust C 1 20031 Mack Chausedy Solon Retust C 1 20031 Mack Chausedy Solon Retust C 1 20031 Mack Carentawaki, Berlaimb. J. DDS, MS Health Care C 1 20031 Mack Grosse Points Stoneworks Design/Construction Services C 1 20031 Mack Grosse Points Stoneworks Design/Construction Services C 1 20031 Mack Grosse Points Stoneworks Fleath Care C 1 20031 Mack Grosse Points Urgan Fleath Care C 1 20011 Mack All Lochmoor Fram Burseu Insurance Frood C 1 20032		1 20369	-Full Lotus Yoga	Personal Services					
C 1 20043 Mack National Services Petral		1 20361	Ricd, John J., D.D.S.	Health Care	Vehicle Crossover (at Country Club)				
C 1 20039 Mack Mach Make Make Mach Make Mach Make Mach Make Mach Make Mach M	9	1 20343	Pointe (American) Oyde & Fitness	Retail					
C 1 20021 Mack Chausely C. Art Callery Petals C 1 20021 Mack Chausely C. Art Callery C. C. 1 20021 Mack Careful Beauth Salonewirks Design/Construction Sentors C. 1 20031 Mack Careful Board C. 20031 Mack Careful Board Careful Ca	1	1 20339	M Nais	Personal Services					
C 2027 Mack Edwhord Standard Services Petronage Services Control Services C 2027 Mack Edwhord Standard Services C 2023 Mack Control Services C 2021 Mack Control Services C 2021 Mack Grosse Pointe Utgent Care Fleath Car		1 20331	Character, Antonio	Retail					
C 1 20323 Mack Czenrianeti, Besjamin J. DDS, MS Health Care		1 20327	Edwin Paul Beauty Salon	Personal Services	,				
C		1 20323	Czerniawski, Benjamin J., DDS, MS	Health Care					
C 1 2031 Mack Grosse Pointe Urgant Care Francial Lapatic Care Franci		1 20315	Grosse Points Stoneworks	Design/Construction Services		Institutional	Christ the King Lutheran Church	20338 Mark	200
P-1 Al Lochmoor All Lochmoor Traffic Light All Lochmoor All Lochmoor Traffic Light All Lochmoor All Lo	O	-	Grosse Points Urgent Care	Health Care			•		
C Reference 20273 & Lot Common Traffic Light	10	-	Farm Bureau Insurance	Financial Legal/Property Srcs	Existing Pedestrian Cros				Lochmoor
C 20259 Mack Secord, David, D.D.S. Health Care Crossorer (at Hust Club)	1	ath St		_	Lockmoor Traffic Light	Residential			8.15
C 1 20259 Mack Secord, David, D.D.S. Health Care Fencing Secord, David, D.D.S. Health Care General Funding Corporation Financial/Lagai/Property Svcs Vehicle Crossover (at Hust Club)	1	-			JEW POCKET Park				
Second, David, D.D.S. Health Care General Funding Carporation Financial Legal Property Svcs Vehicle Crossover (at Hust Club)	1 1			Parking					
cate frager regularity and a second s		1 20259	Second, David, D.D.S. General Funding Companion	Health Care	Water County of State County	Financia/Legal/Property Sws	Chemical Bank	20276 Mack	1 80-1
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: Block		Renaud	Fairhoime	Ford Court Torrey Huntington	Dorthen	Blossom Place CITY LAMIT Grosse Points Farms
EAST Property Landscape	- R0-1	2 R0-1 1 R0-1 1 R0-1 1 R0-1	2 R0-1	2 R0-1 R-1D R-1D R-1D 2 GF 1 C 1 C 1 C 1 C 1 C 1 C 1 C 1 C 1 C 1 C	Alley	
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EAST Business Landscape Agory Business Name	Comerica, MacioLochmoor 161	Comerica Wealth & Institutional Manox, Waldins & Oveiamy, Attomoya Manox, Deborah, Dobos, Dobos, Prointe NeurologyAH, Polchenta, MD Pointe NeurologyAH, Polchenta, MD Kovalchick, Lok, DDS, P.C. Wellspring Dental	Home Instead n/a Bates, William L., DOS, P.C. Faircourt Dental, P.C., Smile Enhancemer	Eastside Dermathioly, P.C. Sweeney Park Grosse Pointe Woods Presbykerlan Churc' various below Of Maggio, Joseph, Mig. Jeweler Portie Mail Techs Befare Health Befare Health	Grile Girl Corle, J. W., Jewelry Cole, J. W., Jewelry Louine Pereiner Investment Pereiner Investment Leksocialers, P.C. Hedges & Associalers, P.C. Hedges & Associalers, P.C. Lefthald Financial Services Louiner Enweltment Company (former Small Favors) Aventue Bouldques Gabale Fisancial Services Wells Faungo Adrésors	Bank of America #40 Starele & Germnete, P.L.L.C. Noel Haberer, Altamey Wilsan J. Enright, P.C. Law Offices of Laura McMahon Lynch Matthew Bates
EAST Busin	Financial/Legal/Property Srcs	Financial/Legal/Property Snrss Financial/Legal/Property Snrss Health Care Health Care Health Care Health Care	Health Care Parking Health Care		Personal Services Rotal Rotal Rotal Rotal Rendial/Logal/Property Strs Fleandial/Logal/Property Strs	Financial LagaiProperty Svcs
2020 Mack Avenue Streetscape Physical Features	NEW Pocket Park. NEW Outdoor Cath Vehicle Crossover (at Norwood)	NEW Pedestrian Cross Vairies Crossover (al Ra Verkte Park Verkte Crossover (al Co	City Center Area (blau) Vehida Crossover (at Fatholine) NEW Pocket Park (sects side of street) NEW Outdoor Carli Vehida Crossover (at Kennore) NEW Pedestrian Crossovalik Vehida Crossover (at Fatrourt)	Shesquire F Existing Po	Existing Outdoor Café NEW Pocket Park Wentetth Playground (3 blocks east on Cook) Vehicle Crossover (Manchester to Dortten) NEW Pocket Park Existing Pedestrian Crosswalk Cook Traffic Light	WESTE Webkilo Cro Vebkilo Cro Xisting Outdoor C MEW Packet Park NEW Packet Park NEW Packet Park NEW Packet Park NEW Packet Park
WEST Business L	Grosse Petre Audiclogy Knothel Needle Knothel Meedle Knothel Meedle John R. Codeu, Albring Creative Imaging Solutions, LLC Fins Creative Imaging Solutions, LLC Fins Creative Imaging Solutions, LLC Bow Wiley Beauty Salon Boston Market #0059 Gromer Beauty Salon Boston Market #0059 Surverif Cleaners Surverif Cleaners	Goodis Endodonic Specialists Fusion Integrated Training nia Weslay Onthodonics Edmund T. Ahea Jeweity Henry's Cleaners	Coulous Beverates Mack Aronne Drapory & Interiors Wilage Shoe Service & Abration La Moda La Moda	Ferrain Dermatology Clinic, P.C. Health Care Shin & Laser Centur of Grosse Points Wor Headge, Theodora C., D.D.S., P.C. Health Care Grosse Points Woods City Hall Institutional Obsequere Park Park An American Period Script Hall Institutional Institutional Institutional Institutional Institutional Institutional Services China Chef Chef Chef Chef Chef Chef Chef Chef	Mack Awenue Grille Inta George Koueter Jeweler Eugenio Painting Company Little Blue Book / Towar Productions Chicken Shack Da Edoardos AB Flagster Bank	Starbucks Coffee #2353 Food Address Neel & Body Salon Personal Sankers Begen Renard W., DCS Health Case First Mete Bank Chound W., DCS First Mete Bank Personal Sankers Establish Case Personal Sankers Sankers Scalophi Food Lamis Personal Sankers Paul Shukeky, DCS, PC Health Care Peul Shukeky, DCS Health Care Stewart, R. B., DOS, MS, P.C. Health Care Stewart, R. B., DOS, MS, P.C. Health Care Little Caresar Picza #27 Food
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EAST Property Landscape	Number Street Hpt Zone Block Shelbourne	Colonial C.	Colonial Ct.	Elizabeth Ct. Bournemouth	
EAST Business Landscape	Category Business Martie		15		
2020 Mack Avenue Streetscape	NEW Outdoor Cafe Vahide Crossover (at Shelbourre) NEW Outdoor Cafe MEW Outdoor Cafe Webide Crossover (floodstone to I enfortent)	NEW Pocket Park Vehicle Crossover (at Serem) Vehicle Crossover (at Celonial)	NEW Pedestrian Crosswalk NEW Outdoor Cafe Existing Outdoor Cafe Velvice Crossover (Prestwick to Coloniar)	Vehicle Crossover (Newcastle to Elizabeth) NEW Pocket Park NEW Outdoor Carlé Existing Pedestrian Crosswalk Soumemouth Traffic Light Vehicle Crossover (at AAA)	
siness Lands		Per Health Care R. DDS, PC Health Care Health Care DDS PC Health Care Flood Company Food LTD. Rathal LAssociates) For Health Care Flood Company Food LTD. Rathal Flood Construction Services Flood Construction Services Flood Health Care DD,S. Health Care Food Regs Health Retal Retal Regs Health Segmby, Inc Personal Services S Health Segmby, Inc Personal Services S Febral Segmby, Inc Personal Services	Nerd Nerg Salon Personal Services ento Mando Too Raal Estate Flood Financial Lagal/Property Sives are Equilise LLC Financial Lagal/Property Sives are Equilise LLC Financial Lagal/Property Sives are Equilise LLC Financial Lagal/Property Sives are Refusal Control College Sives and Marehouse Food Financial Lagal/Property Sives Food Financial College Financial Lagal/Property Sives Food Financial Lagal/Property Sives Food Financial Lucius Financial Lagal/Property Sives Food Financial Lagal/Property Sives Financial Lagal/Proper	stain Bros. Sagais #851 Food his Automates & Poilen Food scordings #5576 Food scordings #5576 Heath Care All Woods Pharmacy Figures A Food conclusion Salary Figures F	Medicigan Dept. of Career Development Health Care Medicigan Dept. of Career Development Institutional Mazzera Law Firm, PLLC Financial Legal Property Stors St. John - Eusiness Starkers Health Care St. John - Financia Center St. John - Financia Career St. John - Health Career St. John - Internal Mediche Financia St. John - Internal Mediche Career St. John - Medich Career St. John - Medich Career St. John - Mediche Career St. John - Carcepution Health Career Hot Career St. John - Carcincia Pathers St. John - Carincia Pathors
ST	Block Zone Hgt Number Street	RO-1 19557 Mack RO-1 19558 Mack RO-1 19538 Mack RO-1 19538 Mack RO-1 19538 Mack RO-1 19528 Mack RO-1 19521 Mack RO-1 19521 Mack RO-1 19511 Mack RO-1 19511 Mack RO-1 19511 Mack RO-1 19615 Mack C 19640 Mack C	C 1 19433 Mack C 1 19455 Mack C 1 19455 Mack C 1 19455 Mack C 1 19437 Mack C 1 19391 Mack	1838	March 550 March 550 March 450 March 500 C-2 5 19251 March 200 March 200 March 200 March 190 March 190 March 100

WEST	Propert	WEST Property Landscape	WEST Business Landscape	Landscape	2020 Mack Avenue Streetscape	EAST Business Landscape	EAST Property Landscape
DIOCK	CORP HOL	Corne ngt Number Street	Business Name	Category	Physical Features	Category Business Name	Number Street Hgt Zone Block
		Mack 39	Norman Botz, M.D.	Health Care			
			St. Clair Surgical Specialists, PC	Health Care			
	3	19229 Mack 34	Lymphoma Clinic of Michigan	Health Care			
		Mack 24	Great Lakes Cancer Mgmt Specialists	Health Care	SOUTHERN MACK GATEWAY		
CITY LIMIT		Mack 10	Van Elslander Cancer Center	Health Care			
Detroit					Vehicle Crossover (at Pointe Plaza)		Presid
					Vehide Crossover		
			Points Plaza (Detroit)				Rolland
					Vehicle Turnaround (SB to NB)		Pilitani
motoss					Mortoss Traffic Light		Moress
Allard	P-1	At Alland	Amvels	Parking			
		Harper 205	Brush Controls, Inc.	Design/Construction Services			
			Talon Sales, LLC	Design/Construction Services			
	RO-1 2	19578	Schaber, Matthew, CPA, PC	Financial/Legal/Property Svcs			
		Harper 105	Terex Financial Services	Financial/Legal/Property Svcs			
		Harper	Great Lakes Management Consultants	Business & Educational Sycs			
100	RO-1	19664 Harper	Don Endres Associates, Inc.	Design/Construction Services			
(Pa)		Harper 203	Networks Design, Inc.	Business & Educational Svcs			
V		Harper 202	Thomas L. Ryan	Financial/Legal/Property Svcs			
	RO-1	19550 Harper 201	R.H. Reaver Co.	Financial/Legal/Property Sycs			
			Top Notch Transcription	Financial/Legal/Property Svcs			
	Á	Harper 108	Barton & Associates	Business & Educational Sycs			
		Harper 107	Triangle Chiropractic	Health Care			
		Harper B	Jefferson Land, Inc.	Financial/Legal/Property Svcs			
	RO-1	19540 Harper B	Raiph Vigliotti Realty, Inc.	Financial/Legal/Property Svcs			
Stanhope		Hamer A	Michael Indonwigos inc dooney	Channeld and Departs Same			