

14 Stewardship and Implementation

Introduction

Implementation is the most important part of the planning process because it is the point at which the Southfield Comprehensive Master Plan transitions from policy into practice. Implementation is when general concepts identified during the course of the Plan development process take shape and are developed into actual projects and programs. Goals, objectives, and recommended actions that are visionary in the Plan are transformed into detailed regulations, programs, capital improvements, agreements, studies, incentives, and other types of implementation activity.

Plans that are effective in achieving their goals and objectives include an implementation framework that outlines the general strategies, directions, and priorities of the community. The purpose of this chapter is to identify a course of policy direction for the community, which is then used to make specific decisions as to the actions that must be taken, the department or agency responsible for the initiatives, the actual process and timeframe for completion, and the source of funds necessary to implement the recommendation. Therefore, the role of the Plan is to form the framework by which specific decisions may be made. Without strategic direction and an organizational approach, well-intentioned Plans are commonly unsuccessful in seeing their vision become reality. To avoid this outcome, this Stewardship and Implementation Plan chapter includes an overall strategy that will evolve as the Plan matures over the course of time.

Tenets of Successful Implementation

Communities successful in implementing their Plans and achieving the vision are those able to secure:

Commitment. The most important aspect of this implementation program is the commitment of the City's leadership. This involves those who are elected to serve the community including:

- The Mayor and City Council.
- Those appointed to positions of influence in the community's development, like the Planning Commission and Zoning Board of Appeals
- Those in positions to guide decisions being made, such as the City's department directors and staff.

Commitment reaches beyond these individuals; however, to include those who have a vested interest in how the community develops. Namely:

- Citizens.
- Landowners and developers.
- Business owners and managers.
- Civic clubs and organizations.
- Other key stakeholders.

These are the groups and individuals who will contribute the resources necessary to achieve the short-range objectives and long-term visions of the Plan. To build this constituency of people willing to make this commitment, this Plan involved the public through a participation program including, the resident opinion survey, sub area stakeholder workshops, public interviews, Comprehensive Master Plan Steering Committee meetings, and workshops with the City's appointed and elected officials. This constituency must be maintained and empowered to implement the Plan.

Credit. It is important for the Plan to be cited for its role in decision-making and credited for its leads to success. To ensure successful implementation, all City departments must embrace the Plan and incorporate its recommended actions in their annual budgets and work programs. For example, the Public Works Group may contribute to its implementation with infrastructure, such as streets, water and wastewater facilities, and storm drainage improvements that are consistent with the Plan's policies and recommendations. The Parks and Recreation Department may pursue local, state, and federal funding assistance through land dedication, partnerships, and grants to systematically expand and enhance parks, trails, and open space concurrent with new development and in accordance with the Parks and Recreation Plan. Each department, staff person, board, and commission of the City has an obligation to use this Plan in guiding their decisions and priorities.

Involvement. Citizens were the cornerstone of the Plan development process. Their involvement is even more essential to ensure success of the Plan. After all, they are the ultimate beneficiaries of the Plan's success. For the Plan to be successfully implemented, it must continue to enjoy the support and understanding of the community at large and, specifically, the civic leaders. Therefore, leaders must pledge their support to maintain public involvement, community awareness, and a commitment to uphold the values and policies of the Plan.

Effective Guidance. This Plan is designed for use on a daily basis to guide sustainable practices and economic development of the community. It is intended to guide staff in their efforts to manage their individual departments, annual work programs, and capital improvement projects. It is also a document that should be highly visible in the decision-making process of the governing body, being referenced often as the community's Comprehensive Master Plan. In addition to its use by the City, it is also designed for use by the private sector as they make investment decisions in the community. The Plan offers the community's commitment for its future, which must, in turn, offer businesses and property owners' sufficient confidence in their decisions. The Plan should be a definitive source of information and act as a valuable resource for both the public and private sectors. The Comprehensive Master Plan and its components must be used in reviewing development project proposals, as well as investing in community infrastructure and provision of municipal services. The overall community vision, governing principles, goals and strategies/recommendation articulated in each element of the Plan should be referenced in other related studies and projects to ensure consideration of the Plan in all essential functions and operations of City government.

Integrative Planning. Opportunities for integrating the Plan's recommendations into other business practices and programs of the City, County, and other government entities are a vital element toward widespread recognition of the Plan as a decision-making tool. For instance, the recommendations should be widely used in decisions pertaining to infrastructure improvements; proposed new development and redevelopment; expansion of public facilities, services and programs; and the annual capital budgeting process. The Plan should be referenced often to maintain its relevance to local decisions and to support the decisions that are being made.

Regionalism. The City is in the position to coordinate the implementation tasks associated with this Plan. However, since the decisions that are made will impact the County and the larger region, implementation of the Plan should not rest solely on the City. Instead, the vast array of stakeholders that will play a role in the future of the community and region should all participate in its implementation. Entities such as the city of Southfield, Oakland County, Southeast Michigan Council of Government, Southfield School District, and the state of Michigan should all be heavily involved in varying capacities toward the implementation of the Plan's initiatives. Their involvement may be through funding participation, planning coordination, project management and administration, regulation and enforcement, or shared provision of facilities and

services, among other actions. In addition to the cooperation that currently occurs, a renewed commitment by each entity to form regional alliances and partnerships must be formed and sustained to maximize the benefits of regionalism.

Evaluation and Monitoring. This Plan will require periodic review and amendment to ensure that the goals, objectives, and recommendations reflect the community's changing needs and attitudes. In and of itself, the Plan is capable of accomplishing very little. Rather, community leaders and citizens must assume ownership in the Plan to see that it is successfully implemented. Great care must be taken to ensure that the recommended actions of this Plan are viable and realistic as they relate to the City's adopted and approved Plans, policies, programs, and budget. Progress reports provided to the City Council on a quarterly and annual basis will be important to allow continuous monitoring of the Plan's implementation and accomplishments.

Success. A strategy used by successful organizations is to seek results early in the implementation process. By doing so, stakeholders are able to see the benefits of their involvement. Momentum is a result, which naturally solicits more involvement by people desiring to be involved in a successful program. In this Stewardship and Implementation Plan Chapter, there are various recommendations that do not bear significant budgetary obligation. These programs and activities provide an immediate opportunity to make an impact on the community and, thus, on the successful implementation of this Plan.

Organizational Structure

The City has made an investment in the preparation of this Plan. This investment signals its foresight and preparedness to find creative solutions to the issues identified through this process and to proactively manage its future development, redevelopment, improvement and enhancement in a wise and fiscally responsible manner.

This Plan was developed over the course of approximately two years. The planning process was designed to involve the community to decide their preferred future and make commitments to support the Plan's recommendations and initiatives. With the level of resources committed by the City and the amount of effort devoted to the process by residents, there is a high expectation for its implementation. The Plan is expected to guide each decision about the physical and economic development of the community and should maintain its presence as a "blueprint for a new century" of Southfield.

Roles of the Mayor and City Council. The Mayor and City Council must be the central focus of the Plan’s implementation program. They will be responsible for deciding and establishing the priorities and timeframes for tasks. As the governing body, they are also responsible for consideration of the funding commitments that will be required to realize the community’s vision, whether it involves capital improvements, new facilities and expanded services, additional staffing, more studies, or programmatic changes such as the City’s codes, zoning ordinance and procedures.

The Mayor and City Council will also play a significant role in the ability of entities to carry out regulatory, programmatic, and capital improvements cited in the Plan. In many cases, the Mayor and City Council will be offering final approval of projects and their costs during the budget process. The ability to provide resources for many of the tasks required to implement the Plan will rest largely with the Mayor and City Council.

Many of the tasks presented as action statements will require the participation of various City departments and outside partners. The Mayor and City Council can ensure that departments continue to follow the spirit and policies of the Plan and implement the needed actions. Active support of the Mayor and City Council will also be a strong signal to potential private and public partners that the elected officials believe in the merits of the Plan.

The Mayor and City Council are ultimately responsible for authorizing implementation projects and activities, as well as ensuring their consistency with the Plan and its policies. They will direct the Planning Commission, manage the Plan Administrator and departmental staff, and oversee the activities and progress of the Planning Commission.

Planning Commission as Facilitators. The momentum that has swelled during the course of this process must not be allowed to falter once the Plan has been adopted. Concurrent with the approval of the Plan, the Mayor and City Council should clearly state their expectations for the role of the Planning Commission in the management and oversight of the Plan’s implementation program. As the appointed commission responsible for the community’s sustainability and development, they must be given the charge to oversee implementation and become empowered to make ongoing decisions without necessitating the Mayor and City Council review at every decision point. Rather, an annual program of implementing actions must be established by the Mayor and City Council, upon

recommendation of the Planning Commission, with adequate resources and direction to successfully accomplish the program tasks.

The Planning Commission should prepare an **Annual Report of Progress** for submittal and presentation to the Mayor and City Council. The annual report could precede the Mayor’s State of the City address. The status of implementation for each programmed task of the Comprehensive Master Plan must be central to this report. Significant actions and accomplishments during the past year should be recognized and recommendations should be made for needed actions, programs, and procedures to be developed and implemented in the coming year. The annual report should be coordinated with the annual budgeting process to allow recommendations to be available early in the budgeting process and requests for capital improvements and major programs to be reviewed.

Several tasks set forth in this Stewardship and Implementation Plan Chapter will be the responsibility of the Planning Commission. The Planning Commission will probably complete the preparation of necessary studies, ordinances, and some programmatic initiatives prior to submitting to City Council. In other cases, the Planning Commission will play a strong role as the “Plan Facilitator;” overseeing the process and monitoring its progress and results. Together, City staff and the Planning Commission must be responsible for ensuring that the Plan impacts daily decisions and actions by other stakeholders.

Under the umbrella of the Planning Commission should be a series of technical teams comprised of various City department directors and staff, who provide technical competence in the following areas:

- **Governance.** This team will be responsible for the necessary coordination with the Mayor and City Council on tasks requiring their direct involvement and decisions. They will also communicate with the technical staff of the County, school district, and other local, regional, statewide, or federal agencies and organizations. Their primary role will be intergovernmental coordination to ensure projects are consistent with the objectives and missions of other agencies and to negotiate amenable terms and agreements, as necessary. They will also be charged with identifying opportunities to collaborate on projects that may be jointly funded, constructed or operated.
- **Infrastructure** – Any improvement or project dealing with infrastructure will require the attention and effort of this team. The members of the team will require technical knowledge and

expertise with utility and other infrastructure systems, as well as with their means and methods of funding. They will work closely with each of the other technical teams to coordinate needed infrastructure improvements.

- **Economic Development.** This technical team will play an active role in pursuing projects that contribute to the community’s economic development. Their role will be to coordinate the tasks of the other technical teams in a manner that will benefit existing business and new investors in the community, as well as assist in the implementation of the sub area plans.
 - **Planning.** This technical team will be a working arm of the Planning Commission, assuming the responsibility for implementing their projects and initiatives. They will coordinate closely with the Plan Administrator and maintain a line of communication with the community to monitor shifting priorities and needs. For instance, this would be the team that would facilitate the code redrafting process, acting in a role to gauge the public’s acceptance of new requirements and restrictions.
- Livability.** This is the technical team that will be responsible for taking on the implementation initiatives for such projects and improvements as parks and public open space, trails and bikeways, gateways and corridor enhancement, and overall community appearance.

While the Stewardship and Implementation Plan Chapter is a beginning, the Planning Commission will be charged with the role of honing specific actions beyond the information provided in the Plan. The Planning Commission will determine methods or programs to be used to implement the proposed actions, specifically identifying which agencies and/or departments will be responsible for their implementation, estimating costs, identifying proposed sources of funding, and establishing timeframes in which the recommended actions will be accomplished.

Administering the Plan. There should be a staff person that is dedicated to Plan implementation and to provide the necessary support to the Planning Commission, other City departments, and the Mayor and City Council. It is suggested to either assign - or reassign, an existing staff person or hire additional personnel to assume this task.

This person should report directly to the Mayor and City Council and be solely responsible for managing the administration and implementation of the Comprehensive Master Plan. This person would closely coordinate with the other departments, as well as provide direct support to the Planning Commission.

The importance of this Plan in the future of the community warrants a high level of attention and commitment to ensure successful implementation.

An Ongoing Role for Residents. Citizens of Southfield contributed ideas and comments during the Plan's development process that were incorporated and shaped the resulting proposals and recommendations.

Citizens should continue to be involved in implementation and maintenance of the Comprehensive Plan. The Planning Commission, stakeholder groups, public meetings and community workshops, public forums, newsletters, media releases, and public notices are all media that should be used to inform and involve citizens in the planning process. Actual methods and activities for public participation should be carefully chosen and structured to yield meaningful and effective involvement.

Accountability is Essential

In order for the Plan to sustain its level of influence in the community’s decision-making processes, there must be an implementation structure that requires accountability. Without a system of accountability, it will be difficult to evaluate and monitor the status of individual initiatives, as well as the overall success of the implementation program. A means of regular reporting will be necessary to maintain constant communication between each of the implementing bodies. Regular and periodic status reports will allow continuous monitoring and modifications to account for unforeseen circumstances.

A good plan is one that continues to reflect the current conditions and character of the community. As new issues arise, the Comprehensive Master Plan will require modifications and refinements to remain relevant and resourceful. Over time, some action statements will be found impracticable or outdated, while other plausible solutions will emerge. Refinements and changes should occur consistently, but with minor changes occurring annually and more significant modifications taking place every five years. In some cases, simple changes to action statements may be necessary. In others, entire goals may need to be modified. Even the overall vision of the Plan should be consistently scrutinized to ensure that it is reflective of the hopes and needs of the community.

Annual Plan Evaluations. Plan evaluations will provide the opportunity for regular review and preparation of minor Plan updates and revisions, such as changes to future land use, implementation of actions, and review of Plan consistency with ordinances and regulations. Plan evaluations should be prepared

and distributed in the form of an appraisal report, with recommendations for necessary amendments to the Comprehensive Master Plan. Identification of potential Plan amendments should be an ongoing process by the Planning Commission, as well as City staff, throughout the year. Proposed Plan amendments resulting from an evaluation report should be reviewed and approved by the Planning Commission and adopted in a manner similar to the Plan itself. This process includes public hearings and consideration of action by the Planning Commission and City Council.

Evaluation and Appraisal Report. Evaluation and appraisal reports should be prepared every five years, and follow the State’s Municipal Planning Act. Though the City Charter has different expectations this is still a good process. Each report will ensure renewal and continued use of the Plan by the Planning Commission, Mayor, City Council, and staff. Annual evaluations and resulting Plan amendments from the previous four years should be incorporated into the next Plan update. The result of the evaluation and appraisal report will be a revised Comprehensive Master Plan for the City, including identification of new or revised information that may result in an updated vision, policies, goals, objectives, and action statements.

Intergovernmental Cooperation

Intergovernmental cooperation refers to any arrangement between two or more jurisdictions, such as the city of Southfield, Road Commission for Oakland County and other County agencies, the Southfield School District, the state of Michigan, and other governmental or non-governmental public agencies to communicate visions and coordinate Plans, policies, and programs to address and resolve issues of mutual interest. It may be as simple as regularly sharing information or it may involve entering into intergovernmental agreements to share resources, such as buildings, facilities and equipment, staff, and revenue. In some communities, it has evolved into consolidation of services and jurisdictions.

Intergovernmental cooperation is becoming more important as each jurisdiction struggles with increased service demands and limited resources. Issues tend to be common across jurisdictional boundaries, affecting more than one community or region. Improved mobility means that people, money, and resources move freely across jurisdictions. For instance, those traveling to and through Southfield use a network of transportation routes and modes, which include those that are owned by a variety of other jurisdictions including the Road Commission for Oakland County and the Michigan Department of Transportation. Therefore, it is essential that there is communication and coordination between

entities to provide the infrastructure and services necessary to function effectively. Frequently, the actions of one jurisdiction impact others. Increasingly, jurisdictions are acknowledging that vital issues are regional, rather than local, in nature. Watersheds and other ecosystems, economic conditions, land use, transportation patterns, housing, and the effects of growth and change are issues that cross the boundaries of the community and impact not only Southfield, but also Oakland County and the larger region. The economic health of Southfield and its larger region are innately interconnected, meaning that the success of one is largely dependent on and, thus, responsible for the success of all.

Intergovernmental relationships can help improve cooperation by:

- Providing an opportunity and reason for communicating with other jurisdictions and agencies.
- Getting jurisdictions thinking about the intergovernmental impacts of their actions.
- Offering a forum for discussing intergovernmental issues and resolving conflicts.
- Helping to ensure that the community’s actions are consistent with those of other governmental jurisdictions and agencies.
- Providing ongoing opportunities for cooperation as the Plan is implemented, monitored, and updated.

Benefits of Cooperating

As introduced above, there are widely ranging benefits of cooperation some of which include:

- **Cost Savings.** First and foremost, cooperation can and does save money by increasing efficiency and avoiding unnecessary duplication of services. It may also offer opportunities to provide facilities and services that may not be possible to provide individually, such as recreation/sports facilities and other major capital investments.
- **Solving Larger Issues.** There are many issues that are beyond the control of each individual jurisdiction and require cooperation to address. Examples of these issues may include such things

as major transportation improvements, and economic development, among others.

- **Predictability.** Decisions and outcomes that are predictable are of great benefit to residents, businesses, land owners, and others. Any opportunity to coordinate to resolve potential disputes or conflicts with other jurisdictions that may impact the community will save time and money.
- **Mutual Understanding.** As jurisdictions work together and become more acquainted with the vision and preferred outcomes of other entities, they may work together to achieve common goals and interests.
- **Enhanced Public Service.** Those who benefit the most from intergovernmental relationships are their constituents. Increased and improved services may be provided at reduced cost when jurisdictions eliminate duplication and work together.

Implementation

This Comprehensive Master Plan is intended as a working document that will impact the way the community manages sustainability and economic development.

The intent of the implementation program is to achieve the goals and objectives that embody the City’s commitment, which is the result of this intensive effort. While the primary responsibility for implementation rests with the City Council, it must involve a host of other individuals and agencies working in partnership to be successful. The Plan may be implemented in the following ways:

- **Updating Regulations.** The Comprehensive Master Plan includes recommendations for amending the current development ordinances to accomplish the community vision. The Plan may be used as the policy framework to support these changes and the decisions resulting from the new or revised regulations.
- **Land Use Decisions.** Every decision City Council makes will affect the community’s land use, whether it is the improvement of infrastructure, sustainable policies, or economic development incentives. This Plan may be used to guide these decisions, as well as those that are made in response to development proposals.
- **Capital Improvements.** The Plan may be used to coordinate the provision of public facilities and services and for establishing priorities and timeframes for municipal investments and improvements. It is essential that there is close coordination between infrastructure improvements

and the City’s Future Land Use and Sub Area Plans in order to effectively manage development.

- **Economic Incentives.** The City’s Future Land Use Plan may be used as a basis for deciding economic incentives, thereby encouraging businesses to locate in areas or select sub areas. Infill development areas and redevelopment sites should receive incentives, to direct new economic opportunities in areas that can be efficiently serviced by existing infrastructure.
- **Private Investments.** Land owners and developers may use the Plan in making decisions about private investments to ensure that new development is consistent with the Future Land Use Plan and compatible with existing neighborhoods and establishments.
- **Personnel.** Successful implementation of this Plan will impact requirements for staffing. Since the current staff is fully occupied with ongoing responsibilities, new or redefined positions are warranted to concentrate sufficient attention to the Plan’s recommendations.
- **Funding.** Implementation of the Plan will require adequate funding, which may come from current revenue sources, a dedicated funding source, or outside grant funds from the state and federal governments. Annual appropriations and capital improvement funds will likely require reallocation to implement the Plan’s recommendations.

Action Plan

The Action Plan outlined below includes the individual tasks that are to be accomplished within the next 20 years. The priorities are established by the identified timeframe. To ensure accountability, a lead agency is identified, who may coordinate with other agencies to accomplish the task, but who is ultimately responsible for its timely and successful implementation. A primary implementation mechanism is also identified, which may be matched with other state funds, grants, dedications, and in-kind services.

Some of the recommendations and strategies are actively being accomplished by various City departments and should be continued and/or supported to further advance the Plan’s successful implementation.

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Housing and Neighborhoods			
Target key opportunity sites for higher density residential redevelopment. The City should look into key areas to consolidate properties to channel development into these areas, which may involve rezoning for higher density residential.	Zoning Ordinance	PC HC	Short Term
Promote larger lot, housing opportunities in the northern and western sections of the City by continuing to support zoning regulations for such development and to preserve and protect areas natural features and character.	Zoning Ordinance	PC	Short Term
Promote awareness of housing programs and services for special groups such as low to moderate-income households, age-oriented population, physically challenged and families in need of child and adult day care.	MSHDA HUD	HC	Mid Term
Develop and organize a neighborhood round table with representatives from block clubs and neighborhood associations to discuss organization and improvement initiatives.	CIP	CR	Short Term
Continue to provide incentives for property owners to maintain and enhance their property. Provide low interest loans to property owners for property improvements and promote property maintenance education. Provide tool rental vouchers to homeowners to help offset the costs of do-it-yourself improvement projects and provide loans to age-oriented homeowners to help them manage repairs and improvements to their homes.	MSHDA HUD	HD	Short Term
Keep improving the housing stock by working with public and private agencies. Rehabilitate, or if necessary, demolish identified distressed properties to prevent further deterioration of the neighborhood and maintain home ownership. Establish a pilot housing project that is more sustainable, healthy, durable and energy efficient.	MSHDA HUD	HD	Short Term
Define neighborhoods based on their character and/or history by developing specific neighborhood improvements (i.e., landscape, entry markers, parks/open space, etc.)	CDBG	PWG	Mid Term
Continue to inventory blighted houses and establish programs to rehabilitate or remove them.	GIS	BUD CE	Short Term
Neighborhoods will include pedestrian and bike paths that are interconnected with a community-wide pathway system.	SAFETEA-LU	PWG	Mid Term
Recreation and Natural Resources			
Continue to implement the current Parks and Recreation Plan with regular updates every five years.	CIP	PR	Short Term
Work with Oakland County and the State to develop and promote the Rouge Green Corridor as a natural corridor of scenic value, recreational and educational opportunities of diverse natural resources.	MNRTF LWCF	PRB	Short Term
Convert appropriate vacant, City-owned parcels into pocket parks or neighborhood playgrounds.	CIP	PRB	Long Term
Provide incentives for developers to incorporate open space into their project.	Zoning Ordinance	PC	Mid Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Continue to modernize existing park facilities through upgrades in design, equipment, barrier free accessibility, uniform entrance/directional/interpretive signs and landscaping to keep parks safe and attractive.	CIP	PR	Short Term
Explore even more funding opportunities for park improvements.	CIP	PRB	Short Term
Improve the monitoring of recreation programs and fees to ensure they meet the desires of residents and accommodate enrollment figures through surveys, focus groups and/or assessment of current enrollment fees to ensure affordability for area residents and cover department costs.	CIP	PR	Mid Term
Keep abreast of the latest trends in recreation programs and facilities through the national and local Recreation and Park Association’s programs and events.	CIP	PR	Mid Term
Expand and introduce single adults, age-oriented population and multi-generational programs and events	CIP	PRB	Mid Term
Continue to prohibit clear cutting of large stands of trees and/or require relocation of significant/mature specimens to public open spaces.	Zoning Ordinance	PC	Short Term
Keep developing tree replacement and planting programs for parks, road corridors and open spaces that will improve overall quality of life.	MPG	PWG	Mid Term
Continue to use technology, such as GIS maps and other tools to inventory woodlands and wetlands.	GIS	PWG	Short Term
Continuously and diligently pursue regulations of natural resources. Establish city-wide sustainable policy ordinances.	Zoning Ordinance	PC PR	Short Term
Implement programs to maintain and improve natural areas through partnerships with local citizens, agencies and businesses.	CIP	PWG	Mid Term
Business and Economy			
Coordinate with area businesses and the Southfield School District to encourage job creation and retention for young adults.	CIP	EDC	Mid Term
Make efforts to retain and encourage the expansion of large institutions and employment centers including local universities and hospitals.	Zoning Ordinance ULA	MCC BD	Short Term
Continue to implement Wi-Fi high-speed, broadband Internet access throughout the entire community.	Franchise Agreement	FSG	Short Term
Work with SMART to improve transportation services and facilities to the City’s major business sub area districts and corridors.	TEDF SAFETEA-LU	MCC	Long Term
Combine effort and resources of the City and the City Centre Advisory Board to develop a private/public partnership to implement the City Centre sub area plan.	CIA BID/PSD ULA	CCAB	Short Term
Reinstate business roundtable meetings with private sector leaders and realtors in the corridors and sub area districts. Organize collaborative market programs and identify top priority development and redevelopment sites.	CIP	BD CR	Short Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Organize a focus group of technology business owners and Lawrence Technological University to develop a technology market initiative.	CIP	BD	Short Term
Examine the feasibility of creating a Corridor Improvement Authority for Telegraph Road, Southfield Road and City Centre’s sub area districts.	CIP	BD	Short Term
Organize the faith-based institutions and organizations in promoting and facilitating neighborhood economic development and services to area residents to find quality jobs.	CIP	HD	Long Term
Acquire and implement business needs assessment database software (Synchronist, Executive Pulse, etc.) to respond to employer’s needs.	CIP	BD	Mid Term
Encourage home businesses in areas where they will not detract from their surroundings.	Zoning Ordinance	PC	Short Term
Develop a business forum to discuss business retention and expansion programs to resolve problems and grow locally. Use the local cable network and a business assistance portal on the City’s Web site to increase awareness of available local, county and state business incentives and assistance programs, existing business expansion and new business attraction efforts.	CIP	MCC CR	Short Term
Prepare market-oriented development package materials, including site identification, incentives, workforce skills. These packages would target office employers, technology businesses and retail and consumer service businesses.	CIP	BD CR	Short Term
Continue to address scattered land use patterns, inadequate commercial lot sizes, high building vacancy rates, poor building conditions, and traffic issues through updated land use arrangements and policies.	Zoning Ordinance	PC	Mid Term
Continue to concentrate compatible commercial uses into sub area districts and select corridors where residential areas can provide a base of support. Promote compatible mixed-use and infill residential or office for those areas between the commercial and residential areas.	Zoning Ordinance BID	PC	Long Term
Continue to streamline forms and review procedures to encourage renovation or improvements to existing vacant or dilapidated buildings or other desired redevelopment.	Zoning Ordinance	BUD CE	Short Term
Promote adaptive reuse of buildings through use of redevelopment overlay districts that offer flexibility in regulations.	Form-Based Code	PC	Mid Term
Keep participating in a regional economic development consortium to seek out and pursue economic development opportunities that will diversify and strengthen the economic market.	CIP	BD	Short Term
Encourage the Southfield Community Foundation to increase its financial assets and designate economic and community development as its top financial investment priority. The Foundation should sponsor a reunion of former Southfield graduates that could spearhead economic development initiatives.	CIP	SCF	Mid Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Reorganize the Southfield Chamber of Commerce mission to strengthen its services to local businesses and contribute in a more defined way to support local economic development programs.	CIP	BD	Short Term
Transportation and Infrastructure			
Link neighborhoods, commercial/mixed use districts, cultural, civic facilities, schools, higher education facilities and other destinations through parks, open space and pathways.	MNRTF LWCF	PR	Long Term
Prepare a city-wide non-motorized transportation master plan	SAFETEA-LU	PWG, PD,PR	Mid Term
Continue to work with local road authorities, to coordinate signalization and light-timing.	CIP	PWG	Mid Term
Implement a “Safe Route to School” program at elementary and middle schools.	SRS	PWG	Mid Term
Reduce storm water runoff and low-impact development techniques for storm water management.	CIP	PWG	Short Term
Provide regular maintenance of water and sewer infrastructure.	CIP	PWG	Short Term
Capitalize on utility and transportation corridors to create a linear open space system.	CIP	PWG	Long Term
Continue planning, design, construction and repairs of sanitary sewer facilities.	CIP	PWG	Short Term
Educate all water users to practice water conservation techniques.	CIP	MCC	Short Term
Support the addition of renewable energy to the current energy portfolio and sustainable design of City structures.	CIP	PWG	Mid Term
Separate turning movements at high volume intersections and provide right turn lanes to minimize crashes and improve traffic flow.	CIP	PWG	Long Term
Enhance primary and secondary gateways.	CIP, TEDF, BID/PSD, TIFA	EDC, Other	Mid Term
Implement access management techniques and promote efficient circulation.	CIP	PWG	Mid Term
Implement an intersection hierarchy to prioritize improvements on large volume roads.	CIP	PWG	Short Term
Continue to inventory existing road conditions and properly plan for maintenance, improvement or reconstruction as necessary.	GIS	PWG	Short Term
Improve the public transportation system through transit shelters, expanded routes and schedules, and transit-oriented development.	CIP	PWG	Long Term
Incentivize transit-oriented, pedestrian-friendly development along existing or proposed transit routes.	Zoning Ordinance	PC	Long Term
Incentivize mixed-use development to encourage transportation mode shift and reduce vehicle miles traveled city-wide.	Zoning Ordinance	PC	Mid Term
Require wide pathways along the frontage of new development with internal, connected sidewalks.	Zoning Ordinance	PC	Short Term
Pursue creation of new/additional corridor improvement authorities/TIFA/CDA districts to enhance public and private realm aesthetics along key corridors and at key gateways.	TIFA, DDA, CIA, PSD/BID	BD, PC	Short Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Amend zoning ordinance with access management standards for arterials and collectors in Southfield.	Zoning Ordinance	PC	Short Term
Prepare access management corridor plans for identified problem corridors in the City.	CIP, CIA, MDOT	PWG/PC	Short Term
Establish process and assign responsibility for regular coordination with area communities and groups to identify opportunities for regional paths and connections.	Coordination	PR	Mid Term
Pursue grants and other funding to construct pathways along state/federal roads, where practical and in conjunction with improving Southfield's image along freeways.	CIP, SRS, MDOT	PR, PWG	Mid Term
Update city standards to require preparation of traffic impact studies large developments.	City Code	PC, PWG	Short Term
Aggressively pursue grants to construct critical pathway connections and public amenities.	CIP, MDOT	PR	Short Term
Community Facilities and Culture			
Support community heritage and diversity through development of interpretive information centers located in community facilities throughout the City.	CIP	CR	Short Term
Support and communicate heritage and ethnic appreciation days, holidays and festivals to encourage participation by the entire community.	CIP	CR	Short Term
Work with Southfield School District to plan for school closings and/or school expansion programs.	CIP	MCC PC	Short Term
Monitor the efficiency of the City's various departments to prevent any duplication of work and ensure consistent application of policies.	CIP	FSG	Mid Term
Regularly engage the community on civic activities and events.	CIP	CR	Short Term
Require coordinated landscaping and site design that will relate municipal buildings to one another and to the overall community.	Zoning Ordinance	MCC	Mid Term
Incorporate wayfinding signs that signify areas of interest throughout the City.	CIP	PWG	Mid Term
Enhance the night life experience by encouraging a diversity of entertainment-related businesses.	Zoning Ordinance	BD	Mid Term
Establish a Town Square at the municipal complex and City Centre that includes a traditional downtown, public fountains and other amenities.	TIF CIA PSD	CCAB PR	Short Term
Establish a regulating plan for areas designated for a more urban character.	Zoning Ordinance	PC	Mid Term
Develop building form standards and design standards that enhance existing architecture.	Form-Based Code	PC	Long Term
Continue to design public spaces and streetscapes to attract pedestrians and enhance vitality.	SAFETEA-LU	PWG	Short Term
Require safescaping measures that reduce visual barriers to police – such as opaque fencing, walls, and dense vegetation.	SAFETEA-LU	PC	Mid Term
Continue to promote programs that help residents prepare for natural disasters and emergency situations.	CIP	MCC	Short Term
Keep offering educational programs on the importance of water quality protection and recycling in our community.	CIP	MCC	Short Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Keep developing facilities such as a community kitchen, farmers market, community gardens or community farms where residents can participate and learn about healthy living.	MNRTF	MCC	Mid Term
Continue to establish learning opportunities for our age-oriented (senior) citizens.	SCF	MCC	Mid Term
Continue to promote the new youth center and coordinate with schools to provide a comprehensive after school program.	SCF	SCF	Short Term
Step up the participation in Walk! Michigan.	CIP	CR	Mid Term
Continue to establish community healthy living programs that present Southfield as a premier healthy community in the region.	CIP	MCC	Short Term
Continue to work with area human service agencies to provide needed services to residents.	CIP	HS	Short Term
Future Land Use			
Establish regulatory incentives that encourage energy conservation and use of green technology or LEED™ certification as part of site and building development/redevelopment projects.	Zoning Ordinance	PC	Short Term
Step up the planning and zoning of small areas of neighborhood commercial uses at main intersections near neighborhoods to provide goods and services.	Zoning Ordinance	PC	Short Term
Continue to foster the revitalization and redevelopment of existing uses or areas which have become obsolete or are showing signs of aging.	Zoning Ordinance	PC	Short Term
Keep eliminating non-conforming uses and incompatible land use patterns in accordance with the plan.	Zoning Ordinance	PC	Short Term
Continue to allow local institutions such as schools and churches to develop within neighborhoods provided they maintain a scale and intensity with minimal traffic impacts.	Zoning Ordinance	PC	Mid Term
Maintain creation of commercial and office development patterns that are grouped in strategic locations along corridors with high density residential development.	Zoning Ordinance	PC	Short Term
Continue to require buffering, in the form of vegetation and attractive fencing for new development that is in conflict with adjacent land uses.	Zoning Ordinance	PC	Short Term
Continue to use transitional zoning to minimize land use conflicts, so that high intensity uses are surrounded by gradually less intense uses.	Zoning Ordinance	PC	Short Term
Provide large scale regional commercial mixed use development at the City Centre without adverse impacts on traffic flow or nearby neighborhoods.	Zoning Ordinance	CCAB	Mid Term
Keep encouraging senior housing, providing a full continuum of care, in mixed-use areas near commercial nodes or retail and service centers.	Zoning Ordinance	PC	Mid Term
Continue to use City incentives and sources of funding to stimulate development and redevelopment of corridors and sub areas.	PTA SA ULA	MCC BD	Short Term
Continue to monitor the State’s “Brownfield” incentive programs to encourage development/redevelopment of contaminated and obsolete sites.	BRA	BD	Short Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Incorporate land use and development strategies from Cornerstone Development Authority’s strategic planning efforts.	CDA	CDA	Short Term
Continue to ensure site design reflects the quality and character of Southfield by updating Zoning Ordinance and City Codes, and approval of Community Design Guidelines.	Zoning Ordinance	PC	Short Term

*** Implementation Mechanisms:**

- BRA - Brownfield Redevelopment Authority
- BID/PSD - Business Improvement District/Principal Shopping District
- CDBG - Community Development Block Grant
- NEZ - Neighborhood Enterprise Zone
- CIP - Capital Improvements Plan
- TIFA - Tax Increment Financing Authority
- DDA - Downtown Development Authority
- SA - Special Assessment
- MNRTF - Michigan Natural Resources Trust Fund
- LWCF - Land and Water Conservation Fund
- CIA - Corridor Improvement Authority
- MPG - Michigan Natural Resources Tree Planting Grants
- LDFA - Local Development Financing Act
- MSHDA - Michigan State Housing Development Authority
- HUD - Housing and Urban Development
- PTA - Property Tax Abatement
- ULA - Urban Land Assembly Program
- SRS - Safe Routes to School Program
- TEDF - Transportation Economic Development Fund

**** Department/Agency Abbreviations:**

- BD - Business Development
- BUD - Building Department
- CE - Code Enforcement
- CR - Community Relations
- FSG - Fiscal Services Group
- HD - Housing Department
- MDOT- Michigan Department of Transportation
- PR - Parks & Recreation
- PD - Planning Department
- PWG - Public Works Group
- SAFETEA-LU - Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users

**** Commission, Corporation and Authority Abbreviations:**

- MCC - Mayor & City Council
- PC - Planning Commission
- ZBA - Zoning Board of Appeals
- CCAB - City Centre Advisory Board
- CDA - Cornerstone Development Authority
- HC - Housing Commission
- EDC - Economic Development Corporation
- PRB - Parks & Recreation Board
- SCF - Southfield Community Foundation