

Sustainable Southfield

A Comprehensive Plan for Now and the Future

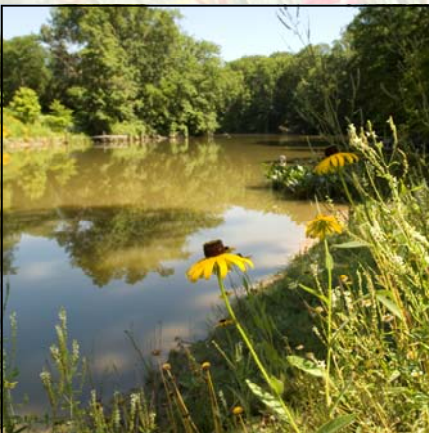
SOCIAL



ENVIRONMENTAL



ECONOMIC





Sustainable Southfield

A Comprehensive Plan for Now and the Future

Adopted 6/20/16

“Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized.” -Daniel Burnham

**RESOLUTION FOR CITY COUNCIL
JUNE 20, 2016**

A RESOLUTION TO ADOPT A NEW MASTER PLAN OF THE CITY OF SOUTHFIELD TO REPLACE THE EXISTING MASTER PLAN:

WHEREAS: The existing Comprehensive Master Plan (Plan) for the City of Southfield was adopted on April 13, 2009 by the City Council; and,

WHEREAS: At least every five (5) years after adoption of a Plan, the Council shall review the Plan and determine whether to commence the procedure to amend the Plan or adopt a new Plan; and,

WHEREAS: The preparation of a new Comprehensive Master Plan was required to establish goals and guidelines to facilitate the direction, redevelopment and growth of the City of Southfield to address changing demographic and marketing conditions created by the "Great Recession" and to reposition the City into the future; and,

WHEREAS: Sustainable communities are places that balance their economic assets, natural resources, and social priorities so that residents' diverse needs can be met now and in the future. These communities prosper by attracting and retaining businesses and people and offering individuals of all incomes, races, and ethnicities access to the opportunities, services, and amenities they need to thrive; and,

WHEREAS: on January 27, 2014, the City Council authorized the City Planner, on behalf of the Planning Commission, to send the required Notice of Intent to update the Comprehensive Master Plan in accordance with the Michigan Planning Enabling Act (Act 33 of 2008, as amended) and to initiate the Master Plan procedure to update the Plan in accordance with Sect. 5.59 of the City Zoning Ordinance; and,

WHEREAS: Over 130 letters were mailed to registered home owners groups and condominium associations to encourage participation. Further, several public meeting and workshops were held with homeowner groups, civic associations, boards & commissions, public schools, and city staff throughout the process to encourage public input; and,

WHEREAS: A social media platform, *Sustainable Southfield.mindmixer.com* website, was launched on January 22, 2015 for a six month public input period to solicit feedback on a variety of topics, which resulted in over 5,500 individual visits, 486 total participants, 650 unique ideas, 175 photos uploaded and was shared on several other social media sites; and,

WHEREAS: on December 4, 2015, the City Council, Mayor, Clerk, Treasurer and other key City officials held a day long visioning session focusing on five main topic areas: roads & infrastructure, redevelopment, housing renewal, code enforcement and leveraging staff and energy; and,

WHEREAS: On January 20, 2016; the Planning Commission held a public workshop and open house on the preliminary draft master plan to seek additional public comment; and,

WHEREAS: On February 29, 2016, the City Council authorized the Planning Department, on behalf of the Planning Commission Secretary, to release the draft *Sustainable Southfield* Master Plan for the required 63 day public review period and the requirements of the Michigan Planning Enabling Act 33 of 2008, as amended; and,

WHEREAS: On April 26, 2016, the Oakland County Coordinating Zoning Committee (CZC) held a meeting and by a 3-0 vote, endorsed the County staff's review finding that the City's Master Plan not inconsistent with the plan of any of the surrounding communities; and,

WHEREAS: on May 25, 2016, pursuant to the requirements of Article 4, Section 5.59, Comprehensive Master Plan Procedure, Chapter 45, Zoning, of Title V, Zoning and Planning of the Code of the City of Southfield, and the Michigan Planning Enabling Act, Public Act 33 of 2008, as amended, the Southfield Planning Commission held a public hearing on the proposed *Sustainable Southfield* Master Plan and forwarded a favorable recommendation to City Council by unanimous vote; and,

WHEREAS: on June 20, 2016, pursuant to the requirements of Article 4, Section 5.59, Comprehensive Master Plan Procedure, Chapter 45, Zoning, of Title V, Zoning and Planning of the Code of the City of Southfield, and the Michigan Planning Enabling Act, Public Act 33 of 2008, as amended, the Southfield City Council held a public hearing on the proposed *Sustainable Southfield* Master Plan,

NOW THEREFORE, BE IT HEREBY RESOLVED:

That *Sustainable Southfield*, A Comprehensive Master Plan for Now and the Future, (MP-05), draft dated June 6, 2016, as amended, be recommended for adoption, in accordance with Article 4, Section 5.59, Comprehensive Master Plan Procedure, Chapter 45, Zoning, of Title V, Zoning and Planning of the Code of the City of Southfield, and the Michigan Planning Enabling Act, Public Act 33 of 2008 be approved for the reasons set forth in the City Planner's recommendation; i.e.:

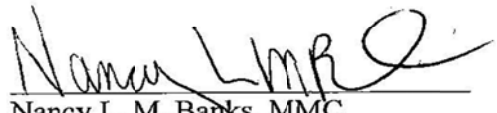
1. *Sustainable Southfield*, as prepared by the City of Southfield Planning Department, the City of Southfield Planning Commission and residents, has been thoroughly studied by the Planning Commission at their Planning Commission Study Meetings and Regular Meetings.
2. *Sustainable Southfield* will serve to guide and coordinate City decisions on new development and redevelopment; will assist in the review of development proposals to confirm they meet the goals and strategies of the Plan; and provide a basis for amendments to the Zoning Ordinance and Zoning Map.
3. Sustainable communities are places that balance their economic assets, natural resources, and social priorities so that residents' diverse needs can be met now and in the future. These communities prosper by attracting and retaining businesses and people and

offering individuals of all incomes, races, and ethnicities access to the opportunities, services, and amenities they need to thrive.

BE IT FURTHER RESOLVED: That Resolution No. MP-05 is hereby recommended for adoption.

I, Nancy L. M. Banks, the duly elected City Clerk of the City of Southfield, County of Oakland, State of Michigan, do hereby certify that the foregoing resolution was adopted by the Southfield City Council at their June 20, 2016 Regular Council meeting held in the Council Chambers of the Municipal Building, 26000 Evergreen Road, Southfield, Michigan.

Dated: June 21, 2016


Nancy L. M. Banks, MMC
Southfield City Clerk

ACKNOWLEDGMENTS

The Honorable Kenson J. Siver, Mayor
Myron A. Frasier, Council President
Lloyd C. Crews, Council President Pro Tem
Daniel Brightwell, Councilman
Donald F. Fracassi, Councilman
Michael A. Mandelbaum, Councilman
Tawnya Morris, Councilwoman
Joan Seymour, Councilwoman
Nancy L. M. Banks, City Clerk
Irv M. Lowenberg, City Treasurer

City Administration

Frederick E. Zorn, CEcD, City Administrator
John Michrina, Deputy City Administrator
Sue Ward-Witkowski, City Attorney

Planning Commission

Linnie M. Taylor, Chairwoman
Donald Culpepper, Vice Chairman
Robert L. Willis, Secretary
Jeremy Griffis, Planning Commissioner
Steve Huntington, Planning Commissioner
Tim Nichols, Planning Commissioner
Carol Peoples-Foster, Planning Commissioner

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Jeff Spence, Assistant City Planner
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Sandra Hunt, Administrative Assistant
Kathleen Litinas, Planning Intern, Master Plan

Other City Departments

Doug Block, Parks & Recreation
Dave Ewick, Library
Rochelle Freeman, Business Development
Steve Gogola, Engineering (GIS)
Chief Eric Hawkins, Police Department
Bill Johns, Emergency Management
Michael Manion, Community Relations
Sally Price, Engineering (GIS)
Mike Racklyeft, Assessing
Leigh Schultz, Engineering
Brandy Siedlaczek, Stormwater Management
Larry Sirls, Public Works
LaVern Walker, Technology Services
Chief Barry White, Fire Department



City of Southfield, Michigan

The Center of It All™

The City of Southfield is comprised of over 26 square miles of abundant natural beauty, well-maintained homes and neighborhoods and majestic skyscrapers. Southfield offers a complete living community, featuring a nationally recognized public school system, numerous private and parochial schools and 10 colleges and universities. Conveniently located just minutes from almost anywhere in metro Detroit, Southfield is not only The Center of It All™ geographically, but also the business center of southeast Michigan as well. With a daytime population nearing 175,000, and over 27 million square feet of office space, Southfield is truly Michigan's premier business address. Approximately 10,000 businesses call Southfield home, including over 100 "Fortune 500" companies. Residents, businesses and visitors alike come to Southfield for its central location, great recreational opportunities and easy access to all of southeast Michigan.

The City of Southfield offers both a cosmopolitan and culturally diverse community of more than 73,000 residents that is modern and centrally located. With over 780 acres of parkland, two public golf courses and miles of nature and fitness trails, Southfield truly has something for everyone. Come see today all that Southfield has to offer your family or business!

For more information, visit
www.cityofsouthfield.com or call
(248) 796-5000.



Sustainable Southfield

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CHAPTER 1: INTRODUCTION

Sustainable Communities

Sustainable communities are places that balance their economic assets, natural resources, and social priorities so that residents' diverse needs can be met now and in the future. These communities prosper by attracting and retaining businesses and people and offering individuals of all incomes, races, and ethnicities access to the opportunities, services, and amenities they need to thrive. To become more environmentally and economically sustainable, many communities use smart growth approaches—a range of strategies that cities, suburbs, towns, and rural areas can use to protect the environment and public health, support economic development, create strong neighborhoods with diverse housing and transportation options, and improve residents' quality of life. (Source: Enhancing Sustainable Communities with Green Infrastructure).

There is growing concern for the issue of sustainability — whether the Earth's resources will be able to meet the demands of a growing human population that has rising aspirations for consumption and quality of life, while maintaining the rich diversity of the natural environment or biosphere.

Patterns of human development — physical, social, and economic — affect sustainability at the local and the global level. City and regional planning is integrally related to defining how, where, and when human development occurs, which affects resource use. The Master Plan can therefore play a crucial role in improving the sustainability of Southfield and the resources that support them.

*“Look and listen for the welfare of the whole people and have always in view not only the present but also the coming generations, even those whose faces are yet beneath the surface of the ground—the unborn of the future Nation” – The Constitution of the Iroquois Nation, The Great Binding Law,
-GAYANASHAGOWA*

There are several dimensions to the "sustainability" issue:

1. *We want to sustain communities as good places to live, and that offer economic and other opportunities to their inhabitants.*
2. *We want to sustain the values of our society — things like individual liberty and democracy.*

3. *We want to sustain the biodiversity of the natural environment, both for the contribution that it makes to the quality of human life and for its own inherent value.*
4. *We want to sustain the ability of natural systems to provide the life-supporting "services" that are rarely counted by economists, but which have recently been estimated to be worth nearly as much as total gross human economic product.*

A sustainable community is one that is consistent with all of these dimensions of sustainability. (Source: *Policy Guide on Planning for Sustainability*, American Planning Association, (APA))

Sustainable Southfield is a comprehensive master plan that will establish a holistic guide for the City's future land use as well as balancing the City's social, environmental and economic needs for now and the future.

Planning for sustainability promotes responsible development — it is not anti-development. It requires a democratic process of planning to achieve the greatest common good for all segments of our population, protect the health of the environment and assure future generations of the resources they will need to survive and progress. Specifically, planning for sustainability includes the following *processes, practices* and *outcomes*.

Planning processes include:

- *Making planning decisions in a holistic and fully-informed manner that involves all segments of the community and the public and private sectors.*
- *Educating all age groups to raise public understanding of and regard for the future consequences of current planning decisions and ultimately change human behavior.*

Planning practices include:

- *Developing a future-oriented vision, which looks beyond current needs and recognizes environmental limits to human development.*
- *Fostering projects/activities that promote economic development by: efficiently and equitably distributing resources and goods; minimizing, reusing and recycling waste; and protecting natural ecosystems.*
- *Upholding a widely held ethic of stewardship that strongly encourages individuals and organizations to take full responsibility for the economic, environmental, and social consequences of their actions, balancing individual needs and wants with nature and the public good.*
- *Taking leadership in the drafting and implementation of local, regional and state policies that support sustainability, such as American Planning Association's (APA's) Growing Smart statutes.*

Local and regional development patterns that expand choice and opportunity for all persons, recognizing a special responsibility to address the needs of those that are disadvantaged.

- *Resilient, diverse, and self-sufficient local economies that meet the needs of residents and build on the unique characteristics of the community to the greatest extent possible.*
- *Communities with a healthy economy, environment and social climate that function in harmony with natural ecosystems and other species and allow people to lead healthy, productive and enjoyable lives.*

(Source: *Policy Guide on Planning for Sustainability*, American Planning Association, (APA))

Sustainable Southfield will strive to incorporate the following six principles compiled from a review of leading comprehensive plans by the APA Sustaining Places Task Force. As outlined in *Sustaining Places: The Role of the Comprehensive Plan* (Godschalk and Anderson 2012), the principles include:

1. **Livable Built Environment**
2. **Harmony with Nature**
3. **Resilient Economy**
4. **Interwoven Equity**
5. **Healthy Community**
6. **Responsible Regionalism**

The six principles listed above will help guide Southfield towards a more sustainable community. These fundamental principles are further outlined in the following table:

1. Livable Built Environment

Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.

Best practices in support of the Livable Built Environment principle include the following:

- 1.1 Plan for multimodal transportation.
- 1.2 Plan for transit-oriented development.
- 1.3 Coordinate regional transportation investments with job clusters.
- 1.4 Provide complete streets serving multiple functions.
- 1.5 Plan for mixed land-use patterns that are walkable and bikeable.

- 1.7 Encourage design standards appropriate to the community context.
- 1.8 Provide accessible public facilities and spaces.
- 1.9 Conserve and reuse historic resources.
- 1.10 Implement green building design and energy conservation.
- 1.11 Discourage development in hazard zones.

2. Harmony with Nature

Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.

Best practices in support of the Harmony with Nature principle include the following:

- 2.1 Restore, connect, and protect natural habitats and sensitive lands.
- 2.2 Plan for the provision and protection of green infrastructure.
- 2.3 Encourage development that respects natural topography.
- 2.4 Enact policies to reduce carbon footprints.
- 2.5 Comply with state and local air quality standards.
- 2.6 Encourage climate change adaptation.
- 2.7 Provide for renewable energy use.
- 2.8 Provide for solid waste reduction.
- 2.9 Encourage water conservation and plan for a lasting water supply.
- 2.10 Protect and manage streams, watersheds, and floodplains.

3. Resilient Economy

Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.

Best practices in support of the Resilient Economy principle include the following:

- 3.1 Provide the physical capacity for economic growth.
- 3.2 Plan for a balanced land-use mix for fiscal sustainability.
- 3.3 Plan for transportation access to employment centers.
- 3.4 Promote green businesses and jobs.
- 3.5 Encourage community-based economic development and revitalization.
- 3.6 Provide and maintain infrastructure capacity in line with growth or decline demands.
- 3.7 Plan for post-disaster economic recovery.

4. Interwoven Equity

Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all residents and groups.

Best practices in support of the Interwoven Equity principle include the following:

- 4.1 Provide a range of housing types.
- 4.2 Plan for a jobs/housing balance.
- 4.3 Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.
- 4.4 Plan for improved health and safety for at-risk populations.
- 4.5 Provide accessible, quality public services, facilities, and health care to minority and low-income populations.
- 4.6 Upgrade infrastructure and facilities in older and substandard areas.
- 4.7 Plan for workforce diversity and development.
- 4.8 Protect vulnerable populations from natural hazards.
- 4.9 Promote environmental justice.

5. Healthy Community

Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.

Best practices in support of the Healthy Community principle include the following:

- 5.1 Reduce exposure to toxins and pollutants in the natural and built environments.
- 5.2 Plan for increased public safety through reduction of crime and injuries.
- 5.3 Plan for the mitigation and redevelopment of brownfields for productive uses.
- 5.4 Plan for physical activity and healthy lifestyles.
- 5.5 Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.
- 5.6 Plan for access to healthy, locally grown foods for all neighborhoods.
- 5.7 Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.

6. Responsible Regionalism

Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.

Best practices in support of the Responsible Regionalism principle include the following:

- 6.1 Coordinate local land-use plans with regional transportation investments.
- 6.2 Coordinate local and regional housing plan goals.
- 6.3 Coordinate local open space plans with regional green infrastructure plans.
- 6.4 Delineate designated growth areas that are served by transit.

- 6.5 Promote regional cooperation and sharing of resources.
- 6.6 Enhance connections between local activity centers and regional destinations.
- 6.7 Coordinate local and regional population and economic projections.
- 6.8 Include regional development visions and plans in local planning scenarios.
- 6.9 Encourage consistency between local capital improvement programs and regional infrastructure priorities.

(Source: PAS Report 578, *Sustaining Places: Best Practices for Comprehensive Plans*, American Planning Association (APA))

CHAPTER 2: HEALTHY LIVING

“Active living environments are places where all people are able and inspired to use their feet to get them places. They are places where people of all ages, incomes and abilities can walk and bike-both for recreation and for transportation.” – Michigan Governor’s Council on Physical Fitness, Health and Sports

Healthy Community

Health starts where you live, learn, work and play

The physical design of our City affects our health every time we step out our front doors. Sometimes making healthy choices is not easy. Being physically active is hard if you do not have access to sidewalks or parks, and eating right is hard if healthy foods are not available.

In November 2015, the Centers for Disease Control and Prevention released a report that stated:

Obesity is still rising among American adults, despite more than a decade of public-awareness campaigns and other efforts to get people to watch their weight . . . the obesity rate has climbed to nearly 38% of adults, up from 32% about a decade ago.

Obesity, which means not merely overweight, but seriously overweight, is considered one of the nation’s leading public health problems. Installing more accessible, convenient and pedestrian-friendly walking and biking paths can encourage Southfield residents to a more active lifestyle, which will help combat many of today’s health concerns including obesity.

However, we can work together to make the healthy choice the easy choice in land use and development. *Sustainable Southfield* can help to:

- Reverse adult and childhood obesity
- Reduce the risk of heart disease, high blood pressure, and diabetes
- Lower air pollution
- Reduce traffic injuries
- Make the community stronger and more enjoyable for everyone; and,
- Increase safety and reduce crime.

(Healthy Community Source: National Center for Environmental Health)

Healthy Community Design

Researchers found that people living in [communities] marked by sprawling development were less likely to walk, weighed more, and were more likely to have high blood pressure. (Relationship between Urban Sprawl and Physical Activity, Obesity, and Morbidity Ewing et al., 2003)

Every time we step out our doors, our health is affected by the physical design of our community. This following narrative discusses how planning and designing communities with health in mind can lead to improved community health, wellness, and quality of life.

In June 2011, the U.S. Surgeon General released the *National Prevention Strategy: America's Plan for Health and Wellness*. The report states that a part of achieving health and wellness is Building Healthy and Safe Community Environments and Empowering People to Make Healthy Choices. Healthy community design can help achieve that and more.

A popular definition of health comes from the World Health Organization. They define health as the state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity. This means that health is more than being free of disease or not feeling sick; it is also a *state* of physical, mental, and social well-being. This state can bring about such feelings as happiness, contentment, and security. (Source: World Health Organization).

Major factors that determine our health are:

Family Health History: Many people have a family health history of some chronic diseases (like cancer, coronary heart disease, and diabetes) and health conditions (like high blood pressure). People who have a close family member with a chronic disease may have a higher risk for developing that disease than those without such a family member.

Behaviors/Lifestyles: We all make choices that affect our health. Some people choose to eat healthy, get regular physical activity and maintain a healthy weight; they don't smoke or put themselves at risk for injury or catching a disease.

Environment: The environment can directly influence our health, such as when we are exposed to pollution or injured due to environmental hazards, and it also influences our behavior and lifestyle. Behaviors and lifestyle choices are in part, shaped by the environment where people are born, grow, live, work, worship, and age; and the health systems available to them. The term "environment" can include the social, cultural, political, natural, and built environments. These environments can affect physical and mental health. For this chapter of *Sustainable Southfield*, we will concentrate on the built environment and how it can be a factor in your health.

The built environment is the manmade items that form the physical characteristics of a community.

The built environment can include schools, workplaces, parks and recreation areas, greenways, business areas, and transportation systems. It extends overhead in the form of electric transmission lines, underground in the form of waste disposal sites, water systems, subway trains, and across the country in the form of highways.

"If you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places." (Fred Kent, founder and president of Project for Public Spaces)

The way we arrange all elements of the built environment make up Southfield's physical design. Community design is usually decided by the planning processes and policy decisions of elected and appointed officials.

Healthy community design is planning and designing communities that make it easier for people to live healthy lives. Healthy community design links destinations that promote health, such as schools, parks, grocery stores, and work places, via a transportation network that facilitates safe travel for pedestrians, bicyclists, public transportation users, and automobile occupants. Healthy community design can influence the overall health of a community by making healthy lifestyle choices easily available and accessible to all community members. Healthy community design links the traditional concepts of planning (such as land use, transportation, community facilities, parks, and open space) with health themes (such as physical activity, public safety, healthy food access, mental health, air and water quality, and social equity issues).

Community Design can affect our health in a variety of ways.



People who live in communities that make it safer to walk or bike to daily activities like shopping, work, school, and recreation are generally more physically active. Incorporating physical activity into our daily routines helps reduce our risk from leading chronic disease killers like stroke, cardiovascular disease, and some types of cancer such as colon and breast cancer.

One study looked at people who live in counties marked by sprawl-style

development similar to the early development pattern of Southfield in the 1960's and 1970's.

These are spread-out areas where homes are far from any other destination; where driving is the most convenient way to get everything done, and people are less likely to have easy opportunities to walk, bicycle, or take transit as part of their daily routine. The study found that people living in counties marked by sprawling development are likely to walk less and weigh more than people who live in less sprawling counties. In addition, people in more sprawling counties are more likely to suffer from high blood pressure.

It is a well-established fact that physical activity prolongs life. On the other hand, the health risk of low physical fitness is comparable to, and in some studies greater than, the risk for hypertension, high cholesterol, diabetes, and even smoking.

Active living is a way of life that integrates physical activity into daily routines. The goal is to accumulate at least 30 minutes of [heart healthy] activity each day. Individuals may achieve this by walking or biking for transportation, exercise or pleasure; playing in the park; working in the yard; taking the stairs; and using recreation facilities. (A Primer on Active Living by Design, Robert Wood Johnson Foundation, 2004)

An example of how poor community design can affect children's daily physical activity is walking to and from school. A Centers for Disease Control and Prevention (CDC) study found that distance and traffic danger were the main reasons parents did not let their children walk to school. Also, when new schools are built a long distance from where families live, children are driven to school, depriving them of an opportunity for physical activity, socializing with other students, and contributing to air pollution and risk for automobile crashes. On the other hand, if safe routes to school are provided, and if schools are located within walking or biking distance of where people live, then children can make walking or biking a part of their daily lives, establishing healthy habits that can last a lifetime.

School-Aged children and adolescents should get at least 60 minutes of moderately to vigorously intense physical activity every day (CDC, 2006)

Communities that do not offer easy and accessible options for routine physical activity, such as walking to and from school, may be contributing to increased obesity rates in the United States. Today, more than 1/3 of U.S. adults (38%) and 17% of U.S. children are obese (CDC). Since 1980, obesity rates for adults have doubled and rates for children have tripled. Children and adolescents are developing obesity-related diseases, such as type 2 diabetes, that were once seen only in adults. Obese children are more likely to have risk factors for cardiovascular disease, including high cholesterol levels, high blood pressure, and abnormal glucose tolerance. One study of 5- to 17-year-olds found that 70% of obese children had at least one risk factor for cardiovascular disease and 39% of obese children had at least two risk factors.

Transportation-related pollutants are one of the largest contributors to unhealthy air quality; exposure to traffic emissions has been linked to many negative health effects including:

Exacerbation of asthma symptoms, diminished lung function, heart attacks, adverse birth outcomes such as low birth weight, and increase risk for childhood cancer. Atmospheric deposition (the process of particles in tailpipe emissions falling to the ground) of copper from brake pads, nitrogen and particulates, and stormwater runoff from roadways also contribute to stormwater pollution issues. But changes in the built environment, such as offering alternatives to driving -- public transit, biking, and walking – can help reduce transportation-related pollutants and improve air quality and health outcomes.

So, communities that make it easier to walk, bike, or take public transit rather than drive can help reduce the number of cars on the road. This can reduce air pollution from cars which can improve the respiratory health and air quality of a community.

Community design can also have several effects on our water resources, including streams, rivers and lakes, drinking water supplies, recreational waters, fisheries and wildlife habitat. In addition to air quality and visual benefits, green spaces, trees and landscapes, and the ways these natural features are incorporated in our community provide crucial protection to our waters. Impervious surfaces such as roads, sidewalks, driveways, parking lots, and rooftops prevent rainwater and snowmelt from soaking into the ground. The result is stormwater runoff, which carries natural and human-made pollutants from roofs, roadways, lawns and parking lots through storm drains and into lakes, rivers, wetlands, coastal waters and ground waters. If untreated, stormwater runoff (and other potential sources of contamination such as malfunctioning septic systems, pet/animal wastes, and agricultural runoff) can contaminate private wells and community water systems in addition to local rivers and streams.

Good site design, naturalized approaches to landscaping, and the use of well-designed Best Management Practices (BMPs) to reduce pollution can maximize health, aesthetic and water resource benefits in Southfield. Healthy community design applies the Low-Impact Development (LID) (see Chapter 9, Public Infrastructure) approach by incorporating wetlands and stream buffers into watershed planning, applying landscape-based techniques such as soil amendments to foster healthy plant and tree growth and use of rain gardens or bio-retention systems, harvesting rooftop rainwater, and using permeable pavement to reduce the amount of impervious surface, even in the City's most developed areas. All of these techniques improve management of stormwater runoff, and when applied consistently throughout the City, can help restore ecological health and watershed functions. Filtering water naturally through the soil, trees, green roofs, or rain gardens improves the quality of our drinking water, and our lakes, rivers and streams.

Communities that make it easier and safer to walk, bike or take public transit help reduce the number of cars on the road.

The combination of fewer cars on the road and how cars, bicycles, and pedestrians share space are all important in reducing traffic-related deaths and injuries in the U.S. More than 30,000 people die each year from car crashes. Car crashes are one of the leading causes of non-disease related deaths in the U.S. and the leading cause of death among those ages 5-34. Moreover,

U.S. car crashes account for more than 2 million nonfatal injuries annually. The Center for Disease Control indicates that in 2012, the economic burden (medical care and productivity losses) of motor vehicle-related injuries exceeded \$80 billion in the U.S. Roadways that are designed to slow down the speed of moving vehicles and buffer bicyclists and pedestrians from automobile traffic can help reduce the probability of deaths and injuries from traffic crashes.

Healthy Foods & Good Nutrition

Communities where healthy foods are not accessible and affordable may also be a contributor to the obesity epidemic in the United States. A healthy diet may be more difficult for some because healthy food options are not readily available, easily accessible, or affordable in their communities. In fact, scientific studies have found that low-income and underserved communities often have limited access to stores that sell healthy food, especially high-quality fruits and vegetables. The U.S. Department of Agriculture's Food Desert Locator gives a spatial overview of low-income neighborhoods with high concentrations of people who are far from a grocery store.

Good nutrition is vital to good health and disease prevention. But it's hard for people to eat their fruits and vegetables (and to stay away from too much junk food) if they don't have access to fruits and vegetables! In one study of 50,000 neighborhood blocks in Detroit, researchers found that 92% of food retailers were comprised of "fringe food outlets" such as liquor stores and fast-food restaurants, while only 8% were grocery stores of any size. Access to affordable and healthy food is a part of healthy community design.

Climate Change

Trends:

- *More asthma, allergies, heat strokes and flooding are expected due to climate change. Food and utility prices are rising. Cataclysmic storms are wiping out sprawling neighborhoods. Rising concentrations of carbon emissions in the atmosphere. Climate change puts the U.S. government at "high risk" of financial exposure. (Why you should sweat Climate Change by Wendy Koch, published March 1, 2013, USA Today Weekend)*
- *We can expect more extreme storm events and greater periods of drought, downpours, wildfires and heat waves. Average temperatures are rising. Heat related deaths are expected to increase. More freeze-thaw events are expected, which will lead to more road repairs. Sea levels are rising and will affect coastal cities (e.g. Super-storm Sandy)*

How we design our communities may also determine how well we cope with climate change in the future. People are exposed to climate change through changing weather patterns (for example, more intense and frequent extreme events) and indirectly through changes in water, air, food quality and quantity, ecosystems, agriculture, and economy. At this early stage the effects of climate change are small but are expected to steadily increase in all countries and regions.

Because automobile emissions account for 26% of U.S. greenhouse gas emissions (a contributor to climate change), healthy community design elements may help slow down the effects of climate change by providing alternatives to driving cars such as walking, biking and public transit.

As cities grow larger, they may experience stronger and longer heat waves because of the urban heat island effect. Two factors create the urban heat island effect: the loss of trees and vegetative cover to development, since tree canopy and plantings function to cool cities and waterways by shading surfaces, buildings, and waterways, deflecting solar radiation and transpiring water back to the atmosphere; and the construction of dark surfaces (especially pavement and rooftops) that absorb heat and re-radiate that heat. Community design elements that may help lessen the urban heat island effect, in addition to providing air and water quality benefits described above, include:

- *Creating parks, green rooftop parks, gardens and green spaces,*
- *Promoting green infrastructure stormwater management techniques in site design, including the trees, green roofs, permeable pavements, and other plantings that filter water and reduce heat island effects,*
- *Making building energy-efficient, and*
- *Minimizing the use of dark surfaces that absorb heat and re-radiate that heat during the evenings, when the cities would otherwise cool down.*

In May 2015, the City adopted revised parking standards, which in part reduced the required amount of parking lot paving thereby reducing dark surfaces and the amount of storm water retention needed.

For more information on climate change assessment refer to Appendix C.

Social Capital

The fabric of a community and the community pool of human resources available to it are often called “social capital.” This term refers to the individual and communal time and energy available for such things as community improvement, social networking, civic engagement, personal recreation, and other activities that create social bonds between individuals and groups. Such activities and bonds can have an effect on mental and physical health.

Mindmixer Highlight:

Encouraging communication between residents and encouraging participation in community events (and bringing more community events to the City in general) were common themes indicated by participants over the 20-week period.



Numerous writers have observed a loss of social capital in recent years, and some authors have attributed this decline, in part, to suburbanization and sprawl. Healthy community design aims to increase social capital by creating:

Parks, green spaces and public places for leisure and social activities and communities that are mixed-use which means a mix of housing, civic uses, and commercial uses, including retail, restaurants, and offices. Mixed use allows a community member to work closer to where they live, thus reducing their amount of commuting time and increasing their time for leisure and social activities.

In recent years, the City has installed new and wider multi-use pathways, especially in the City Centre District to encourage community interaction, creative collision and social networking.

Finding a good home in a safe neighborhood, that's convenient to jobs, good schools, and other daily needs, can be difficult; usually neighborhoods with lots of amenities are more expensive because more people want to live there. People who work in these neighborhoods, but can't afford to live there, may have to live far away in areas that are not safe. Workers like police officers, firefighters, and teachers who contribute so much to a community may have to sacrifice safety and convenience for affordability.

Healthy community design principles support social equity by promoting:

- *Communities where people of all abilities and ages can move about their community for all their needs, and, should they choose, remain in their community all their lives.*
- *Diverse housing options and price levels so that all persons regardless of income can live in the same community where they work, play and worship.*
- *Neighborhoods clustered around one or more well-defined neighborhood centers that support jobs of all types and skills, commercial activity, and a range of amenities.*

Social equity means that every community member, regardless of age, income, ability or cultural custom should have:

- *Fair access to livelihood, education, and resources*
- *Full participation in the political and cultural life of the community*
- *Self-determination in meeting fundamental needs*

Below are some healthy community design principles for the City of Southfield to promote or implement. Many of these principles that make communities healthier also make them more attractive and affordable places. They are:

- *Mixed land use and land use density that supports short distances between homes, workplaces, schools, and recreation so people can walk or bike more easily to them.*
- *Public transit to reduce the dependence on automobiles.*

- *Pedestrian and bicycle infrastructure, including sidewalks and bike paths that are safely removed from automobile traffic, as well as good right-of-way laws and clear, easy-to-follow signage.*
- *A community that is accessible and socially equitable to all residents regardless of age, ability, income and cultural custom.*
- *Housing for different incomes and stages of life.*
- *Green space and parks that are accessible.*
- *Community centers where people can gather and mingle as part of their daily activities.*
- *Land development and storm water management using the Low Impact Development (LID or “Green Infrastructure”) approach. LID uses manmade and natural landscape features to handle storm water as close as possible to where rain and snow fall, and to manage this water as a resource rather than a waste product.*

The good news is that the City of Southfield already implements many of the design principles listed above.

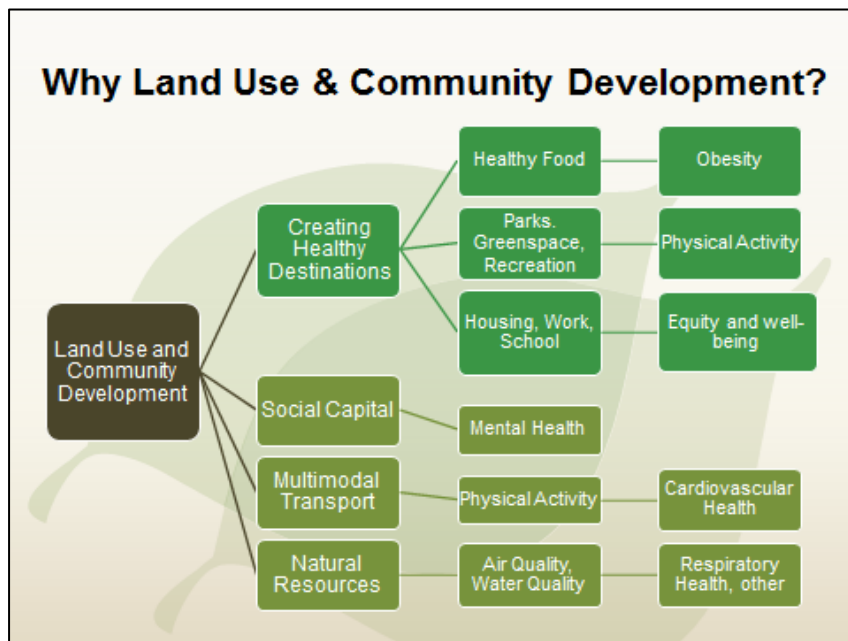
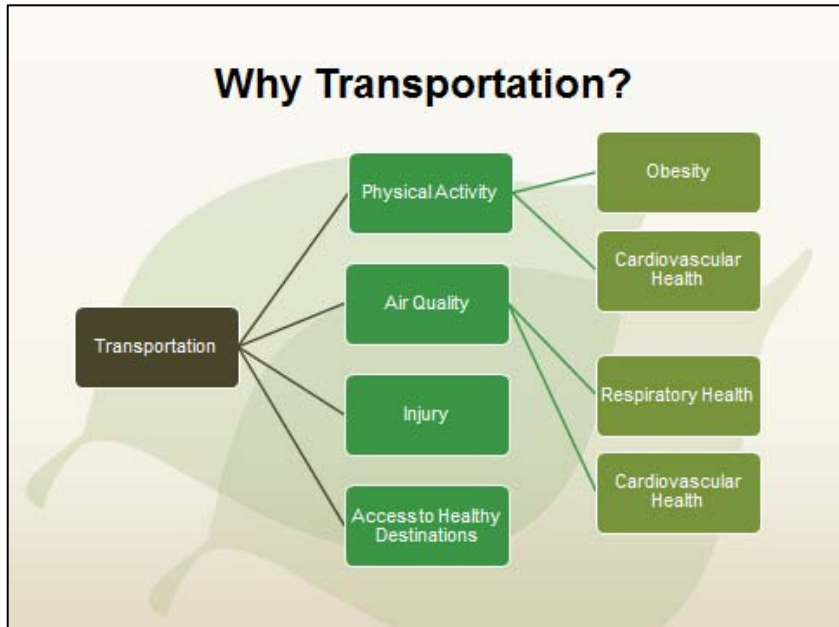
When a community implements healthy community design principles, the health benefits are many, such as:

- *Creating safe and comfortable streets and sidewalks that encourage community members to incorporate physical activity into their daily routine by biking and walking.*
- *Increasing access to healthy foods.*
- *Providing transportation options--like public transit, biking, and walking-- that help reduce traffic and air pollution.*
- *Protecting water quality and making communities more attractive by preserving wetlands, mature trees and forested areas, stream buffers, and undeveloped land. This valued land may also give people a place to play, relax and connect with nature (which is good for physical and mental health).*

Transportation Systems

As discussed above, transportation systems impact health several ways – especially some of our nation’s biggest health issues, like obesity, physical activity, respiratory health, and vehicle-related injury and deaths. According to the Centers for Disease Control and Prevention’s Transportation Recommendations:

“Expanding the availability of, safety for, and access to a variety of transportation options and integrating health-enhancing choices into transportation policy has the potential to save lives by preventing chronic diseases, reducing and preventing motor-vehicle-related injury and deaths, improving environmental health, while stimulating economic development, and ensuring access for all people.”



Land Use and Community Development

Land use and community development also impact many aspects of our lives including our health. Land-use decisions can affect whether we have access to healthy food choices, parks and green-space, good homes, jobs, and schools within our community. Land-use decisions affect our freedom to choose how we get to the grocery store, a park, or even work or school. A community that ensures

freedom of choice supports bike lanes and paths, sidewalks, and transit stations and stops.

Mixed-Use Development

A community that supports mixed-use development allows homes and shops offering the necessities of life within walking distance of each other. Land use and community development decisions can affect a community's social capital, a necessary component in a community's livability, health, and well-being. Mixed-Use community centers, such as the Southfield City Center District, or public squares are examples of land-use decisions that allow people to gather, interact, and strengthen a community's social bonds. How we use our land can affect our natural resources like wetlands, woodlands, rivers and streams, and ground water.

The health of our natural resources directly influences our own health and well-being. Supporting the compactness of development and maximizing the use of the existing infrastructure (also known as infill development) instead of building on previously undeveloped land helps protect natural resources.

Policies and Programs

Implementation of healthy community design principles in the Zoning Ordinance can lead to smarter land-use practice. Furthermore, creating community programs that promote healthy active living are also important. Policies and programs have the power to promote and encourage such healthy choices as:

- *Safe Routes-to-School programs;*
- *Incentives to use water-friendly, urban heat island-reducing practices such as tree planting, rain barrels, rain gardens, permeable surfacing, and native landscaping;*
- *Farmers Markets in areas that have limited access to fruits and vegetables; and*
- *Mixed-use neighborhoods where homes, shops, community services, public transit stops, and schools are within walking or biking distance of one another.*

The most important questions for elected officials and decision-makers are:

- *Are you considering the health impact of your decisions by seeking advice from public health professionals on the potential health effects of a project or policy before it is built or implemented?*
- *Do your decisions offer the healthy community design benefits mentioned in this chapter?*
- *Are you making the healthy choice the easy choice for all community members regardless of age, income, ability, or cultural custom?*

Ultimately, it is up to City Administration, the Planning Commission, Zoning Board of Appeals, Parks & Recreation Commission, and City Council to implement healthy community design principles

Several tools and processes exist that can help decision-makers determine the health impact of community design:

- Health Impact Assessment (HIA), is a step-by-step process that brings potential public health impacts and considerations to the decision-making process for plans, projects, and policies that fall outside of traditional public health arenas, such as transportation and land use. The process can be useful in focusing on potential health outcomes such as obesity, physical inactivity, asthma, and injuries before a project or policy is built or implemented.
- PACE EH: Protocol for Assessing Community Excellence in Environmental Health (PACE EH) is a tool for assessing the health of a neighborhood. PACE EH takes local health officials and community members through a series of steps to collect necessary and relevant information pertaining to community environmental health concerns, ranks issues, and sets local priorities for action. For example, the process was used in the community of Wabasso by the Florida Department of Public Health. The community identified its top “health” issues which included street lighting to safely walk at night, accessible areas for safe physical activity and recreation, and access to safe drinking water. As a result of the process, streetlights and sidewalks were installed, and other improvements that affect health were made. The community also felt that after using PACE EH, government was better able to respond to issues in the community.
- The Acting Living Research Web site, a national program of the Robert Wood Johnson Foundation, has a variety of tools for auditing the health of a community’s social and built environments.
- The Centers for Disease Control and Prevention’s National Environmental Public Health Tracking Network Community Design landing page has maps, tables, and charts about transportation to work, air quality, and motor vehicle-related fatalities in your community.

Together, we can help transform Southfield to a community that embraces healthy active living for people of all ages, incomes and abilities, and provides a variety of transportation options.



Every time we step out our doors, our health is affected by the physical design of our community.

Healthy community design can lead to community health and wellness; and improve the quality of life for every person living in it, giving everyone a variety of healthy, available, accessible, and affordable options.

For more information on healthy community design, visit the Healthy Community Design Initiative Web site at www.cdc.gov/healthyplaces, The Centers for Disease Control and Prevention.

(Healthy Community Design Sources: Centers for Disease Control and Prevention, National Institutes of Health, Design for Health, Environmental Protection Agency: Low-Impact Development (LID) & World Health Organization).

LOCAL HEALTH PROFESSIONALS PARTNERS

Providence-Providence Park Hospital, Southfield Campus

Providence Park Hospital, Southfield, is part of the St. John Providence Health System (SJPHS),

A Passion for Healing is at the heart of Providence Hospital, where our primary objective is to achieve our Vision: “Together, we deliver the highest quality patient care experience, every day, everywhere, for everyone.”



Providence has more than 3,400 staff members, 1,500 physicians and approximately 300 active volunteers dedicated to healing the bodies and touching the souls of thousands each year.

For 100 years, Providence Hospital has been a premier provider of compassionate and leading-edge health care in southeastern Michigan. Our patients, residents of the surrounding communities, and local businesses all know that they can rely on Providence Hospital for excellence in patient care provided by dedicated, expert physicians and other health care professionals. Our caregivers demonstrate their passion for healing in every encounter with patients and visitors.

Providence Hospital is renowned for offering patients the most advanced treatments.

Providence Park Hospital has been a loyal partner to the City of Southfield for many years. FY 2014 statistics include:

- 1,600 physicians
- 2,800 nurses & associates

- 416 beds
- 19,900 admissions
- 1,900 births
- 192 open hearts
- 10,714 surgeries
- 68,000 ER visits
- \$373 million in revenues
- \$85,992,293 St. John Providence charity care, community benefit & advocacy

In FY13/14 and FY 14/15, Providence Park Hospital has invested over \$43 million in upgrades and renovations with an anticipated additional investment of \$28 million in the near future.

Identified Health Needs and Concerns

SJPHS prepared the 2012 Community Health Needs Assessment (CHNA) and Implementation plan, which is required to be performed every three years.

A Steering Committee was convened to provide guidance and oversight in the development of the CHNA and included individuals from a variety of health professions in disciplines such as physicians, nurses, finance, health planning, social work, discharge planners, etc. Extensive local, national, state and hospital utilization data and statistics were obtained from internal as well as external sources to identify health specific trends. These sources as well as information collected through a survey, other key informants, and focus groups enabled the Steering Committee to gain further insight into the needs and gaps in the hospital service area (metro Detroit).

The Community Health Needs Assessment (CHNA) Steering Committee's analysis resulted in the identification of the following health concerns/needs (in no particular order):

- Cardiovascular Disease – This is the leading cause of death in all parts of the hospital service area and is widely addressed through St. John Providence Health System and its Cardiovascular Centers of Excellence; the American Heart Association; and other programs such as the *Project Healthy Living* multi-county screening program.
- Cancer – St. John Providence health system has four cancer centers with two located in the service area. Additionally the American Cancer Society, primary care standards of practice, and other cancer centers in the area provide screening and community-based education. Further, the state of Michigan with its BCCCP (*Breast and Cervical Cancer Control Program*) provides for routine mammograms for low-income and uninsured women.
- Asthma – Asthma is predominately a condition of children and youth in the service area. Through the SJPHS school-based health centers and other school-based health centers

in the area this is being addressed. Asthma education, asthma screening, and summer asthma camps are provided along with the handling of acute episodes in the school clinics with parental consent. There is a local Asthma Coalition of health providers addressing this problem.

- Diabetes – The number of cases of type II diabetes has been steadily increasing in the service area. Many diabetics also experience other co-morbid conditions and need to be hospitalized. The complications of diabetes are also a major risk factor for preventable hospitalizations. The American Diabetes Association is active in this region.
- Obesity – The service area is experiencing a significant upward trend in the number of obese children and adults. It is well-known that obesity is a precursor to the development of type II diabetes. There are several model programs in the service area that address childhood obesity in addition to what is available for adults.
- Behavioral health/substance abuse/mental illness – Behavioral health issues present a significant risk factor for other causes of premature death and disability. Medicaid and other state funding for behavioral health largely comes through the state to the county-based community mental health agencies and local health departments. These agencies continue to provide the lead on addressing these issues.
- Infant mortality / inadequate prenatal care – This continues to be a significant problem in the service area. While the rates have experienced a decline over the last 10 years, it appears to have leveled off. Further, the rate of infant mortality in African-Americans is 2 to 3 times higher than that of other racial/ethnic groups. In parts of the service area where the IMR is comparable to the State rate there is still a significant problem with inadequate prenatal care. Infant death due to unsafe sleep practices is a growing concern.
- Access to primary care – The service area continues to experience a significant number of uninsured and underinsured individuals. Estimates for the city of Detroit alone are that 200,000 individuals are uninsured. Even with the implementation of the Affordable Care Act, there is still need to address this issue in the service area.

After a prioritization process that included assessing: 1) the magnitude of the problems identified, 2) the seriousness of and potential burden to the community, 3) the feasibility of addressing or correcting the problem, and 4) the potential yield of measurable data toward outcome improvement, three priorities were selected. The priorities are Diabetes Prevention, Infant Mortality Reduction and Access to Care. Although other health needs were identified, it was determined that the health system will work with other organizations as needed to address health needs not selected. Subsequently, an overall strategy for each priority was identified as follows:

Diabetes Prevention

- a) Increase opportunities for healthy lifestyle activities.
- b) Increase education for diabetes prevention, early identification, and disease management.

Infant Mortality Reduction

- a) Increase connectivity to and resources for pregnant women and their families.
- b) Provide enhanced nutrition information and services that support the health of high-risk infants.
- c) Increase education to enhance access to primary care for mothers after the delivery of the infant and post-partum visit.

Access to Care

- a) Reduce barriers to access the full continuum of health care for low income, uninsured and/or under insured residents of the service area.
- b) Increase/support safety net capacity in the service area

(Note: For specific tactics and measures, see Implementation Plan Section of the 2012 Community Health Needs Assessment (CHNA) and Implementation plan).

St. John Providence Community Health Programs Oakland County Focus

Health Care for the Uninsured – primary care services for those 19 to 64 years of age, up to 200% of poverty, and without insurance are provided at St. Vincent de Paul Health Center in Southfield. Primary care, diagnostic services, pharmacy assistance, chronic disease management and specialty referrals are provided. There were: 948 patient visits last year, 2,163 pharmacy assistance applications taken, with \$785,800 in medication received.

Physicians Who Care Project – credentialed specialty physicians who volunteer their time to provide health care services to uninsured adults receiving primary care at our partner sites.

Ryan White Program – provides services to uninsured HIV patients who need early intervention, diagnosis and treatment. Pontiac hosts a site for primary care, with 139 patients served last year.

Faith Community Partnerships – Assesses and addresses the spiritual, physical and emotional needs of individuals and families within the context of a faith community. There are 18 formal partnerships with Oakland county churches.

Community Outreach and Education – offering prevention, encouraging healthy lifestyles and helping individuals cope with illness. Various health fairs, community events are held in the Oakland County area.

- Northland Mall walking program support - monthly blood pressure screenings offered, monthly health newsletter available, and quarterly events with a SJPHS speaker (average of 65 members in attendance). *Note: This program has now relocated to the Southfield Pavilion.*
- Southfield Wellness Center – provides exercise, chronic disease management and diabetes programs for our community.

CareLink – a free membership program for those 55 or older providing resources, health information and education through community partnerships and collaboration with our SJPHS sites. Currently the program has over 89,000 members. Education programs are held at Providence Hospital, Providence Park Hospital, Southfield Wellness Center, St. John Macomb Oakland Hospital – Oakland Center.

Infant Mortality Project – empowers families to help themselves by making a connection with mothers, fathers and other family members to help build and sustain families, reverse the high infant mortality rate, promote literacy and increase access to health care. This programs works in conjunction with the Maternal Child programs at Providence and Providence Park Hospital.

Healthy Initiatives Partnerships

The City of Southfield partners with Providence Hospital (PH), American Cancer Society (ACS), American Heart Association (AHA), Lawrence Technological University (LTU), the City Centre Advisory Board (CCAB) and other health agencies and local businesses to promote and support annual Healthy Initiatives, including but not limited to:

- AHA Heart Health & *Go Red for Women Campaign* (February)
- AHA Workplace Wellness Forums (March)
- Bike Safety & Helmet Give Away (Summer)
- Summer Soulstice Run (June)
- LTU & CCAB “5K” runs (Summer/Fall)
- ACS Corporate Relay for Life & PH Prostate Cancer Awareness Month (September)
- Breast Cancer Awareness/Pink Door Campaign (October)
- *Movember* Men’s Health Awareness (November)
- City of Southfield’s Employee bi-annual *Weight Loss Challenge*
- *Walk for Health Campaigns*: Southfield Pavilion Indoor Walkers, Front Lawn Loop, “Take the Stairs”, and Mayor’s Walks
- Health Screening Events

Other Healthy Initiatives that should be considered:

- Promote healthy and active lifestyle challenges at the City's parks and recreational facilities.
- AHA "Fit-Friendly" Worksite- creating a healthy work environment (see sidebar)

Part of the problem is that the rate of obesity among adults continues to grow. This could be a result of how much time Americans spend at work-an average of 47 hours per week, which is 164 hours more per year than a generation ago. The number of sedentary jobs among Americans has accelerated, too, rising 83 percent since 1950.

That's why the American Heart Association places such an importance on creating a healthy work environment, and why employees are encouraged to become recognized as a Fit-Friendly Worksite.

Studies suggest that by starting a worksite physical activity program and promoting a culture of activity, employers can:

- Increase productivity
- Reduce absenteeism
- Lower turnover
- Reduce healthcare costs

There's no better benefit to offer your employees than helping them have healthier, longer lives, whether your workplace is a school, corporation, hospital or any other type of worksite.

Advantages of the program include:

- *Employee access to program resources, including the free Walking Program, Activity Tracker, walking and exercise programs, and healthy eating solutions and resources.*
- *Materials to help promote company wellness programs to employees*
- *Newsletter templates for internal distribution to employees*
- *Consultation on CPR/AED (automated external defibrillator) programs*
- *A free, quarterly worksite-wellness e-newsletter*

For more information, please use: <http://ffc.heart.org> (Source AHA)

Fit-Friendly Worksite

The American Heart Association's goal by the year 2020 is to not only reduce the rate of death from cardiovascular diseases and stroke by 20 percent, but also to improve the heart health of all Americans by 20 percent.

Straith Hospital for Special Surgery (Straith)



Straith Hospital for Special Surgery (Straith) is a 34-bed acute care facility licensed by the State of Michigan and accredited by The Joint Commission. Straith is an unaffiliated, not-for-profit Hospital Corporation under IRC 501 (c) (3) governed by a Board of Trustees, who volunteer their services on behalf of the community. Their facility is located at 23901 Lahser Road, Southfield Michigan, 48033. The mission of Straith Hospital is to improve the health status of our patients and provide high levels of satisfaction to our physicians. Our high quality services and competitive pricing are a result of our focus on a narrow band of services and will always be important considerations to the community we serve.

Surgeries performed at Straith Hospital address medical concerns with a safe, caring staff of talented professionals both educated and experienced in a variety of medical specialties. Currently, Cataract, Cornea, and Retina procedures are their primary areas of expertise which are successfully accomplished by gifted surgeons and support staff. Their facility has five operating rooms constructed with laminar flow circulation, ventilation, and air exchange systems. Three of the operating rooms are 400 square feet, and two of the operating rooms are 600 square feet. Their future looks toward expanding their surgical services to include an orthopedic and spine program, interventional cardiology procedures, and gastrointestinal surgical services on an inpatient and outpatient basis.

On an inpatient basis Straith Hospital performs comprehensive rehabilitation to primarily a geriatric population after an illness, injury, exacerbation, or surgery that causes the patient to have reduced functional skills requiring rehabilitation. All patients in their inpatient rehabilitation program receive an acute care level of physical and occupational therapy as well as additional services based on individualized needs. The goal of their rehabilitation program is to promote and maintain the independence of an aging population by improving their functional status. In addition, they are committed to providing the appropriate education,

medication reconciliation, and discharge plan for each patient they serve. Their outcomes support a reduction in overall health care costs and help reduce hospital readmissions.

Public Health Checklist

The City of Southfield should integrate a public health checklist into their site plan review process to promote and encourage a healthy and active lifestyle.

Best Practices

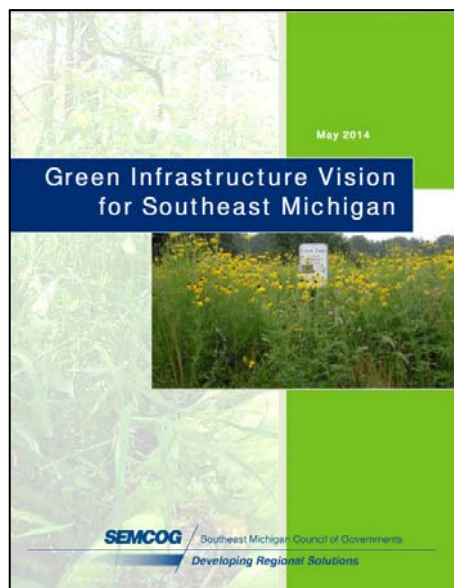
The Delaware Office of State Planning Coordination (DSPC), the Delaware Division of Public Health (DPH), and the Delaware Healthy Eating and Active Living Coalition (DE HEAL) Environment and Policy Committee

To coordinate large projects (50+ residential units & 50,000 square feet of non-residential building space) in the state, the three state agencies have developed a public health checklist to review three categories that reflect some essential components in the built environment that can affect public health: active transportation; active recreation; and access to food choice.

Distances from the proposed project to other land uses, and the availability of sidewalks and bike paths to connect it to those uses, is a key component in determining the extent that future residents will be able to take advantage of active transportation, active recreation and access to food choice.

For more information, please see: <http://stateplanning.delaware.gov/plus/>

Green Infrastructure



The Green Infrastructure Vision for Southeast Michigan is a framework that guides the preservation and future implementation of green infrastructure in Southeast Michigan. The vision benchmarks the amount of green infrastructure in the region, visions future green infrastructure opportunities and recommends strategic implementation approaches. The vision details the various benefits of green infrastructure, including economic value, water quality, air quality and recreation. The Green Infrastructure Vision for Southeast Michigan can be viewed online at www.semcog.org. (Source: *The Green Infrastructure Vision for Southeast Michigan*, SEMCOG, the Southeast Michigan Council of Governments)

Green infrastructure is defined in two broad categories in

Southeast Michigan. First, it includes ecosystems that are present in the natural, undisturbed environment such as wetlands, woodlands, prairies, and parks. The second category includes constructed or built green infrastructure such as rain gardens, bioswales, community gardens, and agricultural lands. Both of these approaches to green infrastructure are involved in the LID approach to site design (as described elsewhere in this Chapter) as LID uses preservation of existing features, landscape-based techniques, and the construction of stormwater treatment BMPs to protect natural functions and water quality. Table 2-1 highlights and defines various green infrastructure elements in Green Southeast Michigan. Further information on Green Infrastructure including recommendations can be found in Chapter 9 Public Infrastructure and Chapter 11 Implementation.

What are the benefits of Green Infrastructure?

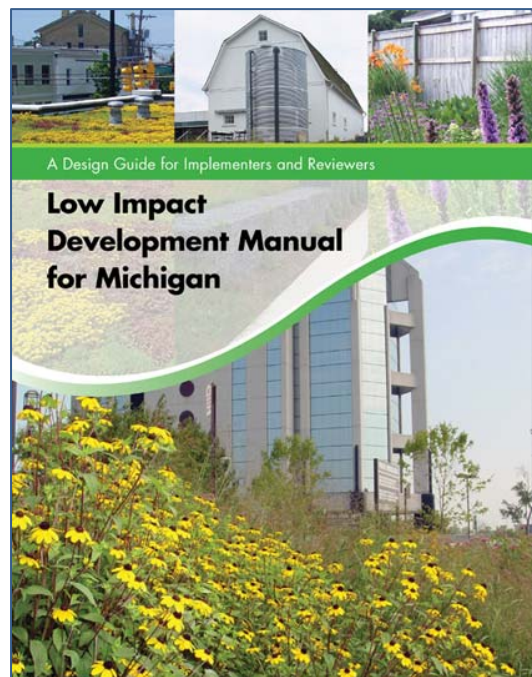
Table 2-1: Green Infrastructure Terminology

Green Infrastructure Element Definition	Green Infrastructure Element Definition
Community gardens	Community gardens Urban and/or residential land used to grow food, but can also provide ecological services. Example: Mary Thompson Farm
Conservation easements	Conservation easements Public and private land designated for conservation in perpetuity.
Critical habitats/Regionally significant features	Areas unique to Southeast Michigan that are critical to protect and enhance, such as the Detroit River International Wildlife Refuge and the Rouge River corridor.
Public access sites	Sites that allow access to our region's rivers and lakes.
Rain gardens, bioswales, green roofs	Techniques that follow the natural water cycle. Manages rainfall by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source.
Recreational land	Public and private land designated for recreation such as parks, forests, hunting preserves, etc.
Riparian corridors	Land that exists between water bodies (lakes, rivers, streams, and wetlands) and higher dry upland areas (forests, fields, cities and suburban property). Example: Rouge River corridor
Trails (land and water trails)	Designated trails designed for walking, hiking, biking, cross-country skiing, snowmobiling, canoeing, kayaking, and other recreational activities.
Wetlands, floodplains	Floodplains, Michigan-designated wetlands, and constructed wetlands or other natural features that provide similar functions.
Woodlands, trees, street trees, urban forests	Areas of tree canopy cover that exist in multiple forms such as woodlots, private landscapes, street trees, urban forests.

Green infrastructure provides social, environmental, and economic benefits to Southeast Michigan:

- **Water quality:** Green infrastructure reduces the amount of polluted stormwater runoff entering our rivers and lakes. In cities with combined sewer systems, green infrastructure is being used to reduce flows into the sanitary sewer as a mechanism to impact system overflows.
- **Flooding:** Green infrastructure can reduce flood risk by slowing and reducing stormwater runoff into waterways.
- **Water supply:** Harvesting rainwater is good for outdoor irrigation and some indoor uses. Water infiltrated into the soil recharges groundwater and increases flow into rivers.
- **Quality of life:** Green infrastructure provides aesthetic benefits to the area by increasing the amount of a community's green space.
- **Recreation:** Green infrastructure can provide recreational and tourism opportunities including increased access to hiking, hunting, fishing, and bird watching.
- **Economic:** Green infrastructure can increase residential property values located near trails, parks, and waterways. In addition, green infrastructure is one way to attract and retain the knowledge-based workforce in our region.
- **Traffic calming:** Green infrastructure techniques along roads not only reduce stormwater pollution, but can also be used to slow traffic and provide a buffer between the roadway and pedestrians.
- **Habitat improvements and linkages:** Green infrastructure can provide needed links in habitat corridors to strengthen and support rare and important areas in the community.
- **Air quality:** Increased vegetation positively impacts air quality through carbon sequestration, the capture of fugitive dust, and removal of air pollutants.
- **Health:** Green infrastructure encourages outdoor physical activity, which can have a positive impact in fighting obesity and chronic diseases.
- **Save money:** Green infrastructure can reduce a community's infrastructure costs by using natural systems rather than built systems.
- **Energy and climate:** Implementing techniques such as green roofs, increased tree plantings around buildings, converting turfgrass to no-mow areas, and reclaiming stormwater for use onsite can reduce energy consumption and save money.

For further information also reference: [The Low Impact Development Manual for the State of Michigan](#), which is a helpful guide to those wanting technical information on implementing rain gardens,



bioswales, pervious pavement, and other LID techniques. (Green Infrastructure Source: *The Green Infrastructure Vision for Southeast Michigan*, SEMCOG, the Southeast Michigan Council of Governments)

Constructed Green Infrastructure

Within the integrated network of green infrastructure are constructed green infrastructure techniques, sometimes referred to as low impact development techniques. This category of green infrastructure includes constructed practices such as rain gardens, bioswales, native plant grow zones, permeable pavement, green roofs and even community gardens.

These constructed practices play an important role within the green infrastructure network providing ecological, environmental, economic, and social benefits. For example, these techniques primarily work to improve water quality by reducing stormwater runoff entering our water resources; however, their characteristics and designs also lead to greater economic value of adjacent properties and improved recreational opportunities with demonstrated habitat enhancements.

The recommended quantity of green infrastructure techniques is linked to the percentage of impervious surfaces in urban areas and sub-watersheds. High impervious areas result in increased quantities of stormwater runoff pollutants, volume, and flow rates. Regional priorities for constructing these types of green infrastructure techniques include areas with impervious cover greater than 10 percent.

The connection between constructed green infrastructure techniques to improved water quality, higher economic value, reduced infrastructure costs, enhanced recreational opportunities, and advanced social benefits is demonstrated through numerous comparisons. The overarching theme for achieving these benefits starts with incrementally implementing green infrastructure in highly impervious areas.

Priority areas for constructed green infrastructure techniques include:

- Roadways
- Institutional properties
- Public and private parking lots
- Riparian corridors and
- High density business districts.

(Constructed Green Infrastructure Source: *The Green Infrastructure Vision for Southeast Michigan*, SEMCOG, the Southeast Michigan Council of Governments)

Using Green Infrastructure to Manage Stormwater Runoff

This Green Infrastructure Vision is intended to focus on solutions to addressing water quality challenges in the river systems. While the solutions include the entire network of green infrastructure, focusing on urban areas and the extent of impervious cover is a priority. Constructed green infrastructure techniques, such as bioswales, bioretention, tree planting, grow zones, porous pavement, and other unique features, can significantly reduce stormwater runoff and improve water quality. With a focus on major areas of impervious surfaces and publicly owned properties, the following land use types rise to the top:

- **Institutional properties** include publicly-owned property such as municipal facilities and complexes, libraries, parks, schools, and universities. The focus within these properties is to further assess opportunities to manage roof runoff and runoff from paved surfaces. Additionally, large open space areas managed as turf may present options for constructing native plant grow zones in areas not generally accessed by the public.
- **Major roadways** are identified by their respective functional classification, but are generally represented by the major arterial roadways, including local, county, and state. Local residential streets are not defined as a primary area of opportunity. Within major roadways, constructing green infrastructure within the rights-of-way, either in existing open space or, where traffic data supports it, implementing road diets with green infrastructure are some of the opportunities. Chapters 2 & 9 (Healthy Living and Public Infrastructure) describe these opportunities in more detail.
- **Parking lots**, both publicly-owned and privately-owned, represent a major category of green infrastructure implementation opportunities. Publicly-owned parking lots are included as part of the impervious cover within the institutional properties. Privately-owned parking lots represent the larger commercial areas in the region. Constructing bioretention areas, bioswales, and porous pavement are techniques that can significantly reduce stormwater runoff. From a planning perspective, inverted parking lot islands can double as bioretention areas when coordinated with engineering design.
- **Riparian corridors** are a consistent focus of opportunity throughout this vision. Expanding the forest and vegetated buffer adjacent to local streams improves the local stream corridor, leading to higher quality stream habitat and aquatic diversity.

(Using Green Infrastructure to Manage Stormwater Runoff Source: *The Green Infrastructure Vision for Southeast Michigan*, SEMCOG, the Southeast Michigan Council of Governments)

Environmental Protection

The City of Southfield strives to maintain the quality of the natural resources and environment, in addition to its cultural resources, found within its boundaries for the long-term benefit of its residents and visitors. The City will work to maintain and improve the quality of the air, water, land and sensitive resources for the long term. Recognizing the migratory nature of some environmental pollutants and shared community interest in environmental quality, the City of Southfield will also strive to work with neighboring jurisdictions to protect the environment.

Such a commitment to environmental protection includes understanding the risks and undertaking measures to protect residents from pollution and potentially polluting industries and land uses, including but not limited to the exploration and development of hydrocarbon resources including oil, natural gas and the handling and use of associated wastes and inputs.

Smart Growth

While many Americans have benefited from decades of post–World War II suburbanization, many have not. It is also a development pattern that has led to some negative consequences for the community as a whole. Our nation is now experiencing heightened concern over the social, environmental, and fiscal quality of our communities arising from development practices that aggravate the decline of many urban communities and older suburbs, congest streets and highways, demand higher levels of energy consumption, accelerate the loss of natural resources and deteriorate the natural environment, and limit opportunities for the retention and creation of affordable housing. Often these problems are simply and collectively labeled, "sprawl." In response, the Smart Growth movement emerged. (Source: Policy Guide on Smart Growth, American Planning Association (APA))

Smart Growth is not a single tool, but a set of cohesive urban and regional planning principles that can be blended together and melded with unique local and regional conditions to achieve a better development pattern. Smart Growth is an approach to achieving communities that are socially, economically, and environmentally sustainable. Smart Growth provides choices — in housing, in transportation, in jobs, and in amenities (including cultural, social services, recreational, educational, among others) — using comprehensive planning to guide, design, develop, manage, revitalize, and build inclusive communities and regions to:

- *Have a unique sense of community and place;*
- *Preserve and enhance valuable natural and cultural resources;*
- *Equitably distribute the costs and benefits of land development, considering both participants and the short- and long-term time scale;*
- *Create and/or enhance economic value;*
- *Expand the range of transportation, employment, and housing choices in a fiscally responsible manner;*
- *Balance long-range, regional considerations of sustainability with short-term incremental geographically isolated actions;*
- *Promote public health and healthy communities;*
- *Apply up-to-date local and regional performance measures of successful urban and regional growth;*
- *Encourage compact, transit-accessible (where available), pedestrian-oriented, mixed-use development patterns and land reuse; and,*
- *Increase collaboration and partnerships to advance place-based and regional goals and objectives, while respecting local land-use preferences and priorities.*

Core principles of Smart Growth include:

- A. *Efficient use of land and infrastructure*
- B. *Creation and/or enhancement of economic value*
- C. *A greater mix of uses and housing choices*
- D. *Neighborhoods and communities focused around human-scale, mixed-use centers*
- E. *A balanced, multi-modal transportation system providing increased transportation choice*
- F. *Conservation and enhancement of environmental and cultural resources*
- G. *Preservation or creation of a sense of place*
- H. *Increased citizen participation in all aspects of the planning process and at every level of government*
- I. *Vibrant center city life*
- J. *Vital small towns and rural areas*
- K. *A multi-disciplinary and inclusionary process to accomplish smart growth*
- L. *Planning processes and regulations at multiple levels that promote diversity and equity*
- M. *Regional view of community, economy and ecological sustainability*
- N. *Recognition that institutions, governments, businesses and individuals require a concept of cooperation to support smart growth*
- O. *Local, state, and federal policies and programs that support urban investment, compact development and land conservation*
- P. *Well defined community edges, such as agricultural greenbelts, wildlife corridors or greenways permanently preserved as farmland or open space.*

(Source: Policy Guide on Smart Growth, American Planning Association (APA))

Infill development and redevelopment, increased density, and the adaptive re-use of existing buildings can result in efficient utilization of land resources, more compact mixed-uses, and more efficient delivery of quality public services. Planning for Smart Growth in the future will take the cooperation of elected officials, City administration & department heads and developers to make Southfield more walkable, efficient, and inviting.

URBAN AGRICULTURE

Urban agriculture has grown from a grassroots movement, consisting of local farmers and gardeners, to become a new institution in forward-thinking communities around the globe. Scores of cities in the U.S. have amended their zoning codes to better regulate and accommodate this emerging trend and city-led initiatives to promote urban food production are increasingly common. (Brian Barth, Urban Agriculture, Inc.)

The motives of the urban agriculture movement and the benefits associated with it fall into three broad categories:

Public Health Attributes

The health value of fresh versus processed food is well documented by nutritionists and public health advocates. However, in many disinvested urban neighborhoods, there is little access to fresh food for those who want it. In these "food deserts" full-service grocers have disappeared, leaving corner stores and "quickie" marts as the primary source of food. Making more fresh food available by creating incentives for urban farms and farmer's markets is not a silver bullet — other social and economic barriers also need to be addressed — but it has certainly sparked meaningful conversation on the subject within the communities where this has been attempted.

An Economic Development Tool

As with the benefits of urban agriculture to public health, there is room for debate on the question of urban agriculture as an economic development tool. Unfortunately there is not a dearth of conclusive data on this point, but the idea has merit based on the anecdotal evidence thus far. New urban farms are unlikely to have the direct economic impacts of opening a large manufacturing center, for example, but there are other, less tangible economic benefits. At a minimum, urban agriculture fosters a healthy sense of place, which is of great importance in blighted areas where small farms and gardens can make productive use of vacant land, even if it is only a temporary use. There is no doubt that they stimulate the growth of the local and organic food sectors and provide "green collar" jobs — the question is to what degree in comparison with the public investment in the industry.

Enhancing Urban Greenspace

Parks and other open spaces have made well-quantified contributions to public health and real estate values in urban areas; where they are accessible to the public, farms and gardens have the potential to do the same. A key difference is the degree of engagement that these productive landscapes foster in the surrounding community. Every city has its cherished parks, yet a tiny community garden can galvanize neighborhood pride in a similar way without the need for procuring a large tract of land and spending large sums of taxpayer money to develop it. Gardening is a recreational activity that fits neatly within the broad purposes of parkland, and a network of productive landscapes on publicly accessible land is like a municipal library system for outdoor education and community enrichment. (Source: Institutionalizing Urban Agriculture: Process, Progress, and Innovation, By Brian Barth)

Michigan has the essential building blocks of a strong and resilient food system including: land and rich soil, clean water, skilled farmers, and a climate that supports diverse agriculture. Yet, many of these resources are under threat. The attributes of our current dominant food system also have unintended damaging impacts on our environment, our health and our communities. (Michigan Association of Planning MAP)

The Michigan Association of Planning (MAP) Food System Policy has four components, including Urban Agricultural activities. For the purposes of *Sustainable Southfield*, we will focus on Urban Agricultural activities only, as applicable.

Summary and Background

Urban agricultural activities– the growing or producing of plants and animals within cities is increasing across Michigan. The Southfield Master Plan can have an important role in supporting these activities to ensure various forms of agriculture are appropriately integrated into the urban environment.

Currently, the City of Southfield permits “Farms and buildings” in Single Family Residential districts if they meet the following required conditions:

- Animals, including fowl, other than pets shall be housed in accessory buildings. No building or buildings shall be used or built for the housing of animals or fowl, other than pets, on the front half of any lot nor nearer than one hundred and seventy-five feet (175') to any adjoining dwelling nor nearer than fifty feet (50') to the dwelling of the owner thereof and, provided further, that no animals which are or shall be in any way noisy, obnoxious, unwholesome, destructive, dangerous, or offensive shall be kept, harbored or housed in any section of the City.
- The owner shall not permit any animal or fowl owned by him in his possession or control, to run at large in any street, alley or public place, or upon the premises of another without express permission of the owner or occupant thereof.
- It shall be the duty of the owner or person in possession or control of any animal or fowl, other than such animals or fowl as are commonly housed in a human dwelling as household pets, to provide, construct and maintain fencing devices reasonably designed or adapted to effectively exclude such animal or fowl from the area within five feet (5') of the property line of the owner of the animal or fowl.
- Goats and swine are currently prohibited in the City.

Most often, urban growers raise fruit and vegetable crops in relatively small home or community gardens. However, activities may also include tree orchard cultivation, grain production, bee-keeping, raising hens for eggs, raising goats, aquaculture, aquaponics, ornamental plant cultivation, hydroponic production, rainwater catchment and compost production. Structures such as passive solar hoop houses or heated green houses are also used to produce food through the winter months. Other forms include vertical farming (the use of planters which attach to wall facades and allow plants to grow vertically) or rooftop gardens (the use of raised beds or containers on flat roofs).

Urban agriculture can occur at many different scales and settings, which include:

- **Home gardens** are relatively small areas located on a parcel along with a primary residence.
- **Community gardens** are the primary land use on a vacant residential lot or park, school, church or other public/institutional property (i.e. Mary Thompson Farm).
- **Market gardens and commercial urban farms** are business oriented and are the primary land use on multiple lots and possible several acres in urban areas.

Both home and community gardens typically produce food for personal consumption, as a hobby or for educational purposes. Individuals, block clubs or school groups responsible for these gardens may choose to sell excess garden products either on-site or through nearby farmers markets. In contrast, market gardens and commercial urban farms produce food for consumption by those not engaged in agricultural activities on the property and sell garden products on site, at local farmers markets, and/or through local retailers.

Urban agriculture offers many benefits to residents, neighborhoods and communities.

- **Access to fresh food**, in areas not in close proximity to large grocery stores may inspire neighborhood residents, especially children to eat fresh produce.
- **Reclamation of underutilized land, possibly as a temporary use** on vacant, tax-reverted lots, and public property at recreation centers, senior centers, churches, schools, parks, public easements and right-of-ways.
- **As a community classroom**, gardens can be a tool for teaching about science, math and the environment as well as job training venues and accessible entrepreneurship opportunities.
- **As green spaces**, urban agriculture helps reduce the heat island effect, mitigates storm water runoff and provides habitat for birds, bees, and butterflies. (Note: Plum Hollow Country Club has installed a bee hive for cultivating honey for its food services)
- **As social spaces**, urban agriculture offers recreational and therapeutic opportunities, enables immigrant communities to connect to their heritage, promotes inter-generational interactions, and can even reduce neighborhood crime by encouraging street-level activity.



Michigan communities have an array of different urban agriculture programs, including selling garden kits for small raised beds ([Growing Hope](#)), facilitating a cooperative for gardeners to sell

at local markets ([“Grown in Detroit”](#)) or to restaurants ([Our Kitchen Table](#)) and managing lot adoption processes to enable residents, churches, neighborhood associations and other groups to cultivate as gardens.

The following programs, processes and policies are available to help Southfield officials assess, plan for and regulate urban agriculture:

- **Community input.** Engage residents, home-owner groups & associations, growers and organizational stakeholders directly to help identify which of the many forms and scales of urban agriculture are best suited to which neighborhoods or zones.
- **Land inventories.** Survey community-owned land to identify and categorize potential sites for urban agriculture activities.
- **Ordinance reviews.** Review ordinances to assess whether home, community and commercial gardening activities, including keeping of animals, may present conflicts.
- **Zoning for urban agriculture.** Amend the Zoning Ordinance to expand urban agriculture where appropriate, consistent with *Sustainable Southfield* and the Future Land Use Plan. Many options are available and an appropriate approach should be identified based on Section and neighborhood characteristics. For example, urban agricultural uses may be permitted either by-right or by special land use permit in appropriate zoning districts, or Southfield may create new urban garden zoning districts. Overlay districts can also be used to explicitly permit urban agriculture activities in specific areas of the City that are appropriate.
- **Allowance for urban agricultural structure.** Explore if and where structures associated with urban agriculture, including tool sheds, hoop houses and barns, and rainwater catchment or harvesting systems, may be allowed even without a primary residential or commercial building on site and designate them as permanent, temporary or accessory in ways that are supportive of farm and garden activities. While some considerations for height, setbacks, and siting may be needed to ensure these structures can be used appropriate on urban agricultural sites, these structures should receive the same level



of review and oversight as other structures under existing ordinances and codes and must be appropriate for their location within the urban setting.

- **Access to municipal services.** Ensure municipal services, such as sewer, water and trash pick-up are available to market gardens and commercial urban farms in the same way that such services would be made available to other commercial or industrial uses. Similar services may be necessary for community gardens as well and, if possible, provided at a reduced cost.
- **Direct support.** Provide direct municipal support for urban agriculture through community departments, or community-run programs.
- **Compost.** Support composting programs that offer compost to urban agriculture sites or permit household and commercial composting while also ensuring nuisances are not created as a consequence.
- **Long-term access to land.** Review leases, easements, trusts or other conveyances of community-owned land to promote the long-term and secure practice of urban agriculture where such a use is consistent with the community master plan and does not place an undue burden on cities to maintain under-utilized urban infrastructure (e.g., roads, water, and sewer constructed to serve more intense residential, commercial, or industrial uses).

The Michigan Association of Planning supports the following Urban Agriculture Policy Statements:

Urban Agriculture Policy Statements

1. MAP supports planning strategies for urban agriculture through an inclusive planning process.
2. MAP supports conducting fiscal impact analysis of urban agriculture to evaluate its impact on the ability of communities to support existing infrastructure
3. MAP supports conducting land inventories to determine appropriate sites for urban agricultural uses according to soil quality and type, prior uses, lot size, slope, drainage and tree cover.
4. MAP supports developing appropriate regulations for urban agriculture that maximize the community benefits of local food production while minimizing the potential negative impacts in an urban setting.
5. MAP supports including designated garden space in affordable housing developments.
6. MAP supports establishing and expanding programs that support existing community gardens and encourage the creation of new community gardens.
7. MAP supports programs tailored to encourage community gardens that maintain traditional food cultures for immigrant and minority groups within cities.
8. MAP supports allowing sales or long-term leases of land identified as appropriate in local master plans for the purposes of urban agriculture
9. MAP supports establishing land use policies that promote secure community garden and/or market garden/urban farm tenure on land deemed appropriate by the local master plan and determined to be suitable based on fiscal impact analysis.

10. MAP supports accommodating urban agricultural activities in land use regulations for example, urban agriculture overlays and garden districts in keeping with community desires as determined through a public engagement process and where specific criteria are set forth to protect the public health, welfare and safety.
11. MAP supports regulations on the scale and size of urban agricultural activities as well as appropriate measures to control noise, odor and safety in keeping with community desires as determined through a public engagement process.
12. MAP supports local ordinances to allow residents to keep small numbers of chickens, goats and bees with appropriate measures to control odor and noise and maintain public health, safety and welfare in keeping with community desires as determined through a public engagement process.

(Urban Agriculture Source: Michigan Association of Planning)

Principles of a Healthy, Sustainable Food System

Adopted jointly by: Academy of Nutrition and Dietetics, American Nurses Association, American Planning Association, and American Public Health Association.

A healthy, sustainable food system is:

- Health-promoting
- Sustainable
- Resilient
- Diverse
- Fair
- Transparent
- Economically-balanced

Food Systems

Food is an essential human need. Easy access to healthy food is good for human health. Sustainable food systems are essential for healthy, sustainable communities.

Source: Regional Food Systems: Overview and Opportunities, by Laura Goddeeris, Kathryn Colasanti, & Liz Gensler, Planning and Zoning News, January 2013.

Michigan Good Food is a statewide comprehensive policy initiative that envisions “a thriving economy, equity and sustainability for all of Michigan and its people through a food system rooted in local communities and centered on good food...” Food should be healthy, natural, affordable, and accessible. Table 2-2 highlights the Michigan Good Food Charter Agenda Priorities for local governments:

Table 2-2: Michigan Good Food Charter Agenda Priorities

TYPE	AGENDA PRIORITY
Community-based	<i>Expand and increase innovative methods to bring healthy foods to underserved areas as well as strategies to encourage their consumption.</i>
	<i>Improve school food environments and reduce school sales of low-nutrient, high-sugar, high-fat and calorie-dense foods through snack and vending machines or competitive food sales.</i>
	<i>Maximize use of current public benefit programs for vulnerable populations, especially children and seniors, and link them with strategies for healthy food access.</i>
	<i>Provide outreach, training and technical assistance to launch new grocery stores and improve existing stores to better serve underserved people in urban and rural areas.</i>
Land-Based	<i>Establish food business districts to encourage food businesses to locate in the same area and to support their collaboration.</i>
	<i>Use policy and planning strategies to increase access to healthy food in underserved areas.</i>
Land-Based	<i>Review and seek appropriate revisions to state and local land use policies to preserve farmland and blend protection with farm viability.</i>
Market-Based	<i>Encourage institutions-including schools, hospitals, colleges and universities-to use their collective purchasing power to influence the food supply chain to provide healthier food and more foods grown, raised and processed in Michigan.</i>

Source: Regional Food Systems: Overview and Opportunities, by Laura Goddeeris, Kathryn Colasanti, & Liz Gensler, Planning and Zoning News, January 2013.

For more information, visit: www.michiganfood.org

To provide greater access to healthy foods, Southfield should encourage and permit the following land uses and activities:

- Community Gardens
- Farmer's Markets
- Mobile Vending of healthy food
- Residential gardens and small residential farms

Active Living

Active living is a way of life that integrates physical activity into daily routines. The goal is to accumulate at least 30 minutes of [heart healthy] activity each day. Individuals may achieve this by walking or biking for transportation, exercise or pleasure; playing in the

park; working in the yard; taking the stairs; and using recreation facilities. (A Primer on Active Living by Design, Robert Wood Johnson Foundation, 2004)

Active living communities make it easy for people to include physical activity in their daily lives. Walking to work, school, the store, or just for fun is safe and convenient. Bicyclists are respected, and roads are built for all forms of transportation, not just cars. Recreation opportunities are accessible—parks, playgrounds, and all kinds of sports facilities are located near people’s homes and are open to all residents. (Source: *Design Guidelines for Active Michigan Communities*, 2006)

Table 2-3 provides a summary of guiding principles that may encourage Southfield residents to adopt an active living lifestyle:

Table 2-3: Principles to Encourage Adoption of an Active Living Lifestyle

Guiding Principles	Comments
<i>Transportation Begins and Ends with Walking</i>	For virtually every trip—from home to the store, from the car to the office, from the office to a lunch date—at least part of the trip is on foot. For those who are able, walking is common to all forms of travel.
<i>Plan for Your Most Vulnerable Populations</i>	Regular physical activity should be a lifelong goal for everyone, but many cities and towns have hurdles that limit activity for some people. When planning for facilities and infrastructure, keep in mind the needs of children as well as elderly and disabled residents.
<i>Complete Your Streets</i>	Make sure that streets work for all users, not just for those in vehicles. A <i>complete street</i> fully accommodates pedestrians by providing safe and accessible sidewalks, well-marked crosswalks, street lighting for safety, and tree shade for comfort. The street should employ design elements or traffic calming techniques that slow cars. For bicyclists, a complete street provides marked bike lanes or wide curb lanes, marked bicycle routes, and signs advising motorists of the presence of bicyclists.
<i>Create a Transportation Network with Many Connections</i>	A robust transportation network links valued destinations through a variety of means and routes. More connections mean shorter distances between the places you want to go and thus less time to get to your destination. A network offering multiple modes of transportation also can make it easier to get places.
<i>Ensure Equitable Access to Opportunities for Activity</i>	Active living design provides people of all means with close and easy access to areas that enhance physical activity, such as parks and trails.
<i>Build with Safety and Security in Mind</i>	Physical activity has two precursors: safety and security. Good design and maintenance are essential to feeling safe and secure.
<i>Embrace Downtowns, Density, and Mixed Use</i>	Density is the critical ingredient of an exciting built environment. Density means there are enough people and attractive destinations close enough together to encourage enjoyable life on a street. Mixing land use encourages active living by bringing people's homes and work closer to the other places they want to go, then making it easier to walk or bike.
<i>Remember That Aesthetics Matter</i>	Physical activity is positively associated with pleasing environments. Quality buildings, streets, and landscaping—trees, shrubs, flowers, and other plantings—make a community a more appealing place to be active (Kaplan and Kaplan, 1989; Kaplan et al., 1998).

Mindmixer Highlight: *Improving bike and pedestrian connectivity was a top response on Community Priorities (Week 1, Question 1). It was the idea that most frequently and consistently appeared over a range of topics including Trails/Walkability, Urban Design, Parks & Open Space, Placemaking, and Infrastructure.*



The guiding principles above should be incorporated into public projects and site plan review of private developments. More specifically, Southfield should promote and adopt the following actions to shape the built environment to encourage more physical activity:

- *Make arterial roads more walkable by installing sidewalks on both sides of the road and crosswalks every 600 feet (or about the length of a downtown city block). Build median refuge islands in very wide roads, and plant street trees to slow motor vehicle traffic.*
- *Implement “road diets” to accommodate bicyclists. Road diets narrow the width of motor vehicle traffic lanes by restriping roads and adding designated bike lanes.*
- *Develop higher-density business centers or centralized shopping areas by encouraging in-fill development (such as building a mixed-use retail/residential center on a vacant lot, parking area, or failing shopping center) or increasing the density of existing structures (through additional stories).*
- *Use public art, banners, landscaping, and distinctive street lighting to brand these village centers as desirable destinations.*
- *Allow and encourage mixed uses, in particular the development of areas that mix residential, commercial, and non-industrial employment uses. This can be done with both new and redevelopment projects.*
- *Enhance connectivity by building walking paths between subdivisions and through neighborhoods with cul-de-sacs.*
- *Establish funding mechanisms to further develop common open spaces, such as parks, greenways and trails.*
- *Collaborate with neighboring local government units to plan shared-use trail systems and greenways.*



(Source: *Design Guidelines for Active Michigan Communities*, 2006)

AGING IN COMMUNITY POLICY

America is aging — rapidly. Older adults — 65 and over — represent 13 percent of the population today. By 2030, one in every five people living in the US will be over the age of 65. This aging of America is fueled by 72 million baby boomers aging through the life cycle in combination with a profound increase in longevity. Average life expectancy doubled from the mid-thirties in the 19th century to age 78 today. Currently there are more than 70,000 centenarians in the United States, roughly four times the number from just ten years ago. And according to the U.S. Census, that number will likely exceed 1 million by 2050. (Source: Policy Guide on Aging in Community (Adopted July 18, 2014, American Planning Association (APA))

The City of Southfield's population of older adults (65+) represents 18.6% of its population (2015 SEMCOG Forecast), which is higher than the national average, and is expected to grow. We want to provide our seniors with the ability to live as independently as possible. For some, this means growing older in a long-time home; for others, it means transitioning to a more appropriate and supportive setting but still in the City. During a lifetime, people develop connections to place and form important social relationships within their neighborhoods and communities. Sustaining these relationships plays an important role in aging well.

Southfield's aging population presents both a challenge and opportunity to transform and improve our community. It will bring profound challenges to health care and social services, housing and transportation, the workforce and retirement safety net and every aspect of life. It is also an extraordinary opportunity to create healthy environments that encourage active lifestyles so all residents may thrive.

Thus, the City of Southfield should incorporate APA's guiding policies wherever possible:

APA's GUIDING POLICIES for Aging in Community

- A. **Actively Involve Older Adults and Engage the Aging Perspective in the Planning Process.** Older adults are the experts on their own lives, so effective planning in all dimensions—physical design, social and community supports—must involve older adult participation on an ongoing basis. Older adults are producers, consumers, leaders, community and family members, and when their potential is maximized, people of all ages benefit. Planners also must take a lead role in bringing together leaders across sectors to assess and plan for the needs of older adults living in their jurisdictions.
- B. **Ensure a Range of Affordable Housing Options is Available for Older Adults.** The promise of aging in community can be challenging to deliver. Communities should make provisions for ensuring a continuum of housing options to support older adults ranging from those who are fully independent to those requiring progressively more assistance in daily life. Policies and programs should promote affordability, safety and accessibility, incorporate enabling design-based home and energy efficiency modifications, and foster upkeep and sustainability of the housing stock. The design of homes should be

adaptable and allow different generations or household types to live in a single home, as well as allow for technologies, devices and in-home management systems that optimize active aging. In addition, planners will need to work diligently to ensure access to fair housing, and address the disparate impacts of housing location and availability for elders of all races and incomes. There may also be an exit of older adults from homeownership as they seek to relocate, downsize, or withdraw from the housing market. [City officials] need to anticipate and prepare for this transition.

- C. **Ensure Access to Quality Transportation Options for Older Adults.** A range of transportation choices, including grassroots services such as shared autos, is critical for older adults to be able to maintain their independence. Transforming transportation systems to maximize connections with land-uses critical to older adults, particularly housing, health care, and human services will enhance the livability of our communities. Viable transportation options can directly benefit older adults, their caregivers, and health care workers, and emergency responders. Funding mechanisms should support new and improved transportation options. Funding and appropriate design of transportation components such as benches, bus shelters, good lighting, cross walks that are well marked, and crossing signals with adequate time to cross for persons of all abilities is essential. The cross- disciplinary education of planners, transportation engineers, and the people who use transportation systems in support of increasing these choices is imperative. When transportation systems are properly designed and implemented, they can help individuals maintain their independence and mobility by ensuring accessibility to destinations important to older adults. This includes the maintenance of sidewalks and lights for safe and walkable neighborhoods.
- D. **Use Land-Use and Zoning Tools to Create Welcoming Communities for Older Adults.** In many communities, planning for an aging population often has been limited to concerns over providing space for nursing homes and age-restricted housing. As planners, we recognize that the location of where we develop or re-develop housing is equally as important as what type of housing we build, as is proximity to essential goods and services. Policies, investments, and new tools such as form-based codes should help create a built environment that intentionally provides opportunities for older people to easily participate in community life and activities. This allows them to age in community and not in isolated age specific enclaves. Because mobility limitations may increase with age, it is important to facilitate quality of life for older adults by creating mixed-use, well connected neighborhoods with access to health centers, pharmacies, grocery stores, parks and cultural activities. This includes the maintenance of sidewalks and lights for safe environments, walkable neighborhoods, and natural areas to recreate. Redevelopment should occur in areas with an existing network of community supports and services.
- E. **Support the Economic Well-Being of Older Adults and their Caregivers.** Local economic development policies and planning should address the needs of community members of all ages and income levels. When economic development policies and local businesses

recognize the needs and assets of older adults as consumers, workers, mentors, and entrepreneurs, resilient economies are built. Additionally, formal and informal caregivers represent a large and largely invisible and undercounted component of local economies. Caregivers should be recognized and considered in planning, land-use, and economic policy development. Home care workers, in particular, need access to efficient transportation and affordable housing options.

- F. **Strengthen the Community Assets of and Supports for Older Adults.** Planners need to design policy and planning responses that address the needs of older adults—particularly, those at-risk of homelessness—and also take advantage of the contributions of older adults in all community contexts. Inadequate physical design must be recognized as a barrier and addressed to ensure segments of our society are not excluded. Community services and the assets that older adults and their social networks represent are key complements to physical design. Older adults have the skills, connections, and time to put toward helping their communities and are looking to keep active and remain engaged in civic life. Communities that incorporate opportunities and services for older adults in all aspects of zoning and economic, land-use, and transportation planning will allow older adults and their families to engage more fully in community and economic activities, reducing the individual and societal costs of institutionalizing older adults who could be better cared for in community settings. Moreover, community inclusion of older adults will reduce both individual and societal costs associated with institutionalization. Greener buildings may also improve the health of their occupants. (For additional APA policy references see: <http://planning.org/policy/guides/>).

Now is the time to start to ensure that our older adults can live as independently as possible in Southfield and that they have options for housing and “continuum of care” close to their long time homes, family and friends.

Hazard Mitigation

The following narrative is taken from the American Planning Association’s Hazard Mitigation Policy to help guide the City of Southfield to improve the City’s preparedness, resilience and sustainability in the face of both natural and human-caused hazards:

Hazard Mitigation vs. Adaptation vs. Response/Recovery

Community resilience is a three-legged stool comprised of Mitigation, Adaptation and Response/Recovery. Hazard Mitigation comprises a series of actions that lessen the severity or intensity of the hazard when it strikes. Adaptation entails modifying the environment or structure to make it more suited to changed or changing conditions and situations. Response/Recovery is the response after an event to return to or restore to the previous condition and in many cases to produce a better state. All of these are

necessary components of resilience and a plan that focuses on one to the exclusion of the others will not support true resiliency.

Most hazards planning have, heretofore, focused on mitigation and emergency response. By ignoring adaptation strategies and failing to plan for response and recovery, such a strategy leaves communities vulnerable to even greater risk and costs, and thus less resilient. The Gulf Coast has learned this lesson repeatedly in recent decades; rebuilding coastal communities following hurricane events only to be forced to rebuild them again following subsequent storms. Hurricanes Katrina in 2005 and Sandy in 2012 crystallize this lesson. In most cases, evacuation, emergency response, mitigation and recovery plans were either not in place or were inadequate. The affected communities may have thought they were prepared; however, that preparation could not overcome the force of these storms. Decades of land-use and infrastructure construction decisions that often focused on being able to bounce back successfully from a disaster could not cope with the wind and water these storms brought with them. This failure to prepare has led the communities affected by these storms to begin thinking about adaptation in the face of threats, rather than just mitigating their impact. While it is good that the thought process has begun, for the most part the mindset continues to be to rebuild in place.

Certain events tend to have similar and predictable impacts from each occurrence. Coastal flooding for example usually recurs in much the same location and those areas are fairly predictable. Another example is widespread power outages that have occurred most frequently in the Northeast and across the upper Midwest for reasons easily understood by analyzing the power supply grid. Other hazard events are far less predictable though in some cases the ability to provide at least some warning is improving—tornados, earthquakes and tsunamis are examples—but geography and past experience allow us to recognize that certain locations and times of the year are more prone to hazards than other times or locations. And thus, it is no longer acceptable to simply deal with the situation when it occurs.

Appropriate “all hazards” planning and preparedness demands that we ask and answer two additional questions:

- *How do we adapt to reoccurring events?*
- *How do we recover better, stronger and more resilient from events so that the next and subsequent events are less disruptive and damaging?*

Continuing to do things the same way as the past is no longer acceptable. Appropriate change in land-uses, densities, development techniques, building codes, utility locations and installation methods, infrastructure investments, and similar considerations need to be brought to the forefront of the City’s discussions about how to prepare for and respond to changing conditions. Moreover, discussions of resilience too often focus on the physical aspects of a community – roads, bridges, homes, businesses, community buildings, hospitals, water and wastewater plants, and the like. However, social and economic resilience is perhaps more

important and, as such, social and economic vulnerability identification should be a part of mitigation planning.

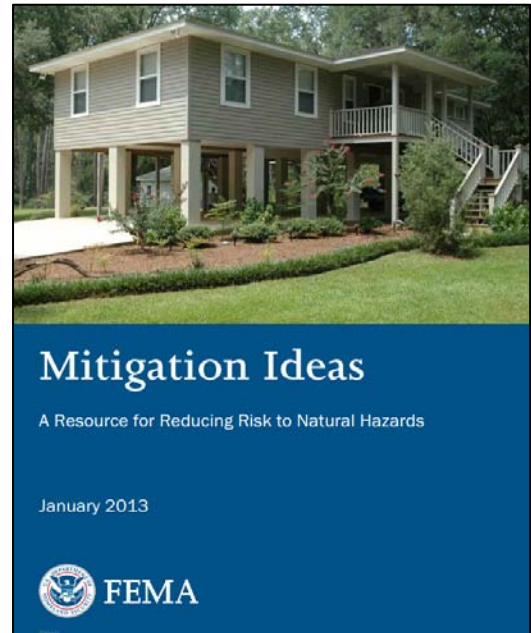
FEMA Mitigation

In January 2013, FEMA released *Mitigation Ideas: A Resource for Reducing Risk to Natural Hazards*. The purpose of this document is to provide a resource that communities can use to identify and evaluate a range of potential mitigation actions for reducing risk to natural hazards and disasters. The focus of the report is mitigation, which is action taken to reduce or eliminate long-term risk to hazards. Mitigation is different from preparedness, which is action taken to improve emergency response or operational preparedness.

Mitigation actions in the report are summarized into four types:

- 1) Local Planning and Regulations;
- 2) Structure and Infrastructure Projects;
- 3) Natural Systems Protection; and,
- 4) Education and Awareness Programs.

The report is intended to be a starting point for gathering ideas and as an initial source for identifying actions. Communities should seek innovative and different ideas for reducing risk that meet their unique needs. It is recommended that the City of Southfield review this resource and develop an Action Plan to address mitigation to reduce natural hazards and disasters. For more information see Appendix C.



Parks and Recreation

The mission of the Southfield Parks and Recreation Department is to provide excellence and equal opportunity in leisure, cultural and recreational services to all of the residents of Southfield. Their purpose is to provide safe, educationally enriching, convenient leisure opportunities, utilizing public open space and quality leisure facilities to enhance the quality of life for Southfield's total population that might not otherwise be available.



The City is responsible for the management of 775 acres of parkland and historic & cultural sites throughout the City. Of the total, 407 acres (53%) represent developed park or historic sites and 344 acres (44%) include open space and nature preserves. The remaining 3% contain undeveloped sites. The 126 acre Valley Woods Nature Preserve, the City's flood plain property along the Rouge River corridor, accounts for 37% of all nature preserve properties and 16% of all park properties.

The City further classifies its parklands into five categories. While particular uses and purposes are described for each category, it is important to bear in mind that any of the City's types of parklands can use an integrated design approach. All of Southfield's parks can incorporate landscaping and green infrastructure features suitable for the types of recreation, conservation or uses in each park, but also provide water quality, air quality, and resilience benefits. For example, playing fields can be designed and constructed to serve as stormwater detention facilities during rainstorms, relieving flooding in adjacent neighborhoods. Parking lots and playing surfaces may incorporate permeable surfacing, and soil amendments can be used to enhance the capacity of lawn areas and fields to retain storm water.

Community Parks and Recreation Facilities (25 acres or greater)

Community parks and recreation facilities are intended to provide all residents with special leisure opportunities. Community parks may contain a wide variety of recreational facilities to meet the diverse needs of all residents throughout the community. Such parks may contain parking lots, and areas for both active and passive recreation.



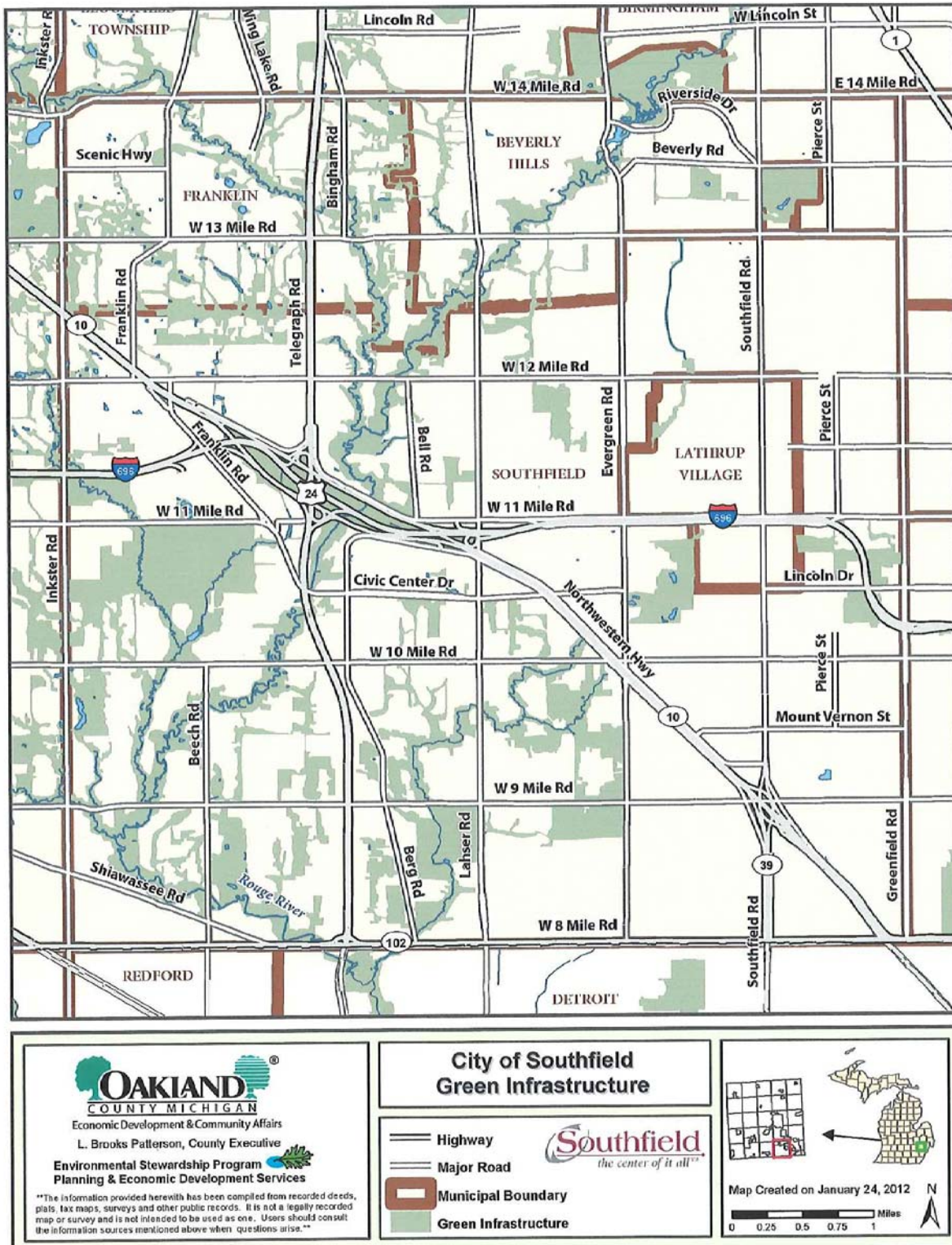
Neighborhood Parks and Community Centers (3-24 acres)

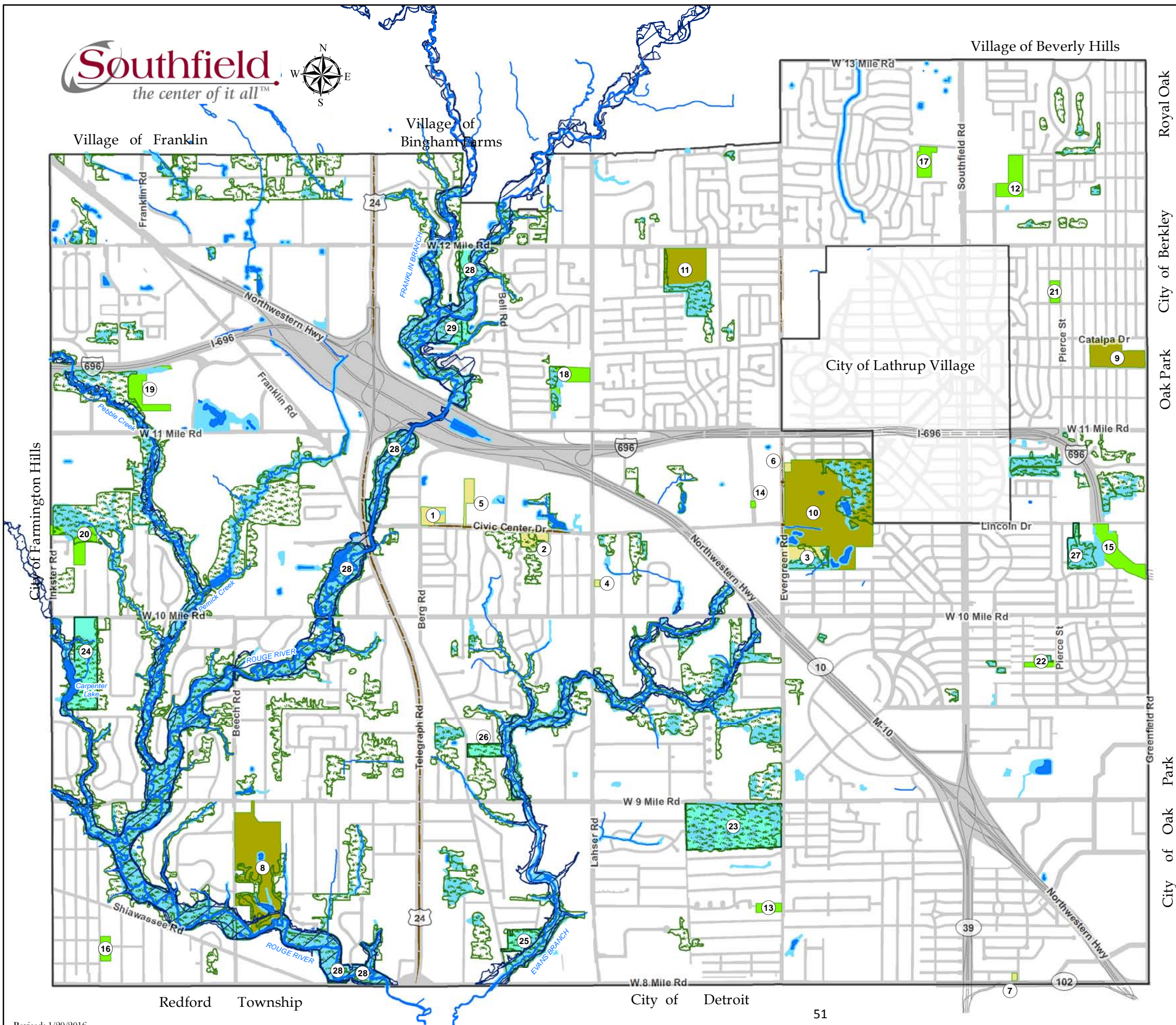
Neighborhood parks are typically multi-purpose facilities that serve as the focus of recreation activity for the more immediate neighborhood around the park; typically a one-mile square township section, bounded on four sides by major roadways. Facilities may or may not include a small parking lot, playlot, seating, picnic facilities and some athletic facilities such as ballfields or basketball courts.

Small Parks (less than 3 acres)

Small parks are three acres or less in size and may represent only a single lot. Their purpose is dependent on their location, size and the needs of the immediate area. They may be developed as urban parks, neighborhood play areas, community gardens or as passive green space.

Map 2-1: City of Southfield Green Infrastructure



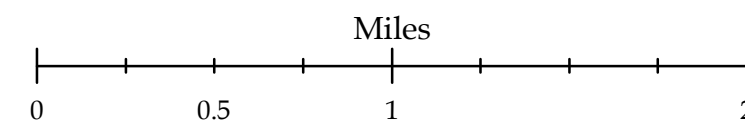


Sustainable Southfield

Map 2-2: Natural Features, Parks & Open Space

- Waterbodies
- FEMA Flood Hazard Areas
- Woodlands
- Large Medians
- Wetlands
- Historical & Cultural Sites
- Community Parks
- Neighborhood Parks & Recreation Centers
- Nature Preserves

Label	Name
1	Burgh Historical Park
2	Code House
3	Mary Thompson House & Farm
4	Pioneer Cemetery
5	Southfield Cemetery
6	Southfield Reformed Presbyterian Church
7	Baseline Plaza
8	Beech Woods Park
9	Catalpa Oaks, Oakland Co. Park
10	Civic Center Park, Sfld Municipal Campus
11	Inglenook Park
12	Bedford Woods Park
13	Brace Park
14	City Centre Plaza
15	Freeway Park
16	John Grace Park & Community Center
17	John R. Miller Park
18	Lahser Woods Park
19	Pebble Creek Park
20	Robbie Gage Memorial Park
21	Simms Park
22	Stratford Woods Commons
23	Bauervic Woods Park
24	Carpenter Lake Nature Preserve
25	Horsetail Woods Nature Preserve
26	Hunter's Lane Woods Nature Preserve
27	Lincoln Woods
28	Valley Woods Nature Preserve (VWNP)
29	Berberian Woods in VWNP



1 inch = 2,858 feet

Nature Preserves and Open Space

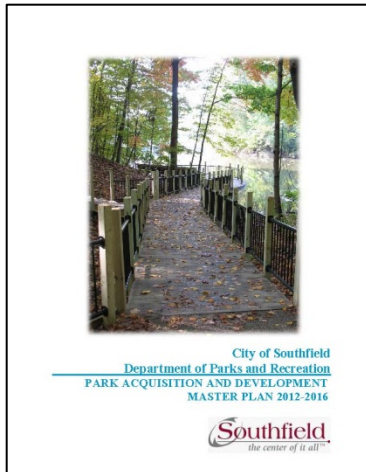


Nature preserves (e.g. Carpenter Lake) may be of a variety of sizes, and have a primary focus of preserving and protecting natural areas in the City while still providing access to nature by the public. Other recreational facilities may exist on a nature preserve properties if they do not conflict with the parks primary purpose including parking areas, trails, nature centers, wildlife observation areas, fishing piers, picnic areas, rest room facilities, and small play areas.

Some natural areas may be left undeveloped and held as open space only for green buffers, wildlife and floodplain recharge areas.

Historical and Cultural Sites

Southfield historic and cultural sites are primarily utilized for passive areas and specialized recreation such as the gazebo concert series and senior gardens.



For more information on the City of Southfield Department of Parks and Recreation, please see Park Acquisition and Development Master Plan 2012-2016 (Adopted March 28, 2011).



The Park Acquisition and Development Master Plan 2012-2016 is valid with the Michigan Dept. of Natural Resources through Dec. 31, 2016.

The Park Acquisition and Development Master Plan 2012-2016 is valid with the Michigan Dept. of Natural Resources through Dec. 31, 2016.

Arts Commission

There is greater public awareness of the importance of public space, and the role of public art in creating great places. The end result should be a space that's flexible enough to make room for many different communities, and encourage connections between them. (Placemaking: Share Focus on Place Builds Vibrant Destinations, Project for Public Spaces, published March 5, 2013, Sustainable Cities Collective)

In October 2014, the City Council re-established an Arts Commission.

It is the purpose of the Arts Commission to promote the public welfare and to serve the public interest, convenience, and enjoyment through the promotion of the arts in the City of

Southfield, by establishing physical works of art in public places throughout the City. It is further determined that the promotion of public art can help to build the economy of the City through the promotion of tourism and economic development, enhancement of the City's character and identity, promotion of the cultural heritage and artistic development of the City, expansion of the opportunities for residents to experience public art, and improvement of the lives of its residents through the humanization and individualization of public spaces and structures. In furtherance of these goals, the City Council has determined the need to form a public arts commission to advocate for, promote and participate in the establishment, selection and installation of public artwork in the City.

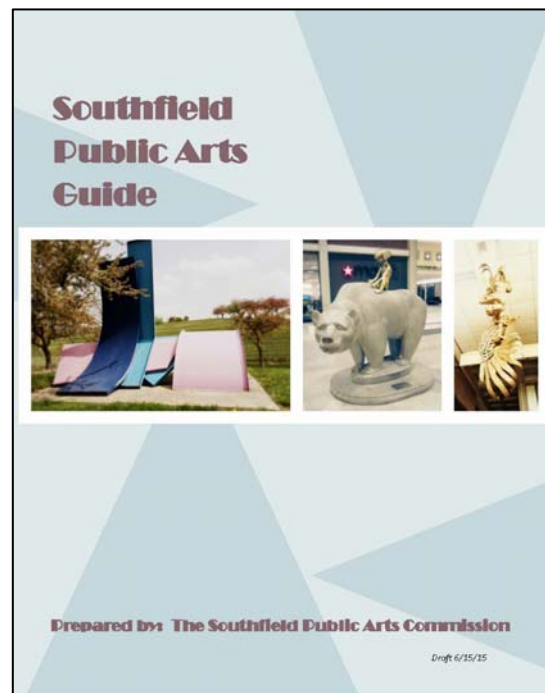
Specifically, the Commission shall:

- (1) Encourage and stimulate residents, developers, landowners, contractors and architects to provide and support displays of works of art for public enjoyment;
- (2) Develop and promulgate a comprehensive public art plan for the City. The plan will list long term objectives of the Commission in carrying out its purpose as established herein; establish criteria for the selection of artists and works of art; create a list of potential locations throughout the City for the placement of works of art and develop standards for the placement thereof; develop a list of priorities for the funding of various public art projects throughout the City; identify the existing inventory of public works of art; and create standards and guidelines for public accessibility and safety. Upon completion of the plan, the Commission shall present same to the City Council for review and approval;
- (3) Reinforce the City's place-making goals by commissioning works of art that are distinctive, yet particularly reflect and promote the City's identity or the identity of individual neighborhoods or business districts within the City;
- (4) Ensure that public works of art are compatible in scale, material, form and content with their intended surroundings;
- (5) Assure that within the overall public art program reasonable diversity is attained in style, scale, media, and materials represented;



- (6) Establish guidelines for site selection, maintenance programs for ensuring the structural integrity and aesthetic quality of the site and any work of art, including the removal of any work of art;
- (7) Raise funds for the acquisition and installation of public works of art through the application of grants, private sponsorships, donations, and other fund-raising strategies; explore the establishment of a subcommittee whose primary focus will be to undertake and promote a capital fund-raising campaign in support of the Commission's purposes hereunder. All funds raised will be held by and in the name of the City, but will be held in a trust account entitled "public art fund".
- (8) Identify opportunities for acquisition of public works of art to be situated within the City;
- (9) Develop a process for the solicitation, acceptance and placement of public works of art by the City;
- (10) Develop relationships with artists, galleries, museums, art professionals, architects, community members, other governmental entities, businesses and the City Planning Department to establish public works of art priorities in the City;
- (11) Create and implement a community education and outreach program regarding public art;
- (12) Collaborate with City staff through the City Planner and private project development within the City to promote and enhance the inclusion of public works of art within the development, where appropriate;
- (13) Promote community identity through public works of art within neighborhood and business districts;
- (14) Promote the economic vitality of the City through a broad range of public art projects;
- (15) Submit to the City Council on at least a quarterly basis a written report detailing the activities, accomplishments, and a description of how such activities have achieved the objectives of the Commission.

To these ends, the Public Arts Commission has prepared the Southfield Public Arts Guide (draft 9/30/15), which was presented to City Council in October 2015. The Guide includes an inventory of existing public and private art; recommendations for placement of new art (including art acquired from Northland Mall); guidelines for maintenance and restoration; and an artist donation form & art educator registration form.



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CHAPTER 3: POPULATION TRENDS

GOALS

- Prepare to meet the needs of the future population in specific age groups.
- Acknowledge the diversity of Southfield's population through sponsored acknowledgments or festivities.
- Support area educational organizations to exceed the County's average education attainment level.

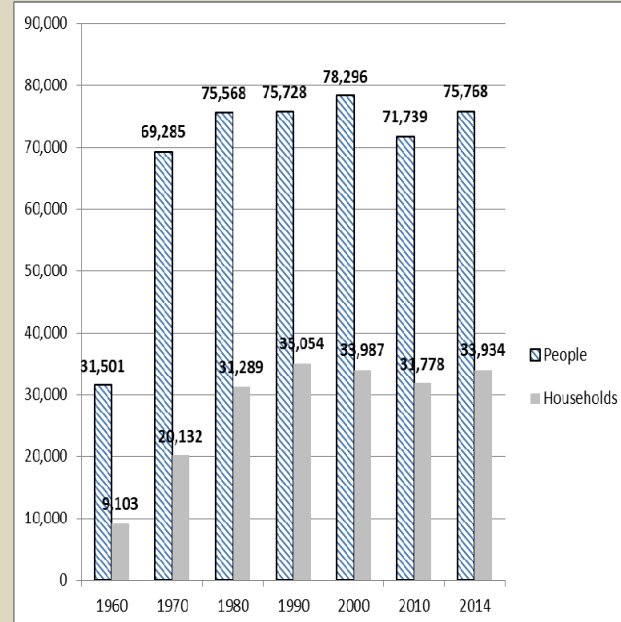
Current Conditions

Understanding demographic changes over time helps provide a better picture of what the future may hold for a community. Analyzing past and present demographic, social and economic data may help Southfield anticipate future land use patterns and community needs. This Comprehensive Plan uses a wide range of community data as a foundation to provide guidance for both land use and development decisions. This Plan uses the most current information available, including the 2010 US Census of Population and Housing, 2014 Population Estimates, and local and regional information (from SEMCOG) to more accurately reflect current conditions and trends in Southfield.

Population Trends

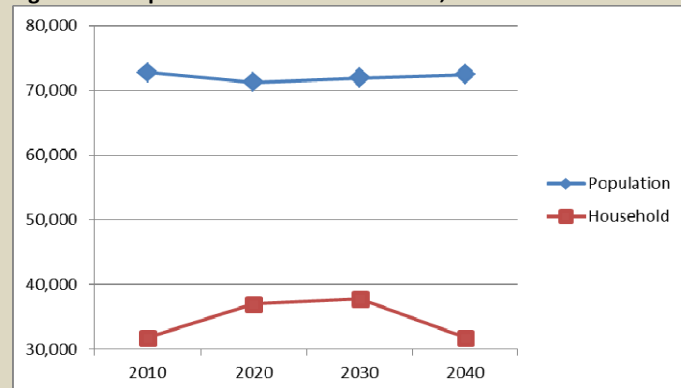
In 1950, Southfield Township had approximately 18,500 residents and comprised 36 square miles, containing land that is now the Cities of Southfield and Lathrup Village and the Villages of Bingham Farms, Franklin, Beverly Hills, and the remainder of Southfield Township. Between 1950 and 1960, the cities and villages in the township began incorporating during a period of rapid growth. In 1958, at the time of Southfield's incorporation, the City had approximately 29,000 residents.

Figure 3-1: Population & Households, 1960-2014



Source: U.S. Census Bureau, SEMCOG Regional Forecast

Figure 3-2: Population & Household Trends, 2010-2040

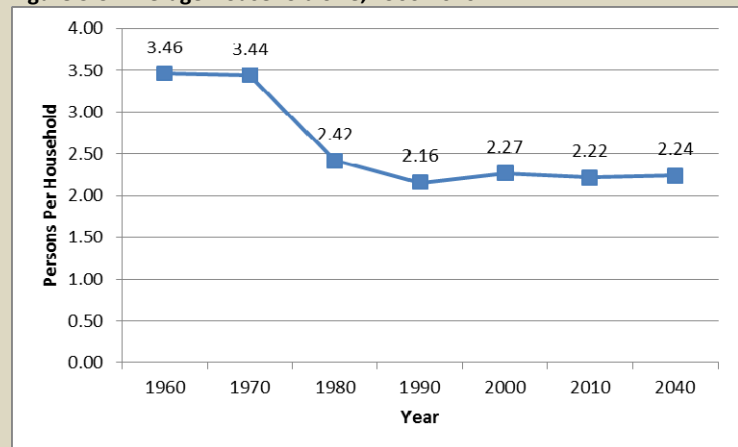


Source: SEMCOG Regional Forecast

As a first ring suburb of Detroit, the City of Southfield experienced major growth during the auto-dominated 1960's. As a matter of fact, Southfield was the fastest growing community in Michigan during this period. By 1970 the City had grown to nearly 70,000. Southfield's population reached more than 75,000 by 1980, but growth was already slowing considerably. The population growth of Southfield can be seen in Figure 3-1, which depicts the growth spurt between the time of the City's incorporation and 2000 with the first decrease in overall population in over 50 years being reported in 2010 and a significant increase between 2010-2014.

As of December 2014, the City of Southfield had an estimated 75,768 residents, according to the Southeastern Michigan Council of Governments (SEMCOG). This figure is up 5.6% from the population reported by the US Census Bureau for the year 2010 (71,739); the recently released 2040 Forecast for Southeast Michigan by SEMCOG predicts that the population will decrease only slightly over the next 30 years. As depicted in Figure 3-2, SEMCOG forecasts that the population will decrease to approximately 72,418 by 2040, an overall decrease of 4.4% from the 2014 population estimate.

Figure 3-3: Average Household Size, 1960-2040

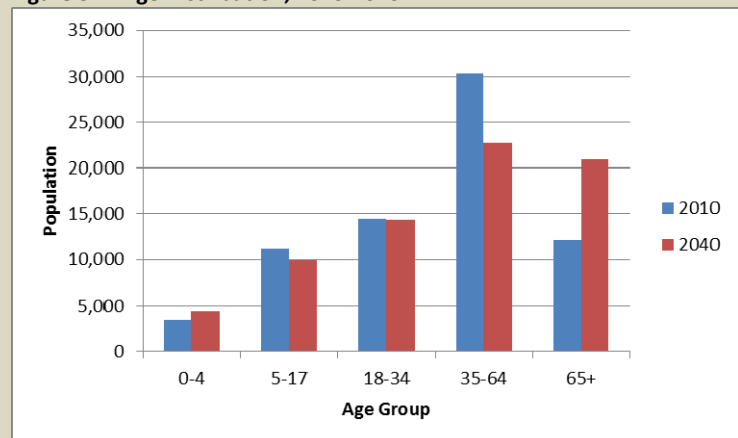


Source: SEMCOG Regional Forecast

Household Trends

The US Census Bureau defines a household as all persons inhabiting a housing unit. Households can include one or more families or one or more unrelated persons who share living quarters. The greatest change to average household size occurred between 1970 & 1980. Southfield's number of households is forecasted to remain mostly unchanged which is consistent with its population

Figure 3-4: Age Distribution, 2010-2040



Source: US Census Bureau (2010) & SEMCOG Regional Forecast (2040)

pattern. Between 2010 and 2040, the average household size is forecasted to increase from 2.22 to 2.24 persons per household, as seen in Figure 3-3.

Age

The age distribution of the City's residents has been slowly changing (see Figure 3-4). The aging of the baby-boomer generation greatly impacts the community's age distribution over time. This effect is seen by the increases in the 35-64 age bracket. The share of residents in the 35-64 age group is forecasted to decline significantly as the baby boomer generation advances into the 65+ group. The result of this expected shift is a population that will be more equally distributed across the age categories. Southfield already has a higher proportion of residents in the 65+ age group than Oakland County, metro Detroit, and the State of Michigan, as seen in Table 3-5. This number will only increase with time, and this must be noted as this age bracket generally requires costly public services. As this growth occurs, the City must adapt by providing services to meet their changing needs.

Table 3-5: Retirement Population, 2015 (ages 65+)

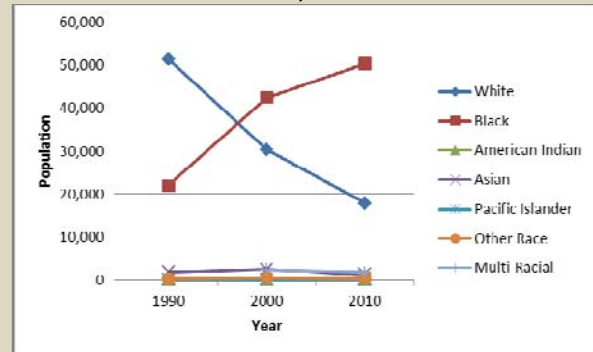
Community	%
Southfield	18.6%
Oakland County	15.3%
Metro Detroit	15.3%

Source: US Census Bureau (2010) & SEMCOG Regional Forecast (2040)

Race

In 2000, Southfield had a racial mix consisting of over ½ of the total population being black, just less than ½ being white, and the remainder being made up of other ethnicities. Between 2000 and 2010, the number of white residents declined by 12,555 or 41%, according to the US Census Bureau, as shown in Table 3-6. During the same period, the black population increased by about 8,000. This shift, which was a continuation of the trend from the 1990 Census, has resulted in the City's once minority black population now comprising more than 70% of all Southfield residents. This trend is consistent with other communities across the Detroit metro area, as the suburbs of Detroit gained nearly twice as many black residents between 1990 and 2010 than any other racial or ethnic group. Southfield continues to have one of the highest concentrations of black residents in the metro area.

Table 3-6: Racial Distribution, 1990-2010



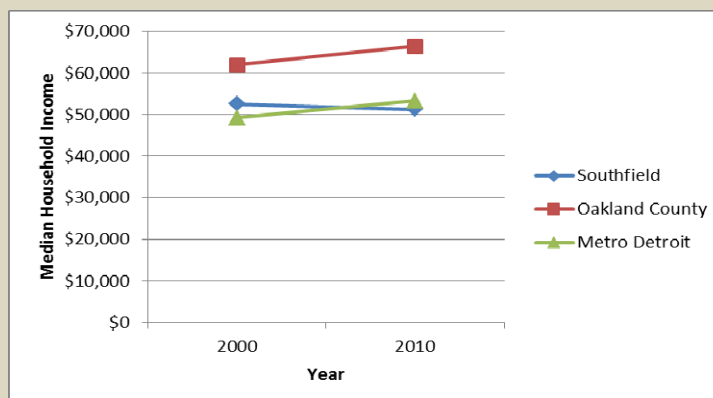
Source: US Census Bureau

Income

Southfield's residents are primarily middle-class. In constant dollars, the median household income fell approximately 25.4% over ten years to \$51,201, as seen in Figure 3-7 & Table 3-8. Southfield has a lower median household income than the Detroit metro area (4% lower) as a whole for the first time in recent years. Incomes in Southfield are approximately 23% lower than in Oakland County on the whole (\$66,390). One explanation for the drop could be explained by the City's higher proportion of older residents which tends to suppress median income because retirees generally have less income than working households.

Income varies across neighborhoods. Residents with higher incomes have more choice on where to live. Neighborhoods with high numbers of upper-income residents tend to be more stable. Conversely, those with high concentrations of lower-income residents tend to be less stable and can lead to declining home values and increasing safety concerns. Figure 3-9 shows the variation in median income across the various neighborhoods in Southfield. Most neighborhoods fall in the middle income categories, but several have high concentrations of lower-income or upper-income residents. These areas are generally dispersed throughout the City and no large concentrations of high or low income neighborhoods are found. The neighborhoods in the lowest income bracket contain the high concentrations of multiple-family units in Southfield which includes some of the most affordable housing in the City.

Figure 3-7: Median Household Income, 2000-2010



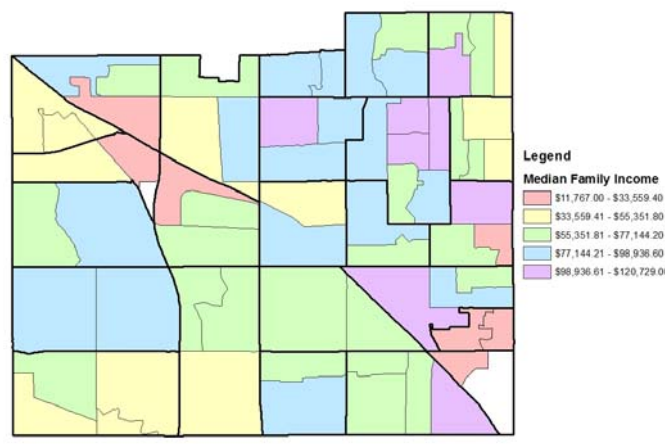
Source: US Census Bureau

Table 3-8: Median Household Income, 2000-2010

Community	2000	2010
Southfield	\$52,468	\$51,201
Oakland County	\$61,907	\$66,390
Metro Detroit	\$49,175	\$53,242

Source: US Census Bureau

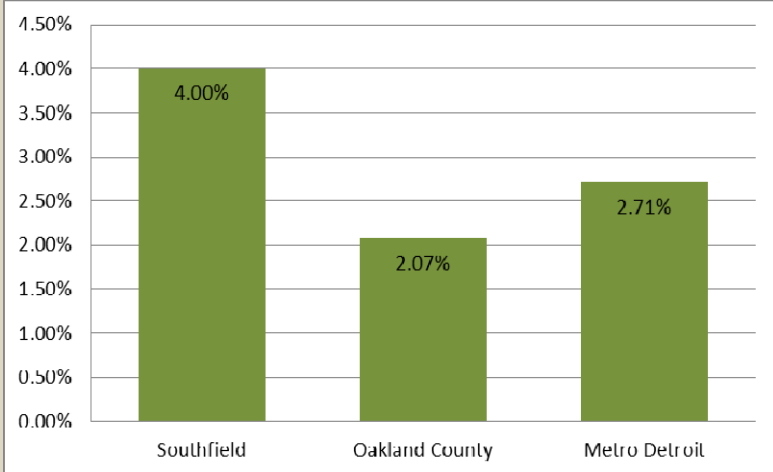
Figure 3-9: Median Family Income by Neighborhood, 2010



Source: US Census Bureau

Recent poverty figures indicate that more than a third of Metro Detroit communities have declined further into poverty. Four-year averages were calculated in 2005-2009 and again in 2010-2014. As reflected in Figure 3-10, four percent more of Southfield households slipped under the poverty line in the 2010-2014 time frame than in 2005-2009, which is higher than both Oakland County and metro Detroit figures. This could be attributed to people moving out of Detroit into the inner ring suburbs (Southfield figures are consistent with the average % change of all inner ring suburbs of 4.02%). In Southfield's case, the increase in retiree population (resulting in lower income level) could again be a significant contributing factor.

Figure 3-10: Percent Change of Households in Poverty, 2009-2014



Source: US Census Bureau, "Poverty Up in Third of Area Communities"

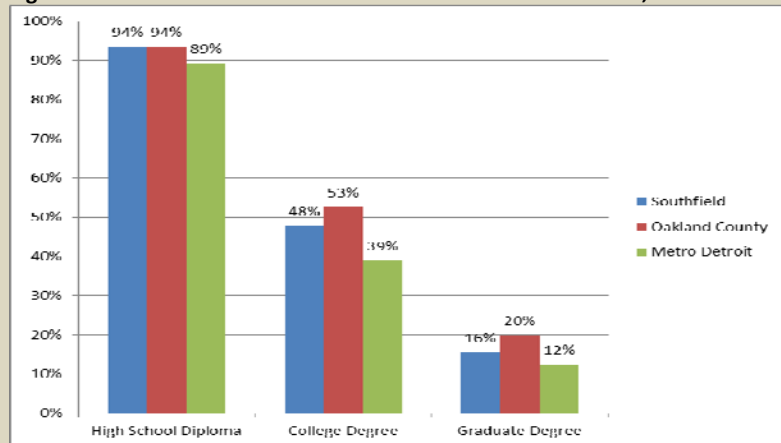
For more information, visit the Detroit News article found here:

<http://www.detroitnews.com/story/news/local/michigan/2015/12/03/poverty-third-detroit-area-communities/76701670/>

Education

A snapshot of the educational characteristics of a community is important because education levels are strongly related to economic success, particularly as Michigan and metropolitan Detroit transition from a manufacturing economy to one that is largely knowledge-based. Concentrations of educated residents attract and sustain jobs and tend to provide governments with a higher tax base. Based on 2014 data, the educational attainment of Southfield's adults is slightly higher than that of the metro area and the same as that of Oakland County, as seen in Figure 3-11. Ninety-four percent of Southfield adults 25 years old or older have at least a high school diploma, compared to 94% in the County and 89% in the metro area. Forty-eight percent of residents have a college degree, compared to 39% in the metro area and 53% in the County.

Figure 3-11: Educational Attainment of Adults 25 Years or Older, 2014

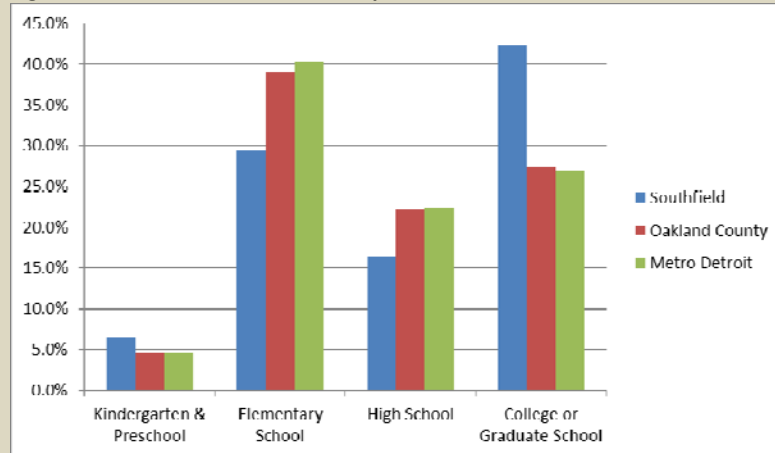


Source: US Census Bureau

educational attainment of Southfield's adults is slightly higher than that of the metro area and the same as that of Oakland County, as seen in Figure 3-11. Ninety-four percent of Southfield adults 25 years old or older have at least a high school diploma, compared to 94% in the County and 89% in the metro area. Forty-eight percent of residents have a college degree, compared to 39% in the metro area and 53% in the County.

School enrollment data give a slightly different picture of the educational characteristics of the community. Based on 2014 data, a significantly higher proportion (42.3%) of Southfield's population is enrolled in college or graduate school than in the County or metro area, as seen in Figure 3-12. The relatively high number of colleges and universities in Southfield accounts for the high post-high school enrollment. The high proportion of these students has likely created the environment which Southfield employers find attractive and which has made Southfield a major employment center in metro Detroit.

Figure 3-12: School Enrollment of Population Three Years and Older, 2014



Source: US Census Bureau

If Southfield can be proactive in enticing students with college degrees to remain in the City after graduation, it will see its share of high school- and college-educated residents rise, ultimately helping to preserve and strengthen its healthy economy.

CHAPTER 4: HOUSING & RESIDENTIAL CHARACTER

GOALS

- Continue to preserve, protect and enhance the integrity, economic viability and livability of Southfield's neighborhoods.
- Provide a diverse and stable housing stock providing for a range of housing opportunities for all income groups and a quality living environment for all persons.
- Create an identity for all Southfield neighborhoods.

Today a majority of households are people, young or old, living alone; couples or sets of unrelated individuals of various ethnicities, ages and tastes; growing numbers of elderly requiring less dwelling space but more living assistance, and single low-income parents struggling to support dependent children or perhaps a dependent adult. (Shaping the City: Seeking a new template for truly smart growth. By Roger K. Lewis, published April 22, 2011, The Washington Post)

Introduction

As a first ring suburb of Detroit, the City of Southfield has an overabundance of big single family homes on large lots and luxury apartments (Single family detached: 17,838 units; multi-family: 19,383 units) that do not fit changing demographic needs and desires. (2010 Am. Community Survey)

Southfield's proximity to Detroit is hurting property values and market potential: Detroit has a dysfunctional public educational system, above average crime rates and poverty rates, shrinking employment opportunities, leadership challenges, and crushing governmental debt.

According to the Southfield City Assessor, housing values in the City of Southfield have declined 54.69% from 2008. Moreover, total taxable values in Southfield have decreased 36.32% since 2008-2009 (SFD City Assessor actual and projected values) and Southfield had 189 property tax appeals as of Dec. 9, 2013.

Southfield had one foreclosure for every 32 houses in 2011. The City of Southfield was #1 in foreclosures (2008-2011) and was second only to the City of Pontiac for the preceding 7 years (Oakland County Equalization). These grim numbers prompted the City Administrator to exclaim: "No community in Oakland County has been hit harder by recent economic conditions than the City of Southfield".

The City will also be challenged with national demographic shifts. Aging Baby Boomers were at their peak family size and peak income between 1990-2010. 77 % of demand for new housing construction was driven by this trend (*The Great Senior Sell-Off Could Cause the Next Housing Crises*, by Emily Badger, published Mar. 5, 2013, The Atlantic Cities Place Matters).

The traditional family unit (e.g. married husband & wife with 2-3 kids) is now a minority in America. About 25% of new households prefer condos and urban townhomes (*Shaping the City: Seeking a new template for truly smart growth*. By Roger K. Lewis, published April 22, 2011, The Washington Post). Moreover, the majority of young adults and seniors prefer living in walkable neighborhoods and sustainably designed communities characterized by diverse land uses and a broad array of civic amenities (*Shaping the City: Seeking a new template for truly smart growth*. By Roger K. Lewis, published April 22, 2011, The Washington Post).

By 2020, there will be around 35 million over 65 households in the U.S. Many seniors who would like to become renters will be trying to sell about 200,000 more owner-occupied homes than there will be new households entering the market to buy them. By 2030 that number could rise to 500 million. It is predicted that many of those seniors will simply give up the house and walk away (*Shaping the City: Seeking a new template for truly smart growth*. By Roger K. Lewis, published April 22, 2011, The Washington Post).

Current Conditions

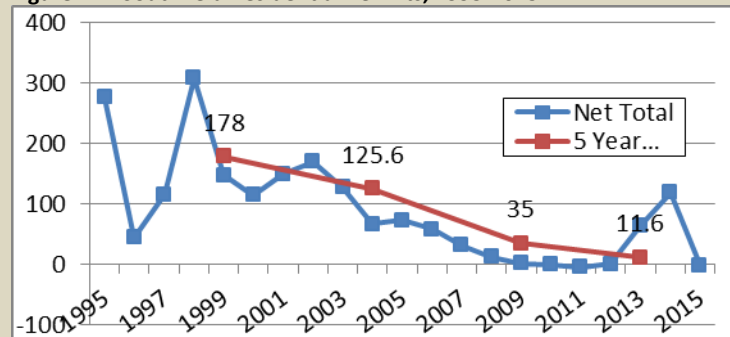
This chapter provides background information on housing in Southfield and some comparisons with historical data and the region. The evaluation serves as a basis for the future land use plan strategies regarding housing and public improvements to support the needs of residents.

Planning for housing is critical because nearly 60% of land in the City is devoted to residential uses. Also, people seeking a place to live or deciding whether to stay in a community base their decisions in part on the community's housing characteristics such as home values and affordability.

Housing Units

According to the Census Bureau, a housing unit may be a house, an apartment, a mobile home, a group of rooms or a single room that is intended for occupancy by families or individuals who live separately from other families or individuals in the building and have direct access from outside the building or through a common hall.

Figure 4-1: Southfield Residential Permits, 1995-2015

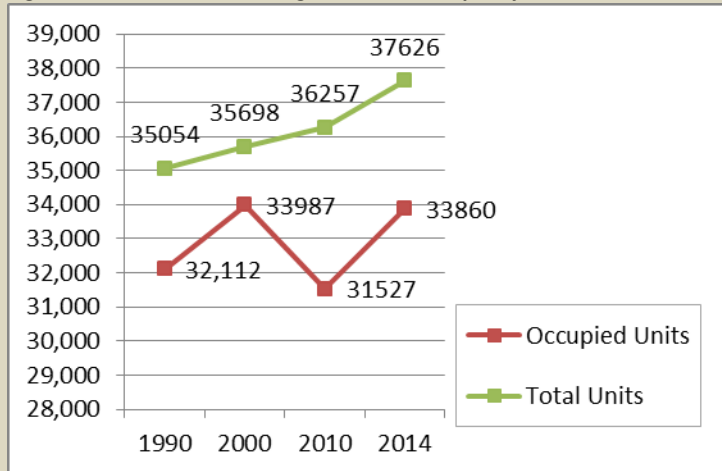


Source: SEMCOG Regional Forecast

The number of new construction housing units in Southfield has been drastically decreasing while population and household growth have decreased only slightly. (*Chapter 3 Population Trends* has a detailed discussion of population characteristics.) Figure 4-1 shows the annual number of net building permits from 1995 to 2015 decreased by about 276 units. Figure 4-2

shows the total number of housing units in Southfield between 1990-2014 according to the US Census Bureau. SEMCOG notes a decrease in residential permits issued while Census information and American Community Survey information indicates an overall increase in the number of housing units. This is indicative of increased multi-unit development (less single family).

Figure 4-2: Southfield Housing Units and Occupancy, 1990-2014



Source: US Census Bureau/American Community Survey

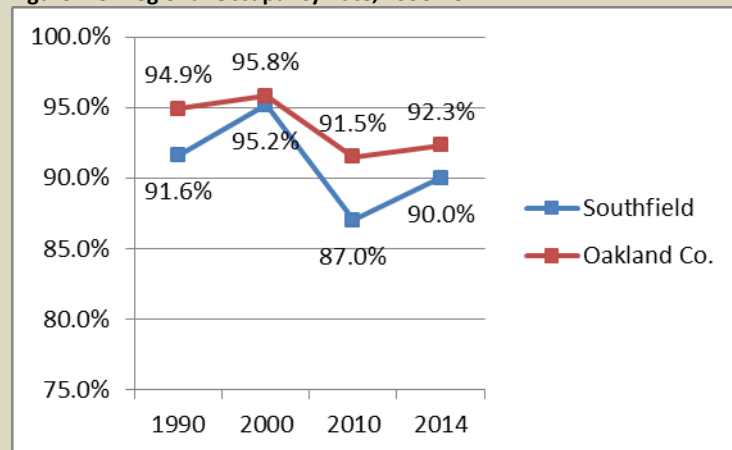
Occupancy

Today, the majority of young adults and seniors prefer living in walkable neighborhoods and sustainably designed communities characterized by diverse land uses and a broad array of civic amenities. (Shaping the City: Seeking a new template for truly smart growth. By Roger K. Lewis, published April 22, 2011, The Washington Post)

Housing occupancy is the percentage of total housing units that are occupied at any given time. The figure can be an indicator of housing stability, with a high percentage generally indicating a stable or growing residential housing market. With little change in population or households and a shrinking average household size, demand for housing can be expected to decline. However, Figure 4-3 depicts a slight uptick in occupied housing units since 1990. It is, however, reflected in the

occupancy rate, which declined from 95.2% in 2000 to 90% in 2014, as shown in Figure 4-3. Over the same period, Oakland County also experienced a similar decline in occupancy from 95.8% to 92.3%. Residential construction has been fairly responsive to recent population trends. The net number of residential building permits issued in Southfield peaked in 1998 and has generally been declining since, mirroring the City's population change. Due to the housing

Figure 4-3: Regional Occupancy Rate, 1990-2014



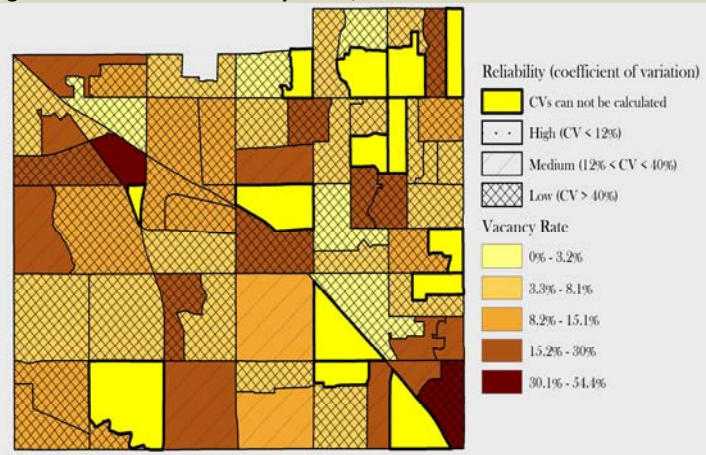
Source: US Census Bureau

crisis in the Metro Detroit area after 2008, and the observation of an upturn in recent commercial development, there was a sharp upturn in residential permits issued in 2013 & 2014 (64 & 121 respectively) which decreased to 4 (net total of -2) in 2015..

Certain neighborhoods have more vacant housing units than others. These neighborhoods may face challenges like a

housing stock in various states of repair and low interest in homes relative to home prices. Identifying the location of those neighborhoods helps in addressing their issues and reducing vacancies. The areas with highest vacancies can be seen in Figure 4-4. These areas are generally within the Regal Towers Apartment complex near Franklin & Eleven Mile Roads, in Section 34 bounded by Eight Mile, Lahser, Evergreen, and Nine Mile Roads, just east of Inkster Road between Ten & Eleven Mile Roads, the south half of Section 15, and around the Southfield DDA district.

Figure 4-4: Southfield Vacancy Rates, 2009-2013



Source: US Census Bureau

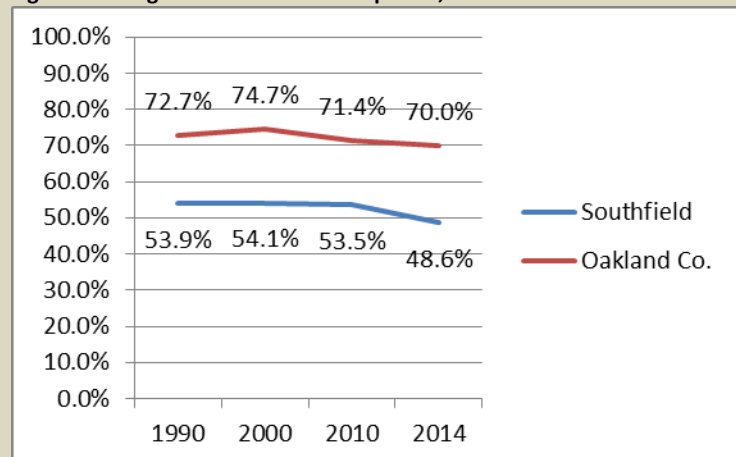
By 2020, there will be around 35 million over 65 households in the U.S. Many seniors who would like to become renters will be trying to sell about 200,000 more owner-occupied homes than there will be new households entering the market to buy them. By 2030 that number could rise to 500 million. It is predicted that many of those seniors will simply give up the house and walk away. (Shaping the City: Seeking a new template for truly smart growth. By Roger K. Lewis, published April 22, 2011, The Washington Post)

Home Ownership

Even with occasional drops in housing value, home ownership is the single largest factor in the generation of wealth for individuals and families. Like occupancy rates, the percentage of owner-occupied housing units can be an indicator of housing stability.

In 2014, approximately 49% of Southfield residents owned their

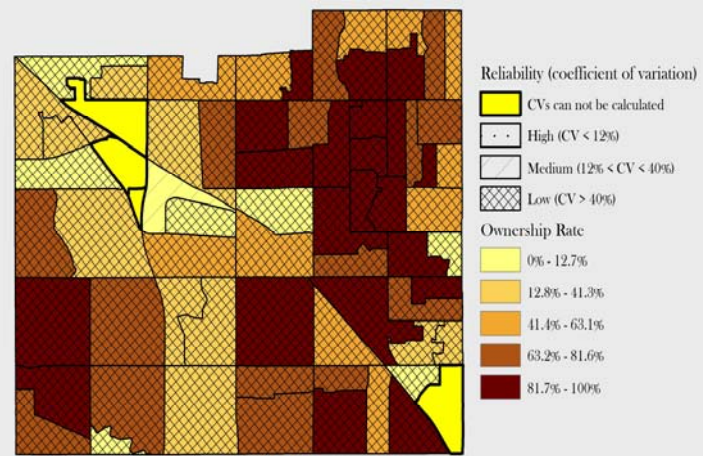
Figure 4-5: Regional Home Ownership Rate, 1990-2014



Source: US Census Bureau

residence while 51% rented. The home ownership rate is down slightly from approximately 54% in 1990 and 2000. As Figure 4-5 shows, home ownership rates are significantly lower in Southfield than in Oakland County. This can be expected given the large portion of multiple-family residential units, particularly apartments, in Southfield. Home ownership is declining most likely due to rising housing costs (noted below) and decreasing median household incomes (noted above in *Chapter 3 Population Trends*).

Figure 4-6: Homeownership Rates by Neighborhood, 2009-2013



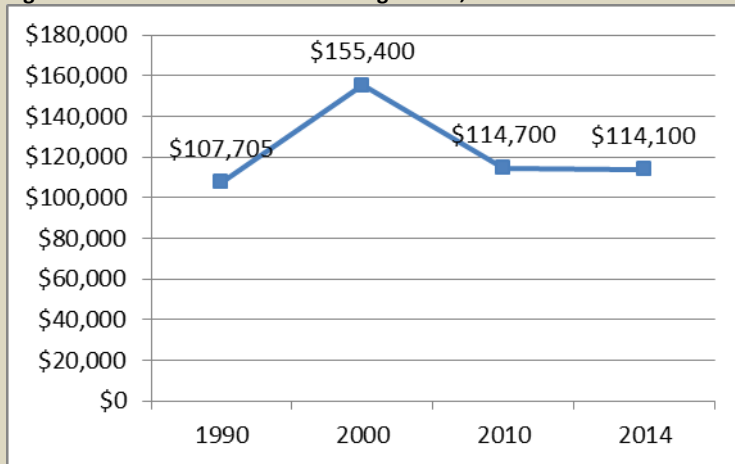
Source: US Census Bureau

Certain neighborhoods in Southfield are experiencing lower homeownership rates than others. These areas are generally less stable because the residents can more easily move out of the neighborhood. Many of these neighborhoods have high numbers of multiple-family units. These areas are highlighted in Figure 4-6 and include the areas around Northland, northeast of the Telegraph/I-696 interchange; along Shiawassee east of Beech; between Telegraph and Lahser; the City Centre; and along I-696 on the City's eastern edge.

Housing Costs

The cost of housing combined with income determines housing affordability, and housing has been getting more expensive in Southfield. According to the US Census Bureau, the median value of owner-occupied homes in Southfield was \$114,700 in 2010, just up slightly from \$107,705 in 1990. Data from SEMCOG indicate that average housing costs have stayed relatively level at \$114,100 in 2014. The overall rising cost of housing, depicted in Figure 4-7, makes it difficult for potential home buyers to enter the housing market. The recent decline in occupancy rates since 2000 noted above may hint that the rise in housing prices have been outpacing demand for

Figure 4-7: Southfield Median Housing Values, 1990-2014



Sources: US Census Bureau, SEMCOG

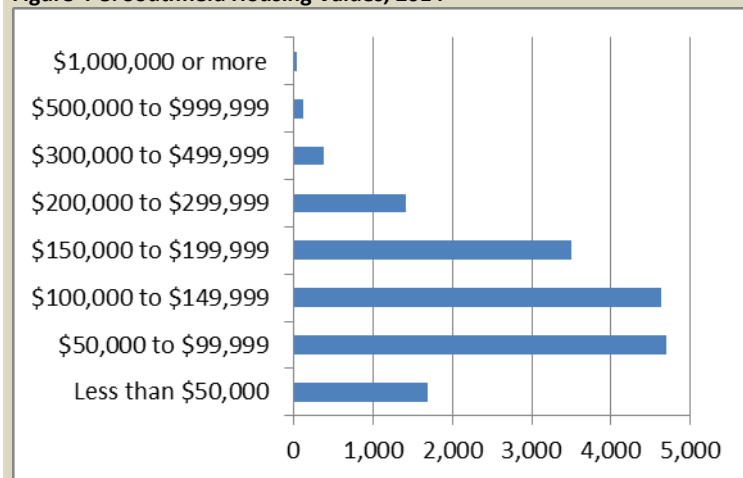
housing. As of 2014, this decline in occupancy did yet not appear to have slowed the rising cost of housing as might be expected.

The most recent housing statistics (September 2015) from the Michigan Association of Realtors® indicate that the rising housing values are not coming to an end in the foreseeable future. The number of housing sales in 2015 was 9% higher than in 2014 in Oakland County, and the average sale price increased by about 6%. Although northerly communities within Oakland County may be skewing these figures, it is possible that it is being mirrored on a smaller scale in Southfield. Statistics from the National Association of Realtors® indicate existing home prices in metro Detroit experienced the worst decline of US urban areas in the 3rd quarter of 2006. However, that did not affect the median housing values.

As housing costs have remained relatively the same from 2010-2014, homeownership has decreased. However, while stable or increased housing price can generate wealth for those who already own a home, they can increase property taxes and make it more expensive to buy a home. Figure 4-8 portrays the distribution of housing values in Southfield in 2014. Housing values ran the gamut, with the great majority of homes valued between \$50,000 to \$99,999. Since 2010, this is a notable change in distribution when values were much more evenly distributed.

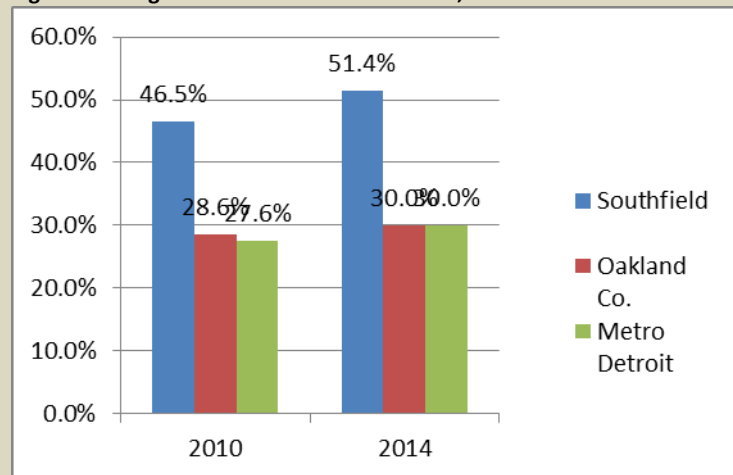
Southfield has a large supply of rental housing, particularly when compared with the region as a whole. Figure 4-9 shows that in 2014, rental housing comprised 51% of Southfield's occupied housing units, compared to just 30% in Oakland County and 30% in the metro area. Further, the share of rental housing in Southfield increased from 2010 while only minimally increasing in the County and metro area.

Figure 4-8: Southfield Housing Values, 2014



Source: US Census Bureau ACS

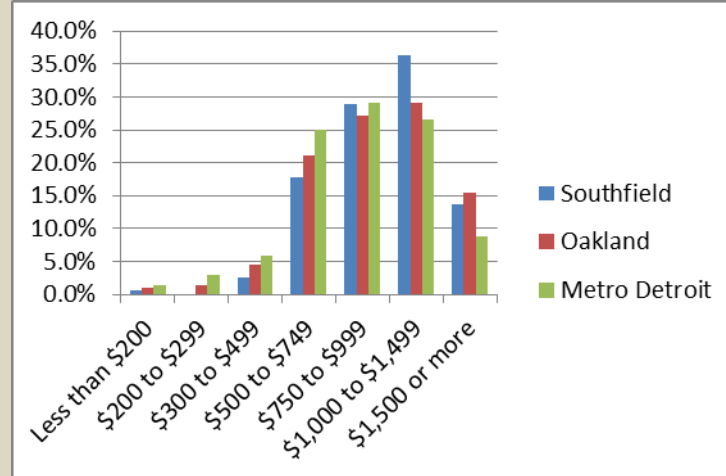
Figure 4-9: Regional Residential Rental Share, 2010-2014



Source: US Census Bureau

As the share of rental units increases, a higher percentage of households are impacted by rental rates. In 2014, median gross rents for Southfield residents were significantly higher than for residents in Oakland County and also higher for residents of metropolitan Detroit. The median gross rent Southfield residents paid in 2014 was \$1000, compared to only \$597 in the County and \$753 in the metro area. Figure 4-10 shows the distribution of gross rent paid by residents of Southfield compared to those of Oakland County and the metro area. A higher share of Southfield households pay higher rents than in the County and metro area, especially in the \$1,000 to \$1,499 category.

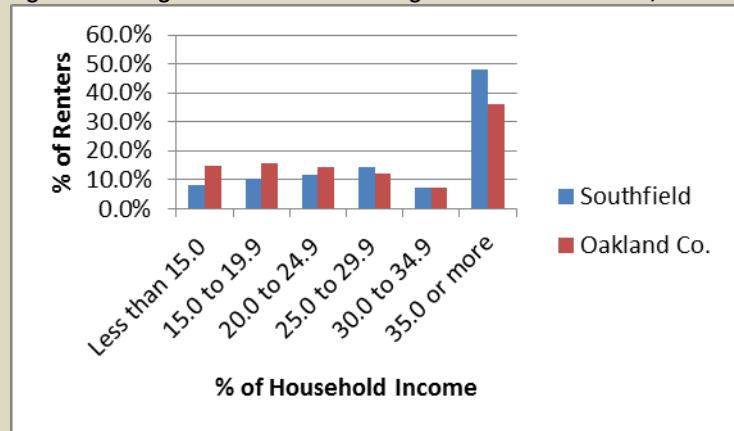
Figure 4-10: Regional Gross Rent, 2014



Source: US Census Bureau

As noted in *Chapter 3 Population Trends*, the median household income declined slightly between 2000 and 2010 and was lower than that of Oakland County for the entire period. When combined with increasing rents, Southfield renters should be spending a higher portion of their income on rent which is reflected accordingly. As Figure 4-11 shows, the portion of income spent on rent is generally comparable in Southfield and in the County. However, the largest discrepancy occurs in the 35% or more category, where a larger relative portion of Southfield renters are paying a larger share of their income as rent. This may be related to the poverty rate in Southfield, which is higher than in the rest of the County.

Figure 4-11: Regional Rent as a Percentage of Household Income, 2014



Source: US Census Bureau

Housing Types

About 25% of new households prefer condos and urban townhomes. (Shaping the City: Seeking a new template for truly smart growth. By Roger K. Lewis, published April 22, 2011, The Washington Post)

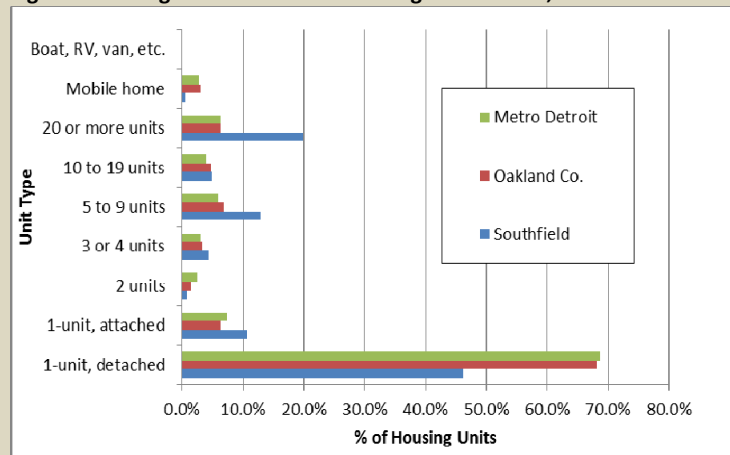
Southfield has an overabundance of big single family homes on large lots and luxury apartments that do not fit changing demographic needs and desires. Single family detached: 17,838 units; multi-family: 19,383 units; (2010 Am. Community Survey)

Single-family detached residences comprise the largest share of residential housing. In 2014, these types of housing structures comprised nearly 50% of all residences. Nearly half of the remaining housing units were in multiple-family structures with 20 or more units. Relative to the surrounding area, detached single-family residential homes comprised a low portion and multiple-family residences a high portion of Southfield's total housing units, as seen in Figure 4-12. According to the 2014 census, Southfield has an approximate 22% lower

share of single-family residential units and a much larger share of multiple-family residential units compared to Oakland County and metro Detroit. In particular, the share of large (i.e. containing 20 or more units) multi-family structures in Southfield is about 4 times that of the County or metro area.

Many of these structures are apartment and condominium towers. The presence of apartment buildings helps explain the high residential rental share noted above and reemphasizes the impact that higher rents have on Southfield's large rental population. The acres of land devoted to multiple-family residences can be a deceiving statistic. Residential densities can vary widely within the multiple-family designation.

Figure 4-12: Regional Residential Housing Distribution, 2014



Source: US Census Bureau

Age of Existing Housing

Southfield has a diverse mix of housing that has been developed over the course of its history and the City's residential architecture reflects the historical growth of the community. In the early 1950s, prior to the City's incorporation, the Township of Southfield was home to approximately 19,000 residents. By the end of the 1970s, the City had more than 75,000 residents.

This explosive growth is reflected in the age of Southfield's housing stock. As Figure 4-13 shows, the greatest share of existing housing units was constructed from 1960-1979. Afterward, as the population growth flattened, the share of new structures decreased. Only about 14% of Southfield homes were built after 1990. Because Southfield is largely built out,

the annual number of new structures can be expected to remain low as new development will primarily consist of redevelopment of existing land. Over time, as newer structures replace older ones and as residential densities increase, the share of newer housing units will begin to increase. As the housing stock continues to age, efforts to preserve and rehabilitate existing units will be critical in preserving property values and maintaining a high quality of life for Southfield's residents.

Residential Longevity

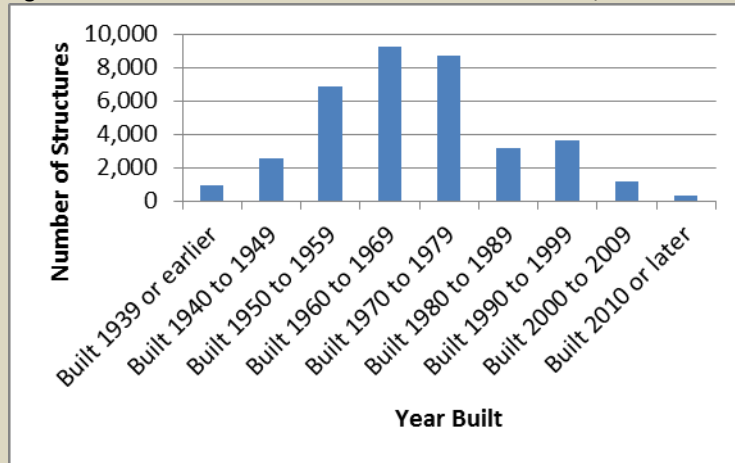
The length of time a householder lives in its home is a measure of a community's stability. In 2014, 75% of Southfield residents had moved into their home in 2000 or later. This statistic can be seen in Figure 4-14. While this figure may seem high, it is in line with US households on the whole. In Southfield, as noted in Chapter 3, the City's racial makeup changed significantly sometime

after 1990, indicating a large number of residents moved out of the City and an equally large number moved in. Additionally, renters can be expected to move more frequently than homeowners. These conditions help explain the high frequency of households that moved after 2000. As the housing market slows, as the most recent data suggests is already happening, relocation options may be limited and householders can be expected to remain in their homes for longer durations, as was the case in the 1990s, before the housing boom.

Recommendations

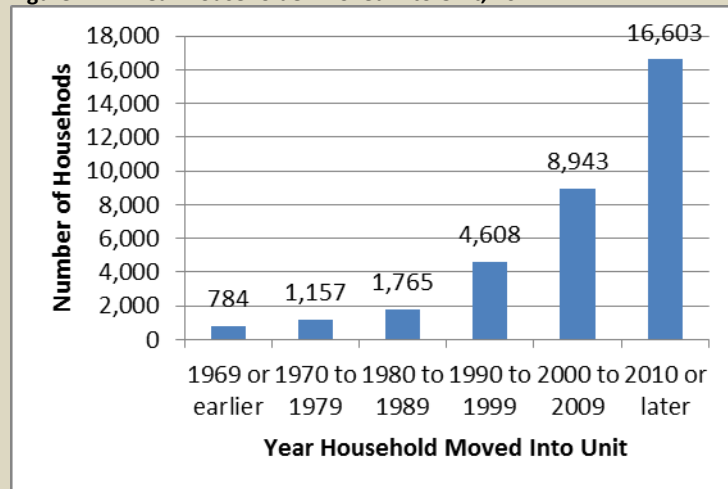
Southfield's neighborhoods are diverse in nature, ranging from more suburban neighborhoods characterized by unpaved roads and larger lot sizes to more urban development with curb and

Figure 4-13: Year Built for Southfield Residential Structures, 2014



Source: US Census Bureau

Figure 4-14: Year Householder Moved Into Unit, 2014



Source: US Census Bureau

gutter streets and narrow lots. This mixture of housing options allows families to grow into larger homes without having to move out of the community. As developments are planned, they should be designed so as to complement and enhance the existing character of the surrounding neighborhoods. The recommendations of this Chapter seek to retain neighborhood character while improving the quality of homes, public facilities and infrastructure.

Housing Preservation and Maintenance

The importance of day-to-day maintenance of housing units cannot be overemphasized. To ensure the preservation and maintenance of existing housing by property owners, Southfield should use a variety of basic strategies/programs to improve the appearance and value of existing neighborhoods, as described below.

- **Neighborhood and Information Center (NIC).** As part of the Community Relations Department the City's Neighborhood and Information Center (NIC) provides a link between City government and Southfield residents. For visitors, home seekers and homeowners, the NIC is a valuable source of information about the City. The Center provides relocation information, welcome packets, school information, as well as information about City services and programs. More than just an information source, the NIC serves as a liaison to City government for residents and neighborhood associations, refers complaints to City departments and monitors their resolution, strengthens existing neighborhood associations and reactivates dormant ones, arranges for neighborhood association block parties, meeting rooms and mailings, and arranges yearly training and workshops for neighborhood leaders. NIC should maintain consistent coordination with the Housing Department and administration of many of the programs and recommendations of this Plan.

- **Neighborhood Enterprise Zone (NEZ)**

The Neighborhood Enterprise Zone (NEZ) Program was established by Public Act 147 of 1992, as amended. The program provides a tax incentive for the development and rehabilitation of residential housing. A qualified local unit of government may designate one or more areas as a NEZ within that local unit of government. The program was established to spur the development and rehabilitation of residential housing in communities where it may not otherwise occur. The program also encourages owner occupied housing and new investment in communities.

Southfield may designate 1 or more neighborhood enterprise zones. A neighborhood enterprise zone shall contain not less than 10 platted parcels of land, unless in accordance with Act 147. Typically, the total acreage of the neighborhood enterprise zones containing only new facilities or rehabilitated facilities or any combination of new facilities or rehabilitated facilities designated under this Act (147) shall not exceed 15% of the total acreage contained within the boundaries of Southfield.

- **Housing Programs.** The City's Housing Department currently administers a variety of home repair, ownership encouragement and affordability programs as described below:

- **Section 8:** The U.S. Department of Housing and Urban Development (HUD) provides funding for its Housing Choice Voucher (HCV) Program, formerly known as Section 8. The HCV Program subsidizes rent for income-qualified individuals through the Southfield Housing Commission. As a tenant-based program, the Voucher holder is subsidized - not the rental unit. The Program is often referred to as "Finders Keepers" because the family must locate a unit that meets Housing Quality Standards (HQS) established by HUD.
- **Community Development Block Grant (CDBG):** The City of Southfield receives CDBG funds annually from the U.S. Department of Housing and Urban Development (HUD). Fund allocations are based on development of viable urban communities by providing proper housing and a suitable living environment and by expanding economic opportunities, principally for persons of low and moderate income. The CDBG program allows the City of Southfield to develop and implement activities and projects that are uniquely suited and beneficial to Southfield residents within the framework of federal guidelines.
- **The Southfield Home Improvement Program (SHIP):** SHIP is a low-interest loan program for income qualified homeowners. The focus of the program concentrates on maintenance of the existing structure as it relates to health and safety issues and minimum housing standards. The City of Southfield participates in the efforts to reduce lead-based paint hazards. It does not get involved with remodeling or updating for cosmetic purposes, additions or new construction projects. Typical types of improvements include roofs, windows, doors, siding, insulation, heating, electrical, and plumbing repairs. The program is funded by the Department of Housing and Urban Development (HUD) through the Community Development Block Grant (CDBG) Program.
- **CHORE:** The City of Southfield's CHORE program has been helping senior adults maintain their homes since its inception in 1983. Funded through the Community Development Block Grant (CDBG), CHORE provides an annual spending account for each income qualified senior adult household to be used for labor associated with lawn care, snow removal, window and gutter cleaning, minor plumbing, furnace and electrical repairs.
- **MSHDA:** The Michigan State Housing and Development Authority (MSHDA)

Housing Programs Continued:

- o offers low-interest loan programs that give lower income people an opportunity to buy their first home.
- o Other housing programs the City should consider include those for larger-scale housing rehabilitation, housing façade improvements, emergency repair grants and tax abatements.

As demand for these programs increases, the City may have an opportunity to conditionally approve financing for those that follow more extensive guidelines or for those willing to participate in desired community programs. These conditions could include implementing enhanced design improvements (i.e. development of an attractive second floor addition over a simple dormer addition), use of high quality building materials (i.e. use of cement fiberboard siding over vinyl), participation in desired special assessment districts or spearheading development of active community or homeowner's associations.

- **Community/Neighborhood Reinvestment Programs:** Continue to work in coordination with local lending institutions and realtors and explore the availability and application of neighborhood investment/reinvestment programs.
- **Neighborhood Associations:** The City encourages the creation of and coordination with neighborhood associations and organizations, including condominium associations. Such organizations can coordinate with the City and develop improvement and organizational strategies that apply to their neighborhood, such as a neighborhood watch program. Neighborhood organizations can also work with the City to set up Special Assessment Districts (SAD) for infrastructure and streetscape improvements, such as road and sidewalk maintenance, installation of rain barrels and rain gardens, and decorative street lighting. The City, through the Southfield Parks and Garden Club, currently issues "Community Pride Awards." Awards are granted to reward individuals, condominium associations, apartment complexes and neighborhoods in their efforts to maintain, improve or beautify their neighborhood or development. The City could also offer to meet annually with condominium associations to provide guidance on how to manage legal and maintenance issues.
- **Annual Neighborhood Beautification Programs (Clean-up Programs):** The City currently hosts annual clean up days, which allows residents to dispose of unwanted items. A spring clean up offers residents options to dispose of household items, and a fall hazardous waste clean up day provides opportunities for disposal of products that cannot be sent to the landfill. To build on these services, the City should consider curbside pick-up of large-scale trash, debris, and appliances. and possibly expanding their hazardous waste services to include collection sites for the regular disposal of household products such as paints, vehicular fluids, and the like.
- **Education Programs:** Community awareness programs should be conducted on topics such as neighborhood blight, annual refuse collection, and comprehensive code enforcement efforts in and around residential neighborhoods. The City's newsletter and

web site should continue to provide information on existing codes and ordinances, clean-up efforts, rehabilitation and other housing assistance programs.

- **Enforcement Practices:** In the event sufficient regulations exist, the City should review its enforcement policies and procedures to identify ways in which to improve regulatory enforcement of and compliance with existing laws. This review should include an analysis of the City's violation management procedures and penalty (fine) structure.
- **Infrastructure Maintenance:** A well-maintained infrastructure is very important to perceived neighborhood quality. Broken sidewalks, streets with potholes and broken curbing all portray images of neighborhood instability, declining property values, and negatively reflect on the community as a whole. It is therefore imperative that "surface infrastructure" be regularly inspected and improved as necessary. Sidewalk repairs should be included in the City budget and Capital Improvements Plan.
- **Traffic Calming:** The perception of "neighborhood livability" is strongly influenced by such factors as traffic volumes and speeds. A traffic calming program could be instituted in neighborhoods that have problems with cut-through traffic, as described in the Public Infrastructure chapter.
- **Neighborhood Safety:** Proper planning of neighborhoods can prevent future crime. Traffic calming, street layout and architectural requirements can all enhance safety in a neighborhood. More specifically, roads should be designed to prevent cut-through traffic and encourage lower speeds, and the layout of homes can provide a more pedestrian environment, encourage neighbor interaction and overall awareness of the street.

Redevelopment of Outdated Housing

There are a number of neighborhoods with small houses, typically less than 1,000 square feet and on smaller lots. These homes are outdated and do not offer many of the amenities desired by today's home buyers. In many areas of the City, homes can be expanded as described in the previous section. In those neighborhoods where the housing costs are lower, such as neighborhoods with small aluminum/vinyl siding homes and homes on slabs, gradual redevelopment of the neighborhoods should be encouraged. Any redevelopment should be initiated by property owners and driven by the market, with the City's role as facilitating or assisting the homeowners.

Neighborhood Stabilization Program

The Neighborhood Stabilization Program (NSP) was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment through the purchase and redevelopment of foreclosed and abandoned homes and residential properties.

NSP is a component of the Community Development Block Grant (CDBG) program. The CDBG regulatory structure is the platform used to implement NSP and the HOME program provides a safe harbor for NSP affordability requirements. NSP funds are to be used for activities that include, but are not limited to:

- Establishing financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties;
- Purchasing and rehabilitating homes and residential properties abandoned or foreclosed;
- Establishing land banks for foreclosed homes;
- Demolishing blighted structures; and
- Redeveloping demolished or vacant properties

NSP grantees can use their discretion to develop their own programs and funding priorities. However, at least 25 percent of their NSP funds shall be appropriated for the purchase and redevelopment of abandoned or foreclosed homes or residential properties that will be used to house individuals or families whose incomes do not exceed 50 percent of the area median income. In addition, all activities funded by NSP must benefit low and moderate income persons whose incomes do not exceed 120 percent of area median income. (Source: HUD)

Southfield Growth Corporation (SGC)

The City Council authorized the incorporation of the Southfield Growth Corporation in 2009. The SGC was authorized to be the administrative entity responsible for the day-to-day management of the City of Southfield Neighborhood Stabilization Program and in particular the delivery of the following activities in the City of Southfield's Neighborhood Stabilization Plan:

- Activity #1:** Acquisition, Rehabilitation, Construction of rental and/or lease to own units for households with income at or below 50% of the area median income;
- Activity #2:** Acquisition, Rehabilitation, Construction of rental and/or lease to own units for households with income at or less than 120% of the area median income;
- Activity #3:** Administration (10% of the grant award);
- Activity #4:** Clearance, Demolition, & Open Space Preservation-facilitate the demolition of properties which are foreclosed, vacant structures and/or adjacent to public park lands or located in a floodplain; and,
- Activity #5:** Direct Home Ownership Assistance-facilitate assistance for down payments and/or closing costs. This assistance may come in the form of a grant, deferred loan, or reduced interest rate.

Board of Directors: The number of directors which shall constitute the whole board shall be five: Deputy City Administrator (alt: City Administrator); City Attorney (Deputy City Attorney); Director of Planning (Building Official); Purchasing Agent (Records Coordinator) and Housing Program Specialist (Housing Services Assistant).

Multiple-Family Housing

Multiple-family housing is provided throughout the City, in a variety of forms. The most commonly found are apartment-style housing, characterized by larger parking lots and buildings with few entrances. Some complexes include a grouping of smaller multiple-family

homes, some with individual entrances. More modern approaches to multiple-family housing include townhomes and single-family attached and low-rise condominiums. These are becoming more desirable to those looking for high-quality housing with low maintenance requirements, particularly younger residents, retirees, or those whose families are reducing in size.

Senior Housing

Providing appropriate senior housing options is increasingly important as the general population ages. Fewer financial resources are available to older residents, and so they need affordable options that are safe, attractive and stimulating. Many seniors live in established neighborhoods, and some find their financial resources strained over time, leaving them to struggle to maintain their homes, or even worse, to heat them or pay their mortgage at all. While others live in multiple-unit complexes or in assisted living facilities. The City of Southfield should ensure local ordinances provide for the retention and development of a variety of housing options, including:

- Independent living options including ranch-style, single-family detached or attached units that are small in size and low in purchase price and maintenance costs. Often these developments offer community amenities, such as walking trails or fitness centers, which support the active lifestyle of early retirees.
- Apartment style units are also desired for the independence they offer, but are even more affordable. In this setting, residents are often closer to local shopping and services, which can be especially helpful to residents with mobility issues or those who no longer drive.
- Assisted living is similar to apartment style units, but they maintain on-site services for residents, including medical assistance, food service, housekeeping, recreation and sometimes even limited retail or bank services. In many ways, these developments provide a community within itself where residents are active, but prefer some assistance due to health reasons or when family members live far away.
- Institutional options are also important in the later stages of life. Most residents needing full-time care prefer not to move far distances, as this can cause mental stress and trauma. Allowing residents to stay in their home community is important when the decision is made to move to an institutional facility.

For a more in-depth study on senior housing, refer to the Valley Woods Senior Campus Community Revitalization Plan (adopted 5/19/14) and Chapter 8: Sub Area Plans.

Buffering between Residential and Non-Residential Uses

Limited commercial uses in neighborhoods can provide conveniently located services and enhance neighborhood quality of life. It can negatively impact neighborhoods when not properly screened or when allowed to encroach into the neighborhood area. Commercial and industrial activity tends to infiltrate residential neighborhoods in maturing communities. This

can be seen along some of Southfield's main road corridors. Some areas, including residential areas adjacent to commercial properties, may become ripe for conversion to non-residential use. In some cases, this is a reasonable change to provide greater lot size or depth needed for certain types of modern non-residential uses. When this type of land use change is determined to be appropriate, the City requires site design to limit conflicts with the adjacent neighbors such as:

- Screening with brick walls supplemented by landscaping.
- Lighting with downward directed cut-off fixtures to prevent light from spilling onto residential properties.
- Locating and screening waste receptacles and loading areas to minimize noise impacts and protect views from adjoining residential properties.
- Ensuring building design incorporates architecture that enhances the quality of the neighborhood, with mechanical equipment properly screened and setback to not create noise issues with nearby residential. In some cases, the non-residential use should be designed to have a residential appearance in terms of scale, height, materials and overall design.
- Providing accessible pedestrian connections.

Neighborhood Re-imagined

As part of an academic study of adapting our neighborhoods to meet the housing needs of the near and long term future, see Chapter 8: Sub Area Plans, Southfield City Centre, sub-section “**A Vision for Evershire & Lower Evergreen**”

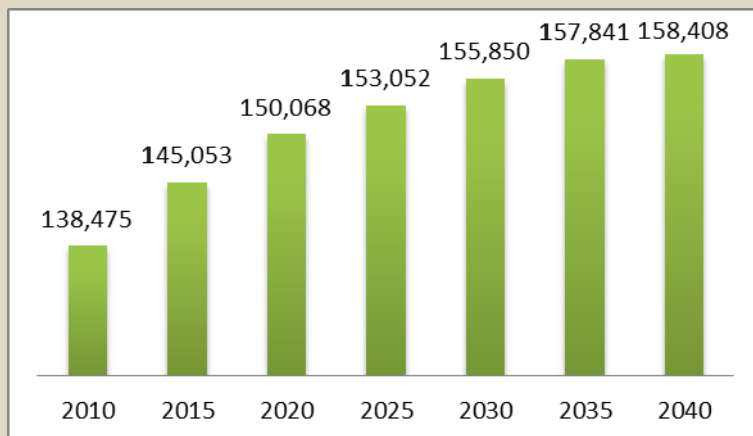
Repurpose and adaptively use closed and vacant school buildings and sites.

Work with Southfield Public School administration to come up with appropriate and context sensitive redevelopment plans, including housing options, for closed and vacant school buildings and sites.

CHAPTER 5: ECONOMIC DEVELOPMENT

The City of Southfield has faced unprecedented economic challenges over the past 15 years. Steady loss of tax base, declining personal income & jobs, and diminishing population contributed to increased vacancy rates within commercial and office buildings and stagnant development patterns. In the last few years, Southfield has seen an uptick in development and reinvestment/redevelopment in older properties, which seems to be signifying a positive economic shift.

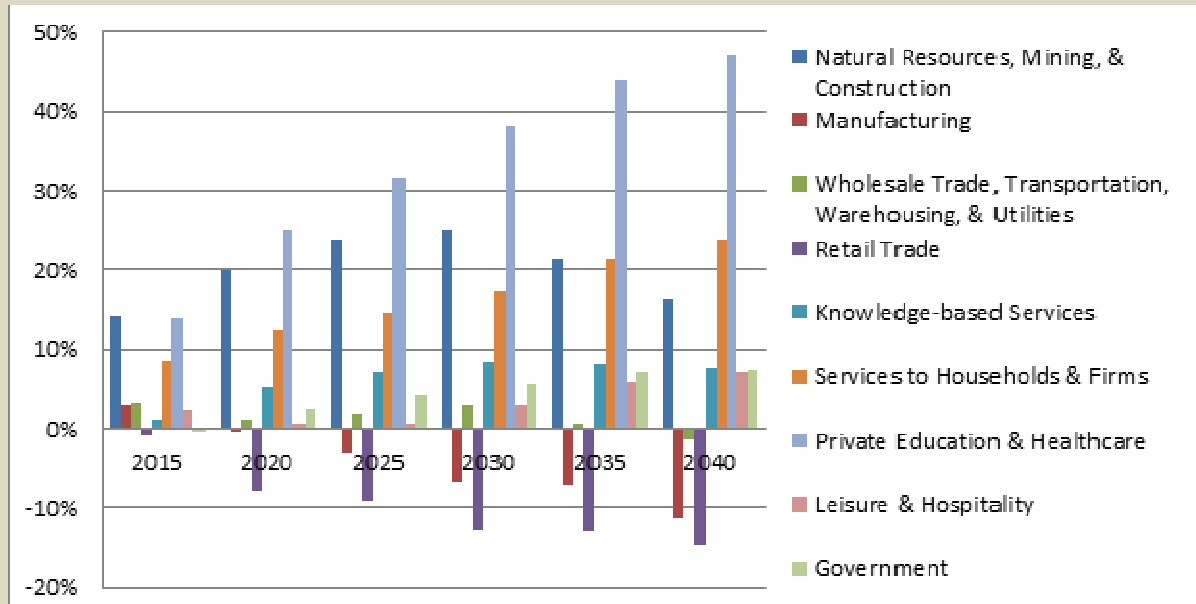
Figure 5-1: Forecasted Jobs in Southfield 2010-2040



Source: SEMCOG 2040 Forecast, 2012

Moreover, the total number of jobs in Southfield is expected to increase by 15% between 2010-2040 (see Figure 5-1). The job sector with the largest projected increase from 2015-2040 is Private Education & Healthcare which represents a 47% increase from 2010.

Figure 5-2: Percent Change in Number of Jobs by Sector, 2015-2040



Source: SEMCOG 2040 Forecast, 2012

Other sectors with a significant forecasted upsurge include Services to Households & Firms (24% increase) and Knowledge-based Services (17% increase) as indicated in Figure 5-2. The predicted uptick in these three fields parallel the national trend from manufacturing to service- and technology-driven fields dominated by high-growth industries occurring nationally over the past 30 years, a change generally branded as the **New Economy**.

New Economy

In the old economy, industry located where major resources were located or near major transportation networks, including rivers or railroads. Workers migrated from rural areas to cities and industrial centers for jobs. Today, young professionals choose where they want to live first, and then find a job.

- In the new economy or the “knowledge economy”, knowledge workers or the creative class contribute disproportionately to wealth creation. (*Bicycles and Economic Development*, by James A. Bacon, posted March 1, 2013, Bacon’s Rebellion, Reinventing Virginia for the 21st Century)
- A region’s ability to compete depends as much upon its ability to attract these young, educated and often-entrepreneurial workers as it does upon recruiting corporate investment. Indeed, corporations [e.g. Google’s \$1.9B purchase in NYC] increasingly tend to locate in regions where they can access workers with valuable skill sets. (*Bicycles and Economic Development*, by James A. Bacon, posted March 1, 2013, Bacon’s Rebellion, Reinventing Virginia for the 21st Century)
- Far fewer young professionals own cars, preferring to rely for mobility upon walking, biking and mass transit. Many won’t consider living anywhere but a walkable, bikable community. (*Bicycles and Economic Development*, by James A. Bacon, posted March 1, 2013, Bacon’s Rebellion, Reinventing Virginia for the 21st Century)
- Attracting these young professionals requires “creating an image of a city and community that young people are attracted to.” (*Bicycles and Economic Development*, by James A. Bacon, posted March 1, 2013, Bacon’s Rebellion, Reinventing Virginia for the 21st Century)
- Many cities see sustainability as key to New Economy success. (*Resilient Infrastructures in Cities*, by Peter Newman, 2010 in [Developing Living Cities: From Analysis to Action](#))

OVERVIEW KEY ECONOMIC DEVELOPMENT PRINCIPLES

The Southfield Business Development Department is focused on creating jobs and growing the City’s revenue base. The Southfield’s economic development focus continues to evolve and adapt to the rapid changes in the marketplace.

The City’s efforts moving forward will be guided by **key principles**, as follows:

- Retain, expand, and attract businesses Citywide, emphasizing **Innovation**;
- Cultivate **Entrepreneurship** in Southfield;

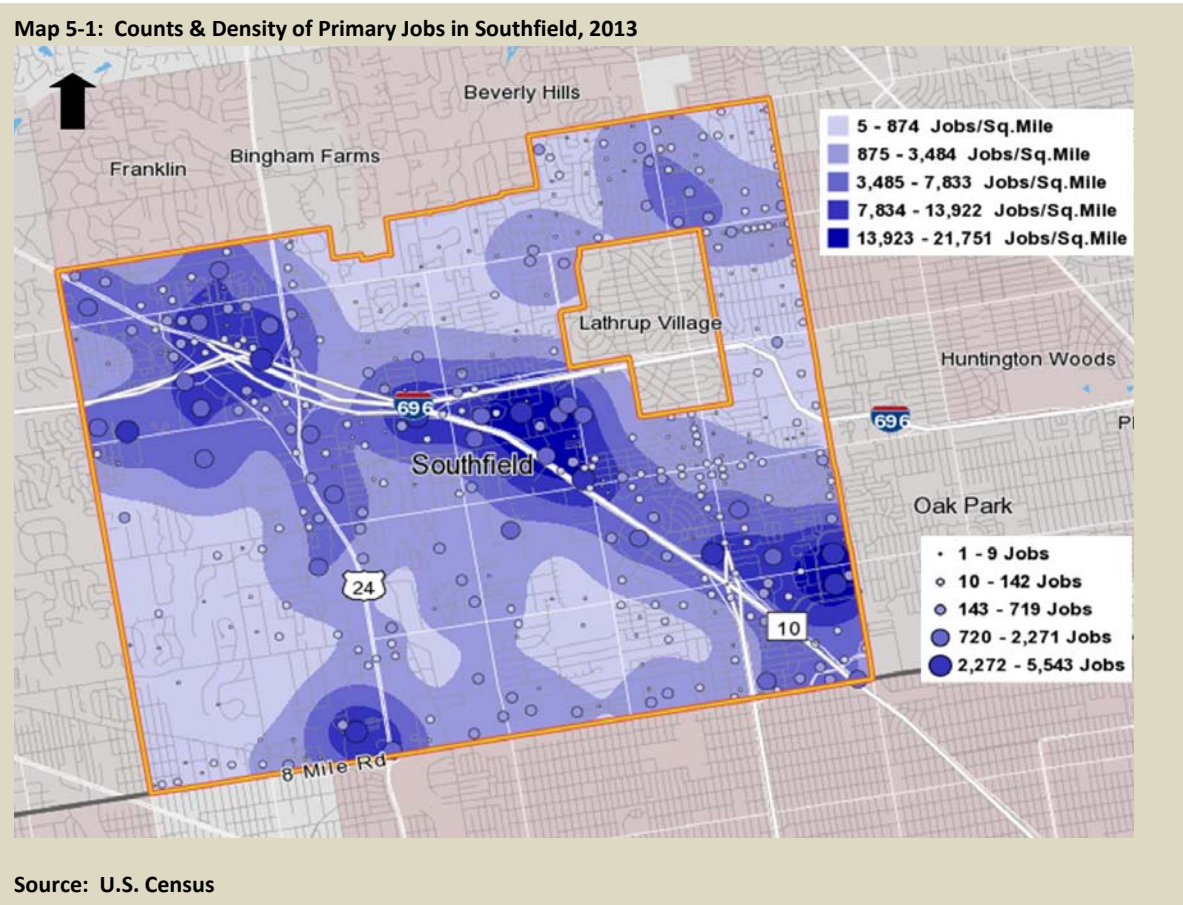
- Create **jobs** and Workforce Training opportunities for Southfield residents in diversified business sectors; and
- **Promote** Southfield, locally, regionally, nationally and globally, as an innovative and advanced place by reinforcing the strengths of our diverse residential, educational, cultural, and business communities.

Placemaking is a vital part of economic development. (Placemaking: Share Focus on Place Builds Vibrant Destinations, Project for Public Spaces, published March 5, 2013, Sustainable Cities Collective)

Promoting Southfield's economic prosperity and quality of life depends on a proactive approach to diversifying the economy. The department will support the strengths of our existing companies and growth industries (including retail, office and manufacturing) and to target three industries that will drive diverse job creation, complement the strengths of our community, and promote a climate for growth.

The Three Targeted Industries are:

1. Technology-Based Businesses
2. Health Care and Wellness Industries
3. Automotive - Research & Development



Map 5-1 shows a concentration of primary jobs along the Northwestern Highway corridor, North Southfield Road, and lower Telegraph Road near Eight Mile Road.

This effort will succeed only with the collaboration of our partners – such as City Centre Advisory Board, Downtown Development Authority, Southfield Chamber of Commerce and Providence Hospital; key private sector leaders; and local and regional educational institutions – particularly Lawrence Technological University, Oakland Community College, and Southfield Public Schools.

KEY ECONOMIC DEVELOPMENT PRINCIPLES

Great places, which locals cherish and out-of-towners come to visit, have many common elements, including a mix of residential, commercial and retail uses, walkable streets, cool public areas, and increasingly, bicycle access. (Bicycles and Economic Development, by James A. Bacon, posted March 1, 2013, Bacon's Rebellion, Reinventing Virginia for the 21st Century)

Business Development has two main goals: tax (revenue) growth and job creation, with the hope that positions can be filled by Southfield residents. These goals include several overarching principles that go beyond all aspects of business retention, expansion and attraction and targeted redevelopment and revitalization of commercial areas.

These principles will help the City promote longer term sustainability of our businesses, foster more diversified economic revenue base, create more job opportunities for Southfield residents and are essential to advancing Southfield's Economic Development Vision Statement.



- **Innovation** – The support and encouragement of innovation is an overarching goal for the targeted industries as well as the traditional businesses sectors. Innovation is essential for our existing businesses to continue to thrive – as consumer needs and demands are ever changing, our existing businesses must be innovative in the ways they adapt to these changes. Innovation is also essential to those businesses looking to expand, as they need to not only respond to current economic trends but also consider how quickly they can adapt their growth plan to accommodate future trends. In addition to promoting innovation with existing businesses, the City will pursue new businesses with innovative business models to try to ensure their long-term existence in Southfield.
- **Entrepreneurship** – Often associated with technology or internet start-up businesses, entrepreneurship can transcend all business sectors and often includes small, independent

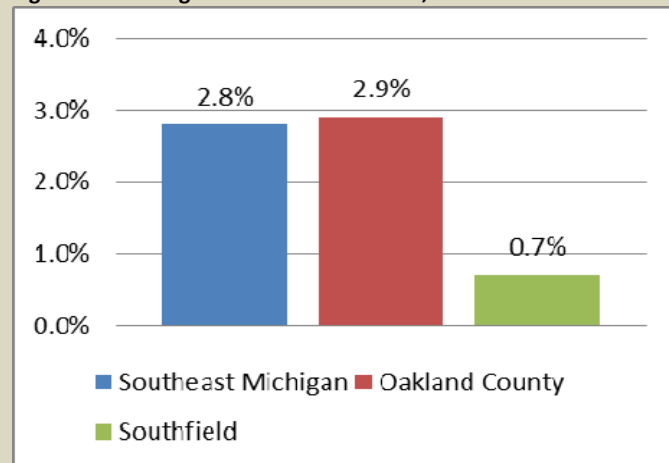
businesses. These sole proprietor entrepreneurs are typically initially home-based, located within coffee shops, or housed in lower cost co-work office spaces. Southfield has a long history of attracting entrepreneurs to the City and given the trends away from larger conglomerate companies, the City recognizes the need to support our diverse entrepreneur community. In helping to nurture and sustain an entrepreneurial culture, the City will seek to not only retain and expand our existing small, local businesses, but also to attract complementary ones – resulting in job creation. Not only through employees hired, but also in the form of the “new” jobs for the new business owners, themselves.

- **Workforce Training** – While one of the key objectives of economic development is job creation, the City recognizes that the best way to maximize the benefit to Southfield is to work with our public and private partners to establish workforce training programs for our residents. Some existing programs include: Southfield Career Center, Michigan Talent Bank & Oakland Community College. Southfield job seekers should strive to bridge the gap between their existing skills and those demanded by the City’s stable, growth industry employers. Such workforce training efforts should cover all sectors of our diverse business community – from construction/building trades to manufacturing/production to health care to technology. In order to develop such training programs, the City will work with Southfield Public Schools, Oakland Community College, and Lawrence Technological University to promote educational programs geared toward our stable job sectors.
- **Private Sector Partners** - In addition, the City will work with our *private sector partners* to create hands-on training and internship opportunities in both vocational and professional fields.
- **Promoting Southfield** – In order to sustain, grow and recruit businesses, the City will need to build a stronger marketing campaign to showcase the amenities of the City, provide a resource for local businesses and acknowledge the successes of our economic development efforts. Efforts should continue outreach to traditional news outlets and press releases, as well as focused marketing through the City’s website, increasing the use of social media, and participation at targeted conferences and trade shows.

TAXABLE VALUE FORECAST (NONRESIDENTIAL PROPERTIES)

Southeast Michigan’s taxable value and state equalized value (SEV) continue to grow, albeit slowly. As indicated in Figure 5-3, between 2014-2015, real SEV rose 2.8% for

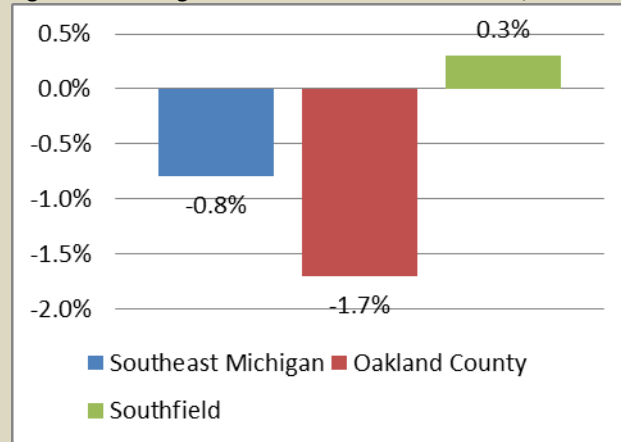
Figure 5-3: Change in Nonresidential SEV, 2014-2015



Source: SEMCOG

nonresidential property in SE Michigan with Southfield seeing an increase of .7% (Oakland County real SEV increased by 2.9%). As shown in Figure 5-4, taxable value for nonresidential *decreased* by .8% percent in the region, and Southfield's figures *increased* by .3% (Oakland County decreased by 1.7%). In general, most communities in the Southeastern Michigan area remain below their pre-Great Recession peak taxable value, however Southfield experienced a severe loss (negative 38.5% change from 2008), not unlike Detroit and many of its inner ring suburbs.

Figure 5-4: Change in Nonresidential Taxable Value, 2014-2015



Source: SEMCOG

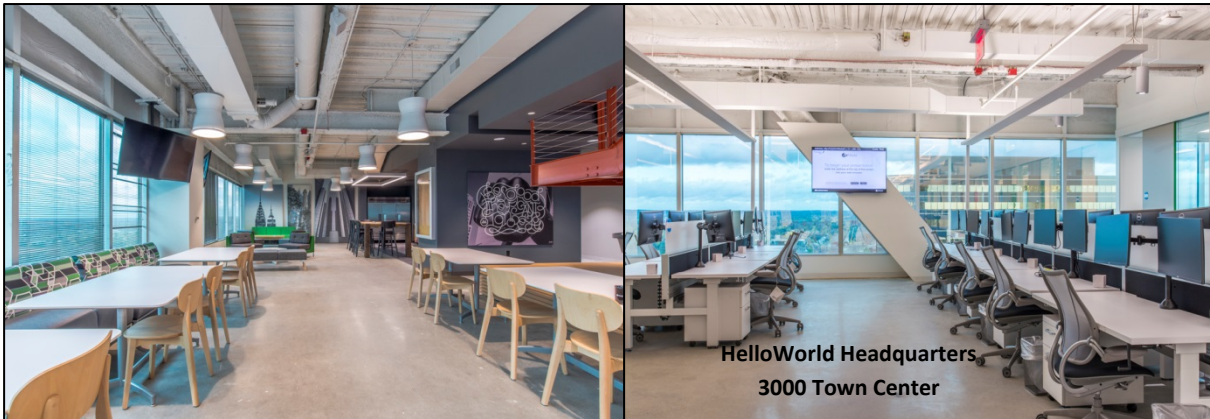
Both SEV and taxable value are expected to continue to increase over the next three years; however the increase will be gradual. The Southeast Michigan Council of Governments (SEMCOG) is optimistic stating, “This is a healthy outlook for the region and its communities”. Ultimately, it’s not strictly income levels that determine an area’s relative wealth—property values primarily contribute to a community’s financial prosperity and are the key to attracting profitable industries and businesses into the area.

TARGETED INDUSTRIES

The City is focusing on three targeted industries, which have high potential for growth. These industries will drive diverse job creation, compliment the strengths of our community, and promote a climate for growth. While this document identifies key targeted industries, the City will continue to support our manufacturing firms, and seek to retain, grow and attract retail and general office uses throughout the City. This approach of focusing on targeted industries and traditional business sectors ensures a diversified tax base and provides for a full-spectrum of job opportunities for Southfield residents.

- *Technology-Based Businesses* – Capitalizing on Southfield’s reputation as a center for innovation, the City will work with private-sector and institutional partners to help galvanize Southfield’s entrepreneur base to create an innovation hub that will support and promote investment in technology and technology-enabled businesses. With our partners, the City will support the creation and promotion of both physical and virtual spaces devoted to collaboration and networking, mentoring, educational programs, and events, aimed at fostering the transition of Southfield-based startups to the growth stages and providing a focal point for seed and venture capital investors.

HelloWorld, formerly ePrize, is a digital marketing company that has recently relocated from Pleasant Ridge to occupy 43,000 square feet of office space within the Southfield Town Center. The new headquarters will accommodate the company's 300 employees with room for growth over time. The hiring of fifty additional staffers is imminent. The firm is investing \$6.5 million into their space, approximately \$6 million of which will be information technology upgrades. The move is a boon to the City as the ideal home for high-growth industries and solidifies Southfield's status as a solid business hub in the Metro Detroit area.



According to the Centers for Disease Control and Prevention, in 2009 approximately 18% of the employed workforce in the U.S. worked in the health care industry; by 2018 this percentage is expected to grow to 22%, adding over 3 million new jobs.

- **Health Care and Wellness Industry** - Southfield is poised to take advantage of this job growth through the presence of two local Hospitals, St John Providence Hospital and Oakland Regional Hospital and numerous medical offices located throughout the community. The City will explore opportunities to attract businesses that supply and manufacture medical equipment/devices to our hospitals, businesses that provide ancillary health care services, and additional medical offices. In conjunction with identifying complementary and submarket businesses, the City will assess the existing available space and recruit development partners to provide additional opportunities to meet the space needs of new or expanded health care related businesses.

Recently, Great Expressions Dental & Orthodontics has solidified plans for the consolidation and relocation of 200 jobs into a new location on Telegraph Road. They will be investing over \$2.5 million on the lease and improvement of their new space located just north of the Telegraph and Twelve Mile Road intersection.

- **Automotive Sector (Research & Development)** – Oakland County is considered the brains of the automotive industry in Michigan and a global leader in engineering and research and development. The county has the third-highest number of technical workers in the nation and more than 70 percent of Southeast Michigan's top original equipment manufacturers are headquartered in Oakland County. Our skilled work force engineering and R&D work

force is increasing to meet the demands of the comeback of the auto industry. Such global automotive leaders as Lear, DENSO, COMAU and Federal Mogul have their headquarters in Oakland County.

Additionally, German automotive companies Durr Systems and ErlingKlinger are making major investments in the City of Southfield by consolidating their offices into the City. These two businesses alone account for \$53.7 million of reinvestment and 600 new employees with plans for 20% additional employees.



Key Development Districts

The **Southfield SmartZone** is a 384-acre certified technology park bordered by Telegraph Road to the east, Inkster Road to the west, and adjacent to I-696 at the northwest corner of the City of Southfield. It is home to 413 businesses employing over 4,000 total employees.

The **Southfield City Centre** is Metro Detroit's newest premier district for retail and young professionals and has approximately 13,000 (45,000 within a 5-minute drive) employees working in the finance, insurance, real estate, health care, IT, and software industries. Studies have indicated that this area has a potential for 645,000 square feet of retail capacity projected to generate up to \$252 million in gross sales revenue by 2016.

The **Southfield DDA** aims to create an environment that is attractive, comfortable, and secure for businesses, residents, and employees. Its successes include Fortune 500 companies, healthcare facilities, educational institutions, and historic retail development projects.

For further information on these districts, refer to Chapter 8: Sub Area Plans.

Redevelopment Ready

The Michigan Economic Development Corporation (MEDC) administers the statewide Redevelopment Ready Communities® (RRC) program. RRC is a certification program promoting effective redevelopment strategies through a set of best practices. The program measures and then certifies communities that integrate transparency, predictability and efficiency into their daily development practices. RRC certification sends the message to developers, investors, and other stakeholders that a community has a vision for the future and the fundamental practices in place to get there.

To be vibrant and competitive, Southfield must be ready for development. This involves planning for new investment and re-investment, identifying assets and opportunities, and focusing limited resources. Priorities of the program encourage business attraction and retention, emphasize superior customer service, and promote a streamlined development approval process, making pertinent information readily available.

The program was initially developed under the Michigan Suburbs Alliance in 2006. Southfield was one of the first five communities to obtain its certification. Currently, Southfield is undergoing re-evaluation under the RRC program and is in the final phases of the re-certification process.

Southfield Master Plan

Five economic development challenges grew from the analysis of the City's economic profile and opportunities. Because of their importance, a goal and recommendations/strategies have been identified for each challenge. Southfield's top economic development challenges are:

1. Strengthen the competitiveness of the City's existing major business areas (office, industrial/technology and commercial) to bring about new development in these areas.
2. Help existing Southfield business employers become more competitive, enabling them to expand and grow in the City.
3. Encourage and assist with the future diversification of the City's economic base in new growing and innovative industries and occupations.
4. Help Southfield residents gain a greater competitive edge for higher skilled and higher wage employment opportunities in the future.
5. Leverage greater leadership involvement, private and public sector investment and increased access to high quality business and job development opportunities for the City in the future.



Mindmixer Highlight: The third highest response on Community Priorities (Week 1, Question 1) indicated the importance of enhancing and redeveloping the City's older commercial and office areas. In addition, various other responses on an array of topics indicated the importance of continuing to bring vibrant retail and restaurants into Southfield.

At present, Southfield still has a chance to give shape to a better economic future for the community and its businesses and residents, but time is running out. The City and its public and private sector economic development partners must work harder and smarter in retaining and expanding existing businesses and jobs, recruiting new job-creating businesses to the City, and accelerating entrepreneurship in new and diverse industry sectors.

Examples of these sectors are advanced automation, nanotechnology, advanced medical services, information technology services aimed at established and emerging industries, professional and technical services, and specialty retail trade.

Goal 1: *Business Area Competitiveness: Increase the competitiveness of Southfield's major business areas (corporate office, technology sector, retail/service centers) for high quality business and job development.*

Recommendations/Strategies

- a. Strengthen public transit service to the City's major business areas, helping workers access their jobs.
- b. Continue to work with City Centre's private sector leaders to implement the new master plan recommendations strengthening the City Centre area as the "business hub" of Southfield.
- c. Create a new Tax Increment Financing (TIF) district or Corridor Improvement Authority (CIA) in the City Centre area.
- d. Work with private sector leaders in the City's other business areas to implement the Comprehensive Master Plan's recommendations relating to these areas.
- e. Advance marketing efforts with property owners and realtors in the City's major business areas to attract new businesses and jobs to these locations.
- f. Remain consistent in identifying the top priority development and redevelopment sites in each business area where development review and approvals can be accelerated as a result of pre-approved uses consistent with the City's new Comprehensive Master Plan.
- g. Continue to work with businesses and other stakeholders to increase shopping, green space and other desired amenities supporting employers and employees in the City's business areas.
- h. Work with Lawrence Technological University (LTU) to enhance the City's image as a center for technology businesses and jobs through a technology marketing initiative.
- i. Examine the feasibility of creating a Corridor Improvement District (CID) for the Telegraph Road corridor encouraging technology business development.
- j. Where appropriate, involve faith-based institutions and organizations in promoting and facilitating neighborhood economic development, with a special focus on helping residents find quality jobs.

Goal 2: *Existing Business Competitiveness: Increase the competitiveness of existing Southfield businesses to grow locally.*

Recommendations/Strategies

- a. Consider implementing a business needs assessment database using software such as Salesforce, to enhance identification and response to Southfield employer needs.
- b. Continue to strengthen a more intensive public-private sector existing business retention and expansion program, helping Southfield companies to resolve problems and grow locally.
- c. Continue to expand local businesses' awareness of available city, county and state business incentive and assistance programs.
- d. Expand services and incentives to entrepreneurs to start successful new businesses in the City. Work with LTU and key regional entrepreneurial development organizations to accomplish this strategy.
- e. Create an improved Business Assistance portal on the City's website to provide more detailed and user specific information and data to support existing business expansion and new business attraction efforts.

Goal 3: *Economic Diversification: Diversify and grow Southfield's economic base in line with new global and technology business realities.*

Recommendations/Strategies

- a. Develop and implement a marketing strategy with two key components: Overall business image improvement, and target industry and business area marketing. The first component builds the general image of the City as a place for business, and the second markets specific locations within the City for specific industry and business uses and development.
- b. Step up outreach to Southfield's large corporate employers to identify new business opportunities.
- c. Keep preparing marketing-oriented development packages, including site identification, incentives, workforce skills, and other information needed by companies in key industry sectors to be encouraged to grow in the City.

Goal 4: *Residential Workforce Competitiveness: Increase educational attainment and raise skills levels of Southfield residents to compete for high quality jobs of the future.*

Recommendations/Strategies

- a. Focus all future economic development efforts on increasing the number of high skilled and high wage jobs in Southfield.
- b. Continue to develop a program to retain existing young talent and attract new young professionals to the City. Work with local employers and LTU to undertake this initiative.
- c. Further expand awareness of county and state workforce training and development services by Southfield employers.
- d. Advance the relationship with LTU and other local higher education institutions to increase the use of local continuing education and academic credit courses and market these programs to Southfield's employers and businesses.

Goal 5: *Economic Development Partnerships: Grow current and develop new partnerships fostering and accelerating economic development in the City.*

Recommendations/Strategies

- a. Encourage the Southfield Community Foundation to increase its financial assets and designate Economic and Community Development as its top future financial investment priority.
- b. Strengthen the City of Southfield's services and support to economic development by implementing the economic development recommendations of the City's new Comprehensive Master Plan.
- c. Keep encouraging the Southfield Economic Leadership Team to strengthen the collaboration among the City, Chamber, LTU, Community Foundation, Cornerstone Development Authority and other groups to get stronger economic development results for Southfield.
- d. Remain working with the Southfield Area Chamber to strengthen its services in a more defined way to support local economic development.
- e. Continue to foster partnerships with key outside development groups, such as Oakland County and the state of Michigan.

INNOVATIVE TOOLS

Overlay Development District (ODD)

The Overlay Development District (ODD) was established by Council on March 18, 2013 (ORD. # 1603) as a flexible way to encourage reinvestment in the City, including the original three districts: the City Centre District, Southfield Downtown Development District and Southfield Technology Corridor. In March 2015 several additional districts were added to eligible areas, including: Southfield Smart Zone; North Southfield Road and the Northwestern Highway Corridor.

The purpose of the Overlay Development District (ODD) is to encourage development of those parcels of land which, because of their size; their location being uniquely situated with regard to (higher density) adjoining uses; or their unique environmental features, a more flexible development scheme could foster creative development design, or preserve desirable natural features, significant historical landmarks and architectural features located within the ODD. Therefore, the ODD modifies the traditional form of zoning and permits variety in design, site configuration, setbacks, layout, use, and encourages efficiency in use of land and natural resources, while ensuring compatibility with surrounding land uses.

In return for greater flexibility in site design requirements, ODD's are expected to deliver exceptional quality community designs that provide above-average pedestrian amenities, incorporate creative design in the layout of buildings, focus on pedestrian space and circulation;

incorporate public art; assure compatibility with surrounding land uses and neighborhood character; and provide greater efficiency in the layout and provision of roads, utilities, and other infrastructure.

Finally, ODDs authorized under this ordinance shall provide a better and more desirable living and physical environment than what would be possible under the zoning regulations that apply to the development or traditional zoning district, while implementing the policies and objectives of the Comprehensive Master Plan, as amended.

To date, there have been five ODD's approved within the City: 1) Civic Centre II; 2) Arbor Lofts; 3) Traveler's Tower; 4) ElringKlinger (Automotive Manufacturing) and 5) EZ Storage Mixed-Use.



Property Assessed Clean Energy (PACE)

On June 25, 2012, the City of Southfield became the first jurisdiction to join Lean & Green Michigan™, one of America's first statewide Property Assessed Clean Energy (PACE) initiatives – and Michigan's marketplace for energy efficiency and renewable energy financing. As the premier business address in Michigan, the City of Southfield continues to create new and better ways to provide opportunities for our community. The partnership with Lean & Green Michigan to establish a virtual energy office is a positive step for Southfield. The Lean & Green Michigan™ PACE plan will bring new economic development tools to entice reinvestment and redevelopment in our city while helping to green the community.

- Each \$1M represents roughly 10 person years of work in Southfield
- PACE financing will increase value of each property involved, raising property tax revenue over time
- By saving companies money, PACE improves the business climate
- By helping companies go green, the City gains a potent economic development tool
- All of this makes Southfield a more attractive place to do business

Overview of PACE

Public Act 270 of 2010 (“Act 270”) authorizes local units of government to adopt Property Assessed Clean Energy (“PACE”) programs to promote the installation of energy efficiency improvements and renewable energy systems by owners of commercial or industrial property within a district designated by the local government. Act 270 provides for repayment to local governments through a voluntary property assessment. The property assessment remains with the property and has the same priority as other property tax and assessment liens in the event of foreclosure.

How PACE Works

Lean & Green Michigan™ enables commercial, industrial and multi-family property owners in Southfield to take on a voluntary special assessment with the City in order to achieve favorable terms and longer amortizations in financing energy efficiency, water efficiency and renewable energy projects. Property owners can eliminate waste and save money while greening the community and creating a more comfortable environment for their employees or tenants. Financing is available for virtually all types of commercial and industrial property for all private for-profit and private non-profit property owners.

Lean & Green Michigan™ is a public-private partnership that uses Michigan's new PACE statute to develop a market-based approach to energy finance and economic development. In essence, the City of Southfield leverages the PACE statute to maximum effect by bringing private capital to bear to solve companies' energy problems, to create work for contractors and jobs for workers, and to green our communities.

Property owners, contractors and financial institutions get a free market in which to arrange energy deals that pencil out for all concerned, using the PACE financing mechanism to lower the cost of capital and create positive cash flow from day one.

To find out more, visit www.leanandgreenmi.com today! You may also contact the Southfield Business Development Department for further information.

Southfield Brownfield Authority

Under the Brownfield Redevelopment Act PA 381 of 1996, the Southfield Brownfield Redevelopment Authority was established to develop and implement Brownfield projects. A BRA is a resource that may use Tax Increment Financing (TIF) as a tool for property redevelopment.

The Brownfield Redevelopment Authority (BRA) reviews proposals for the redevelopment of eligible properties and determines necessary financial incentives (if any) to assist redevelopment. A Brownfield plan is prepared for a property outlining details on the property,

eligible activities, and the TIF approach to be taken. The BRA makes a recommendation to the City Council who holds a public hearing on the plan and votes to approve or deny the plan.

Approval and adoption of a Brownfield plan for a property slated for redevelopment helps to level the playing field to offset costs associated primarily with contaminated sites or sites that are functionally obsolete.

Tax Abatements

There are various State Acts which encourage the rehabilitation of commercial property by abating or freezing personal and/or real property taxes generated from new investment. The new investment of any subject property slated for reinvestment must result in improvements aggregating more than a certain percentage of the true cash value of the property at commencement of the rehabilitation of the qualified property.

Property owners planning to make renovations to their properties should contact the Southfield Business Development Department for assistance. All requests will be evaluated to determine if the investment will benefit the City of Southfield overall. The Business Development Department coordinates the tax abatement process with the City Assessor to formulate a recommendation which is then taken to City Council for approval or denial.

Tax Abatement Programs include **PA 198 - Industrial Property Abatement** which provides a tax incentive to manufacturers to enable renovation and expansion of aging facilities, assist in the building of new facilities, and to promote the establishment of high tech facilities. An eligible owner may request an abatement of 50% of their real and 50% of their new personal property to be abated for up to 12 years. **PA 328 - New Personal Property Abatement** affords a 100% property tax exemption for specific businesses located within eligible distressed communities. Public Act 210 of 2005 encourages the rehabilitation of commercial property by abating the property taxes generated from new investment for a period up to 10 years. Eligible properties must be at least 15 years old, of which the primary purpose is the operation of a commercial business enterprise or multifamily residential use.

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CHAPTER 6: PUBLIC INPUT

ONLINE ENGAGEMENT

Public participation is the backbone of any Master Plan. However, in the 21st century, it has become increasingly difficult to stress the importance of participation. Equally important is to provide avenues by which the public can feel encouraged to contribute in a meaningful way and which does not impose on their busy schedules. Online engagement is the perfect platform to accomplish these goals. To encourage greater public participation and engagement during the Sustainable Southfield Master Plan process, the City of Southfield utilized the social media platform *MindMixer*.

MindMixer is a website which allowed participants to get engaged and interact in a variety of ways. Community members, including residents, employees, students and visitors were invited to engage in a two-way dialogue with City leaders, vote in polls and earn rewards. Contrary to the traditional public meeting, participants could choose the day and time *they* wanted to participate.

Preparation for Engagement

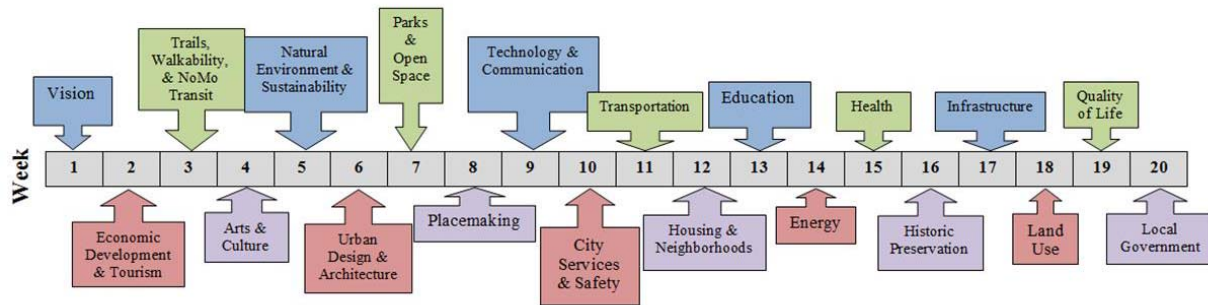
In preparation of the *Sustainable Southfield MindMixer* social media platform launched on January 22, 2015, a team was comprised of members of the Planning, Cable, Business Development, and Community Relations departments, as well as a student representative from Lawrence Technological University (LTU).



In the fall of 2014, the team 1) reviewed questions previously asked in the 2009 Comprehensive Master Plan; 2) selected questions from a vast library of questions from *MindMixer*; and 3) created specific questions focusing on current issues facing Southfield. The team was able to craft community questions, schedule topics to optimize engagement and keep participants up-to-date on the progress of their ideas.

Prior to the launch, presentations were made to the Planning Commission, the Southfield City Centre Board, City Managers and City Council to get feedback on the draft design of the website.

A list of 20 topics were reviewed and selected to be rolled out during a 5 month community engagement period. Two general visioning questions were selected to be open during the entire process and 3-5 questions were designated for each topic. The first topic on Visioning launched on January 22, 2015 and was open for 2 weeks. Each topic thereafter was open for comment on a weekly basis.



There were many ways to engage the public on the website:

- **Photo Share:** Created a visual of the community by asking participants to submit their own photos, or interact on the City’s posted photos in a visual preference survey.
- **Instant Poll:** Allowed participants to select from a list of choices determined and controlled by the City’s site administrators.
- **Idea Submissions** Invited participants to submit their own, unique ideas, or support other ideas and leave feedback in the comments field.
- **Survey:** Offered a comprehensive list of open-or closed-ended questions that participants could answer quickly on a specific subject.
- **Challenge:** Collected resident solutions to a challenge Southfield is facing, then took direct action based upon participants, votes.

The following engagement features and benefits were available to make the “Sustainable Southfield” social media website experience more user-friendly:

- **Seamlessly Map Innovative Ideas:** *MindMixer* is an engagement platform that integrated dynamic mapping within the participation suite. Participants had the ability to tie their ideas to any location on a map.
- **Join the Conversation:** One of the most valuable aspects of the *MindMixer* site was the ability to engage in a two-way conversation with Southfield’s community members. Administrators and stakeholders could leave feedback and updates on ideas submitted by participants, helping keep the conversation going and ensuring participants that their voices were being heard.
- **Who’s Listening:** Let participants know who was taking their feedback into account and responding to their ideas in order to humanize online dialogue. Department directors and other recognizable public leaders were invited to take ownership of the site in order to legitimize the project and show City residents that their comments did not go unheard.

- **Incentivize Engagement:** Participants earned virtual points every time they engaged – points they could use to redeem rewards provided by the City. Recognition was an effective way to thank participants and encouraged them to continue the conversation.
- **Share with Social Sites:** *MindMixer* had deep integration with the most popular social media sites such as Facebook, Twitter, LinkedIn, and Google+, allowing participants to share their contributions with their social following and helping to expand the City’s audience. In addition, the *MindMixer* platform was integrated with Southfield’s existing website.
- **Mobile Integration is Easy:** *MindMixer* had seamless SMS (text) participation. SFD could provide feedback on-the-go through this integrated functionality. Notifications of new topics and other site updates were also provided via email and SMS.
- **Language is Not a Barrier:** The *MindMixer* platform could be viewed in more than 90+languages. This allowed for participants of about any language to feel comfortable submitting, commenting, and sharing with friends.
- **Site Guidelines and Policing:** *MindMixer* did not allow for anonymous participation; sign up was required. Extensive experience has shown that verified participation yields high quality input and less negativity. For participants, we provided an online FAQ, participation guidelines, and terms and conditions.

Promotion

Posters were created and 2,000 post cards were printed to be placed in all main lobbies and counters of Southfield municipal facilities to engage walk-in customers. A press release was issued by the City and several articles were published in local newspapers.

Over one-hundred (130) letters were mailed to registered home owners groups and condominium associations to encourage participation. In addition, 20,000 flyers were printed and distributed by mail inserted with the City’s water bills. Several presentations were made to various civic groups and organizations, including the Southfield School Board, Southfield-Lathrup High School, Southfield High School and LTU. Notices went out via e-mail, e-newsletters, Facebook, Linked-In, Twitter, websites and other social media platforms, including Cable 15.

sustainablesouthfield.mindmixer.com

City of Southfield
MASTER PLAN
Update

a better community
we're listening use your voice vision
be heard change starts now **MINDMIXER**
learn idea collaboration online tool
share your ideas grow be a part of something
make things better...together

Launching January 22, 2015

Topic questions will be rotated on a weekly/bi-weekly basis, so check back often!

Week	Topic
1	Vision
2	Economic Development & Tourism
3	Arts & Culture
4	Urban Design & Architecture
5	Planning
6	City Services & Safety
7	Housing & Neighborhoods
8	Energy
9	Historic Preservation
10	Land Use
11	Local Governance
12	Infrastructure
13	Quality of Life
14	Health
15	Education
16	Transportation
17	Technology & Communications
18	Parks & Open Space
19	Natural Environment & Sustainability
20	Public Works & Public Safety

Please call the Planning Department
(248) 796-4150 with any questions

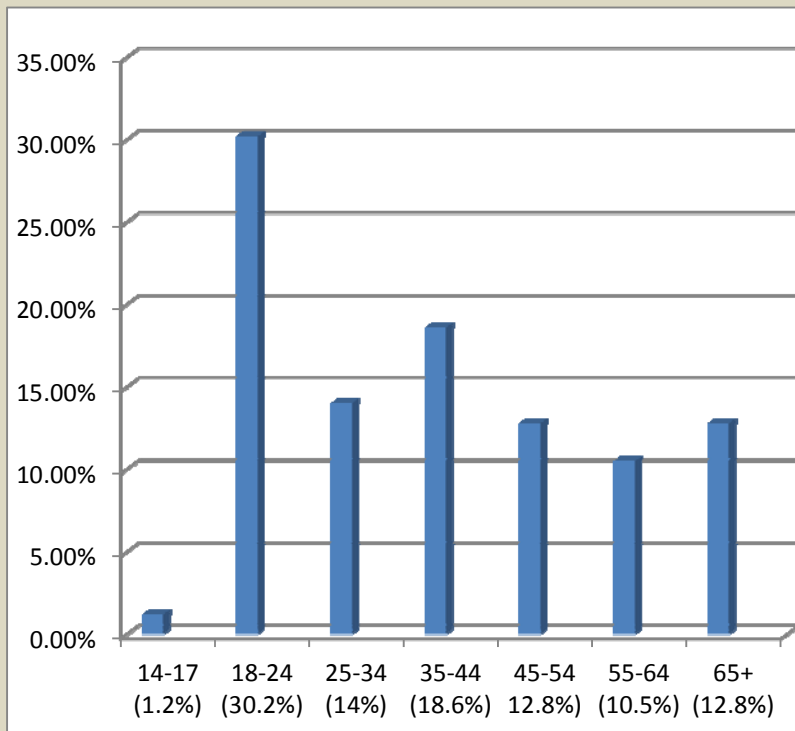
Participation Results

During the 20 week topic period, the *Sustainable Southfield Mindmixer* web site generated 5,534 unique visitors, had 20,250 page views and engaged 486 total participants. That is the equivalent of having over 5,500 people attend a public meeting and having close to 500 people come up to the microphone and make at least one comment.



The average participant was a 37 year old female residing in postal codes: 48075 (33.4%), 48076 (24.8%) and 48033 (13.2%) which were all Southfield zip codes. The gender breakdown of participants was 42% Male and 58% Female. The age breakdown of total participants is shown in the chart below.

Figure 6-1: Percentage of *Mindmixer* Participation by Age Group



One of the goals of utilizing the social media platform site was to get a broader participation from all age groups, especially the younger generations that do not typically attend static public meetings. The results of the chart above show that almost half (45.4%) of participants were under 35 years old! In addition, we also had good participation from the 55-64 (10.5%) age cohort and from those aged 65 and older (12.8%).

The *Sustainable Southfield* site was also shared a number of times on other

social media sites: Facebook (99); E-Mail (81); LinkedIn (15); Twitter (13); and Google+ (5).

A total of 650 unique ideas and 175 of photos were posted and shared on the site as well.

Table 6-2: Sample Open-Ended Mindmixer Questions

<i>How can we create a more connected Southfield?</i>		
Improve bike, sidewalk, and walking path connectivity	Encourage communication between City government & residents	Provide more community events and gathering places
<i>What can we do to highlight and promote the theaters and art galleries to support our local artists?</i>		
Offer additional City-sponsored art events/competitions/shows	Increase marketing & promotion	Consider hosting a large art event/festival (e.g. Art Prize)
<i>What additional actions would you recommend to enhance trails and walkability?</i>		
Maintain existing trails	Provide pedestrian amenities along trails	Install distance markers and wayfinding signage along trails
<i>What should the Public Arts Commission be focusing on?</i>		
Establish partnership with the Detroit Institute of Art (DIA)	Seek public/private partnerships	Add art to the City Hall property
<i>What are your feelings towards or suggestions to encourage alternative energy solutions?</i>		
Incentivize implementation	Require alternative energy solutions for new development	Provide more affordable residential alternative energy solutions
<i>How can Southfield grow and expand while protecting the character of each of our neighborhoods?</i>		
Continued emphasis on Code Enforcement and resident input	Continue to provide home improvement loans	Spotlight the history of various neighborhoods
<i>Where are some congestion hot spots and where do you feel unsafe on the road, sidewalk, bike trails?</i>		
Twelve Mile Rd & Evergreen Rd intersection	Twelve Mile Rd & Southfield Rd intersection	Twelve Mile Rd and Telegraph Rd intersection



Top Ideas & Common Themes

The top three ideas that became consistent throughout the 20-week process were:

1. **Walkability & connectivity throughout the City** (i.e. sidewalks, bike paths, increased pedestrian amenities, etc.)
2. **Street and road repair**
3. **Redevelopment and/or renovation of older commercial properties**

Reports which included participants' ideas and comments on each of the twenty topics were compiled and relayed to the various City departments primarily responsible for the ideas mentioned. Based on the above, Public Works/Engineering and Business Development received frequent summaries and reports.

Complete results of the *Mindmixer* public participation engagement period can be found in Appendix A: *Mindmixer* Results.

Public Input

The following additional meetings were conducted by Planning Department staff with the following focus groups and neighborhood organizations:

- Southfield Arts Commission
- Southfield City Centre Advisory Board
- Southfield Downtown Development Association
- Southfield Historic Commission/Society
- Southfield School District

Public Workshops:

- Southfield Road Workshop: Wednesday, March 20, 2013 at 6:30 p.m.
- Valley Woods Workshop: Wednesday, April 16, 2014 at 6:30 pm
- Valley Woods Public Hearing: Wednesday, April 23, 2014 at 6:30 pm
- Valley Woods Public Hearing #2: Monday, May 19, 2014 at 7:00 pm
- General Master Plan Workshop/Open House: Wednesday, January 20, 2016 at 6:30 pm

Informational Meetings:

- Southfield Public Schools Administrators Retreat - Wednesday, August 7, 2014
- Southfield Public Schools Administrators Retreat – Saturday, January 17, 2015
- LTU Student Council: February 3, 2015
- Southfield Historic Society: March 3, 2015
- Southfield Homeowner's Coalition - Wednesday, March 11, 2015 at 6:30 pm

- Cranbrook Village Homeowners Association - Wednesday, April 22, 2015 at 7:00 pm
- Magnolia Subdivision Association - Wednesday, April 29, 2015 at 7:00 pm
- Southfield Lathrup High School - Tuesday, May 12, 2015 at 8:30 am
- Southfield Clergy Roundtable- May 18, 2015
- Greentrees North Homeowners Association - Monday, May 18, 2015 at 6:30 pm
- Southfield High School - Tuesday, May 19, 2015 at 8:30 am
- Southfield Public School District *Imagine 2020* presentation- Sept. 24, 2015
- Southfield University High School - Thursday, October 22, 2015 at 2:00 pm

As part of the public input portion, the Planning Department replicated a public engagement project developed by an artist named Candy Chang. In 2011, Ms. Chang painted the side of an abandoned home in New Orleans with the words, “Before I die, I want to...” with multiple lines for responses. Individuals used chalk to fill in the blanks. The January 20, 2016 Public Workshop marked the third time that the Planning Department has displayed the “Before I Die” boards. Responses collected during the two prior displays ranged from, “Start an urban garden” to “Travel and taking care of family were

**Public Workshop(s)**

The Planning Commission held several study sessions & workshops on the Master Plan throughout the process.

At the Planning Commission's January 20, 2016 workshop, a short presentation was made by staff with the remainder of the evening conducted as an open house. Various maps from the Master Plan were placed around the room for public review and comment. Approximately 60 residents and the 7-member Planning Commission were in attendance.

The following questions were asked and responses given:

What do you like about Southfield?

- Diversity
- The people
- The Ravines
- The Library
- Housing
- Location

What are some goals Southfield could focus on?



- Investment in homes without additional taxation
- Restore Library hours of operation
- More sidewalks & bike paths
- Encourage renovation of aging structures
- Housing redevelopment potential in Almira/Garner area
- Daylight the Rummell Drain near Civic Center & Northwestern Hwy
- Redevelopment of the vacant

property at Evergreen/Civic Center

- Better promotion of The Burgh and Mary Thompson Farm
- Redevelopment of Northland Mall property and inclusion of residents throughout planning for redevelopment
- Develop a park promotional tour
- Update technology/infrastructure for autonomous vehicles
- Repurpose vacant or closed schools (possibly for housing)
- Attract more family style restaurants (ie Applebee's)
- More entertainment and activities on nights and weekends



Council Visioning Session

On December 4, 2015, the Mayor, City Council, Clerk, Treasurer and key City staff (City Administrator, Deputy City Administrator, City Attorney and City Planner) held a day-long visioning session at the Southfield Public Library.

Mayor Siver shared his vision of 2016 and beyond. The vision involves five main target areas; **roads and infrastructure, redevelopment, housing renewal, code enforcement and leveraging staff and energy**. Common words from all Southfield residents throughout campaigning were to *"please fix the roads"*.



Roads and Infrastructure:

This past season a great deal of road work was done. There is still much more to do and the City should anticipate a busy construction season for years ahead. The size of the road issue in Southfield is larger than the road bond. There are 246 miles of roads in the City costing at least a million dollars a lane – this is a huge proposition. The Mayor suggests hiring five more people in the Streets and Highways department. Before the economic crash the department consisted of 28 employees, today there are 15. The sewer system also is a concern on the east side of Southfield after the flooding in August 2014. FEMA has proposed a grant of 1.7 million dollars but the anticipated cost will be much higher to fix the sewer systems.

Redevelopment:

Redevelopment was the second target discussed by the Mayor. The future of the City depends on redevelopment. Pressing areas in the City are Northland and the City Center. There has been a long vision for a walkable City Center and the City is now closer than ever before. A key component to redevelopment has to be housing, in order to have vibrancy. The City needs mixed use and multistory housing options. It was suggested the City should move away from auto dominated landscapes and move into streetscapes which cater more to pedestrians. Northland is a great challenge, but also a great opportunity with 114 acres of land ready to be redone.

Housing Renewal:

Housing renewal was the third target discussed by the Mayor. Creation of a multipoint plan to address aging homes was discussed. Allowing neighborhoods to decline will cause the City to lose neighbors. It will also hinder schools and the City as a whole. Encouraging reinvestment and a neighborhood stabilization program would help rehabilitate foreclosed properties and sell them to families. Home ownership has declined. In 2009, 69% of all homes were owned or occupied. Today that has dropped to 64% and will continue to decline. Rental inspection programs contain gaps and need to improve. The City needs to tighten procedures and pursue landlords for bearing costs of inspections. There is hope to have an increased sale of rental properties to permanent residents.

Code Enforcement:

The next target was code enforcement in the City. Residents have voiced concern over the lack of code enforcement. The Mayor recommends hiring more officers and shrinking the amount of territory in the City that each code enforcement officer manages. A potential concern of higher enforcement is receiving pushback from residents, but this is important for the appearance and viability of the City. Southfield has an aging population. Many elders are longtime residents, which is great but these homeowners have difficulty with home repairs. The Mayor suggested expanding the CHORE program to help those residents maintain properties. The City should encourage as much curb appeal as possible, including business properties.

Leveraging Staff and Energy:

The last target area involved leveraging staff and energy. Mayor Siver emphasized the importance of in house communication and proposed reinstating a staff newsletter to assist in communication improvement. The newsletter could be electronic, low cost and emailed to all City employees. Staff recognition programs also need to be conducted. All people like to be heard, appreciated and valued. Contracts with employee groups must be settled in parameters within what the City can afford; give and take on both sides. The City has to be mindful of legacy costs; contract settlements have to reflect reality.

The participants of the visioning session then broke into small groups to brainstorm on action items for each of the Mayor's vision points. The following list was produced:

Roads and Infrastructure:

- Prepare a master plan report on roads and Infrastructure
- Address east side storm water & sanitary sewer issues
- Investigate street lighting in neighborhoods

Redevelopment:

- Implement Public Arts Commissioners' recommendations, including:
 - public art requirement,
 - art installations,
 - fund raising,
 - form non-profit art fund, and
 - create Southfield photo-pride competition
- Expand City marketing efforts
- Develop Northland Mall site master plan & marketing strategy
- Expand community marketing
- Create City Centre mixed-use vision for parcel at Evergreen & Civic Center Dr.

Housing Renewal:

- Develop a pilot NEZ program
- Create a Southfield Neighborhood Stabilization Program
- Develop a historic preservation program for homes & neighborhoods

- Implement Rental Properties programs:
 - Enforcement of registration program
 - Develop rental inspection program, which is cost neutral, for single family & multi-family
 - Expand CHORE program
 - Conduct housing study/market analysis

Code Enforcement:

- Hold a Code summit
- Increase staff, reduce size of territories for code enforcement officers
- Enforce perpetual maintenance agreements
- Expand community pride
- Recognize well maintained business properties

Leveraging Staff and Energy:

- Collect organization charts from each department and create master chart
- Prepare job descriptions for each department for critical positions
- Conduct yearly staff evaluations
- Settle union contracts
- Evaluate Council appointments: City Administrator, City Attorney & City Planner to develop a common vision
- Prepare a bi-weekly newsletter.

Misc. Items:

- Adopt regulations on mineral exploration and ban fracking
- Expand small business development
- Encourage minority contracting and monitoring system:
 - Step up efforts to award contracts to minority owned businesses
 - Encourage contractors to increase percentage of minority workers

The visioning session concluded with everyone sharing their feelings about the meeting and towards the vision of 2016 and beyond.

Southfield Arts Commission

At the Southfield Arts Commission meeting held on January 19, 2016, the Commission set aside some time to brainstorm and discuss master planning items. Below is a summary of their comments:

- Expand pedestrian & bike pathway network throughout the City Centre and City.
- Tie-in residential living to LTU as a “college town”
- Redevelop large vacant parcel in the City Centre as a mixed-use development
- Create Southfield as a destination for the Arts
- Develop the Evergreen Road boulevard as a focal point for art

- Implement art on all levels thru-out the City
- Establish Art as a great presence in Southfield
- Create an Art Gallery in the City for showcasing art
- Find a curator to promote art in the community
- Establish a display unit in a central location for student art exhibits
- Make the former Northland Mall site an exciting destination
- Work towards including performing arts in the future

CHAPTER 7: EXISTING & FUTURE LAND USE PLAN

Goals

- *Create a diversified and balanced mixture of land uses that will support the economic vitality, tax base, and livability of the City.*
- *Offer unified, well-organized residential neighborhoods that provide a variety of housing options in a livable environment for the City's residents.*
- *Provide for an appropriate amount of mixed-use commercial, office, and industrial uses, located for convenience and safety, resulting in aesthetic business areas in the City.*
- *Conduct a target market housing analysis to determine housing needs.*

Existing Land Use

The collection and analysis of existing land use and natural features information represents one of the most important steps in the Comprehensive Plan update process. The analysis of such information not only identifies what and where particular uses exist, but also provides insight as to where future development might occur, as well as where land use conflicts exist or may develop.

Land use planning is the primary tool communities use to correct or avoid land use conflicts and to create sustainable and supportive land use arrangements.

Land Use Characteristics

Southfield is a relatively urban City that is predominantly developed. In 2015, approximately 4% of land in Southfield was undeveloped. Therefore, new development can be expected to occur slowly, with most new development expected to be in the form of redevelopment and infill. Between 2005 and 2015, the City's residential density has decreased only very slightly (by only 1%).

As seen in Table 7-1, single-family residential homes comprised the largest portion of land uses in Southfield in 2015 (39%), followed by rights-of-way (18%), commercial and

Table 7-1: Southfield Land Use, 2015

Land Use	Southfield		Oakland Co.	
	Acres	% of Total	Acres	% of Total
Agricultural	0.0	0.0%	26,119.1	4.5%
Single Family Residential	6,561.8	39.0%	226,838.4	39.1%
Multiple Family	1,375.6	8.2%	13,559.4	2.3%
Mobile Home Park	0.0	0.0%	3,358.6	0.6%
Commercial/Office	2,110.1	12.5%	18,120.1	3.1%
Industrial	415.1	2.5%	18,468.8	3.2%
Public/Institutional	1,437.3	8.5%	21,330.8	3.7%
Recreation/Conservation	813.4	4.8%	83,087.5	14.3%
Transp/Utility/Comm	240.1	1.4%	6,305.7	1.1%
Extractive	0.0	0.0%	6,199.8	1.1%
Vacant	741.6	4.4%	61,772.8	10.6%
Water	106.4	0.6%	35,247.8	6.1%
Railroad ROW	0.0	0.0%	1,023.6	0.2%
Road ROW	3,017.6	17.9%	59,116.8	10.2%
Total	16,819.0	100.0%	580,549.2	100.0%

Source: Oakland County Land Use Program, 2015

office uses (13%), public/institutional uses (9%), and multiple-family uses (8%). By comparison, Oakland County was approximately 15% undeveloped when considering vacant and agricultural lands. In the County, single-family residences comprised approximately 39% of the land area, followed by recreation and conservation lands (14%), vacant lands (11%), and rights-of-way (10%). Among the most significant differences in land uses between Southfield and Oakland County are the higher concentration of commercial and office uses, transportation rights-of-way, and multiple-family residences and the lower concentration of recreation and conservation lands in Southfield. Map 7-1 shows the distribution of land uses in Southfield in 2015. Table 7-2 provides definitions of the land use categories used in the map and throughout this Chapter.

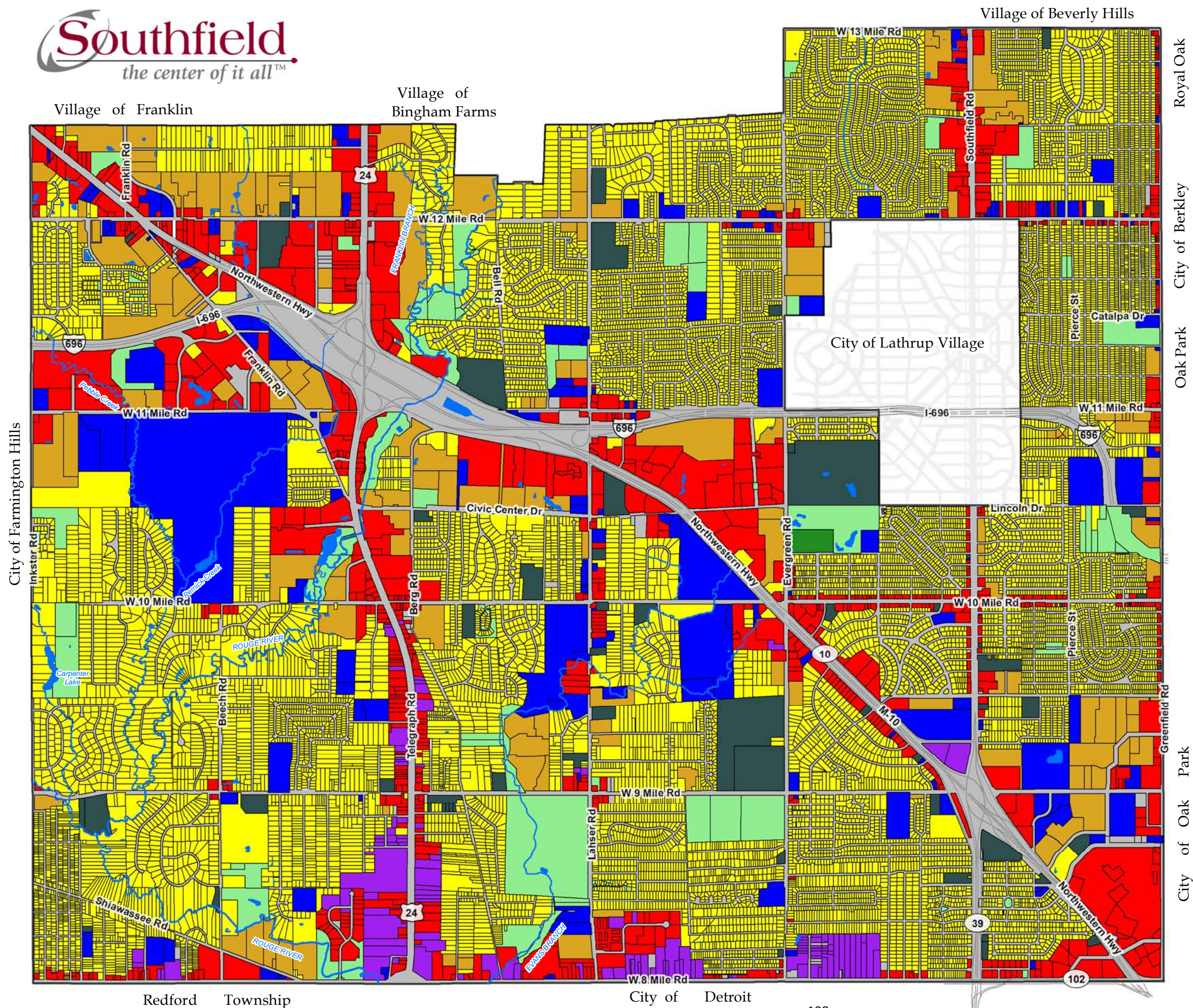
Land Based Classification Standards (LBCS)

Land-Based Classification Standards provide a consistent model for classifying land uses based on their characteristics. The model extends the notion of classifying land uses by refining traditional categories into multiple dimensions, such as activities, functions, building types, site development character, and ownership constraints. Each dimension has its own set of categories and subcategories for classifying land uses. By classifying every land-use across multiple dimensions, users can have precise control of land-use classifications. (Source APA)

A windshield survey was conducted in 2014 by the Planning Department of all parcels located in the City of Southfield and cross referenced with Oakland County and City GIS data sources to determine land uses. This initial survey has been updated throughout the process to reflect changes in land use based upon development activity. For the purpose of compiling existing land uses into a useful reference map, we have chosen to classify existing land uses by “**activity**” only for the *Sustainable Southfield* master plan (see Map 7-1 Existing Land Uses).

Activity

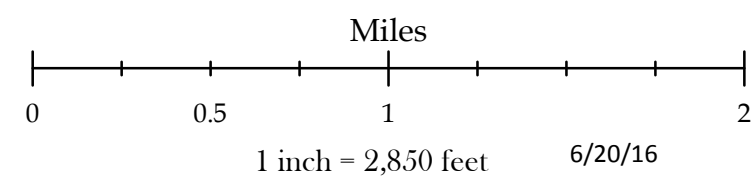
Activity refers to the actual use of land based on its observable characteristics. It describes what actually takes place in physical or observable terms (e.g., farming, shopping, manufacturing, vehicular movement, etc.). An office activity, for example, refers only to the physical activity on the premises, which could apply equally to a law firm, a nonprofit institution, a court house, a corporate office, or any other office use. Similarly, residential uses in single-family dwellings, multifamily structures, manufactured houses, or any other type of building, would all be classified as residential activity. (Source: APA, April 1, 2001)



Sustainable Southfield

Map 7-1: Existing Land Use

- Water
- Land Based Classification Standards
- LBCS Activity 2015
- 1000, Residential
 - 1001, Multi-Family Residential
 - 2000, Business
 - 3000, Industrial
 - 4000, Institutional
 - 5000, Travel/Movement
 - 6000, Assembly
 - 7000, Leisure
 - 8000, Natural Resources



Future research will be conducted by the Planning Department et al to add the following multiple dimensions to the existing land use inventory: **function, structure type, site development character, and ownership.**

Table 7- 2 indicates the LBCS Color Codes for 1-Digit Level Coding used for Activities, Existing Land Uses:

Table 7-2: LBCS Color Codes for 1-Digit Level Coding, Activities

Red, Green, Blue Values	Color	LBCS Code	Activity	Examples of Land Uses
RGB(255,255,0) RGBHex(FFFF00)	Yellow	1000	Residential activities: Includes activities that occur in all types of residential uses, structures, ownership characteristics, or the character of the development.	Single family, multi-family, town homes, & manufactured homes; hotels, tourist homes & B & B's; dormitories, group homes, etc.
RGB(255,0,0) RGBHex(FF0000)	Red	2000	Shopping, business, or trade activities: This category captures all uses that are business related. Used as a catch-all category for all retail, office, commercial, and industrial activities.	Retail shops, stores, goods & services; restaurants; offices, banks, etc.
RGB(160,32,240) RGBHex(A020F0)	Purple	3000	Industrial, manufacturing, and waste related Activities: All manufacturing, assembly, warehouse, and waste management activities.	Assembly plants, manufacturing facilities, industrial; warehouses, trucking, self-storage, solid waste, landfills, recycling facilities, etc.
RGB(0,0,255) RGBHex(0000FF)	Blue	4000	Social, institutional, or infrastructure related Activities: Includes all institutional activities	Educational, schools, instructional, including administrative functions; & public safety; utilities; health care facilities; military complexes.

Red, Green, Blue Values	Color	LBCS Code	Activity	Examples of Land Uses
RGB(190,190,190) RGBHex(BEBEBE)	Gray	5000	Travel or movement activities: This category encompasses activities associated with all modes of transportation. It includes rights-of-way and such linear features associated with transportation, including free standing parking lots.	Pedestrian-only roads, open mall areas in ROW. Roads, parking areas, storage of vehicles. Car washes. Public transit, trains, railroads, etc.
RGB(47,79,79) RGBHex(2F4F4F)	Dark Slate Gray	6000	Mass assembly of people: This is a catch-all category for activities associated with mass assembly of people for either transportation, spectator sports, entertainment, or other social and institutional reasons.	Bus terminals; spectator sports stadiums and venues; movies, concert and entertainment venues; City Hall, religious institutions, museums, libraries, and galleries.
RGB(144,238,144) RGBHex(90EE90)	Light Green	7000	Leisure activities: This is a catch-all category for classifying all forms of leisure activities. It includes the customary active and passive kinds of leisure activities although such distinctions are difficult to define.	Bike paths, pathways, athletic tracks, playgrounds, trails, health clubs, gymnasiums, indoor & outdoor recreational facilities; ice rinks, golf, tennis, team sports, etc. Parks, pools and other recreational venues.
RGB(34,139,34) RGBHex(228B22)	Forest Green	8000	Natural resources-related activities: Agricultural activities, such as farming, plowing, tilling, cropping, seeding, cultivating, and harvesting for the production of food and fiber products. Also includes sod production, nurseries, orchards, and Christmas tree plantations. Excludes forest logging and timber-harvesting operations.	Farming, cultivating and harvesting; feeding and raising of livestock. Forestry activities. Mining, quarrying, drilling and dredging.

Red, Green, Blue Values	Color	LBCS Code	Activity	Examples of Land Uses
RGB(255,255,255) RGBHex(FFFFFF)	White	9000	No human activity or unclassifiable activity: May also be used as a placeholder for areas of no habitation (desert areas, for example).	TBD activities

Source: APA, April 1, 2001

Land Use Comparison

Distribution of land uses in Southfield can be understood further by comparison to the distribution in similar sized cities in the area. The Oakland County cities of Farmington Hills, Troy, Novi, and Pontiac, were selected for comparison based on the similarity of their population and land area. Table 7-3 shows the population, total acreage, and distribution of land uses for Southfield and each of the comparison cities.

Southfield stands out most significantly from its neighbors in the share of its land in multiple-family and office/commercial use. It has the highest share in both land uses. This is consistent with the view of Southfield as an employment and population center. Southfield has the smallest share of water, recreation/conservation land and industrial uses.

Table 7-3: Land Use Comparison, 2015

Population	Southfield	Farmington Hills	Troy	Novi	Pontiac
	72,840	80,682	82,106	56,887	59,658
Acreage	16,819	21,309	21,521	20,019	12,984
Agriculture	0.0%	0.0%	0.0%	0.8%	23.9%
Single Family	39.0%	43.6%	42.4%	27.0%	4.1%
Multi Family	8.2%	7.2%	3.8%	6.1%	0.5%
Mobile Home	0.0%	0.2%	0.2%	1.5%	6.9%
Office/Commercial	12.5%	6.0%	10.1%	7.0%	12.8%
Industrial/Light Ind	2.5%	4.1%	7.2%	5.4%	9.3%
Public/Institutional	8.5%	5.9%	6.8%	5.0%	5.6%
Recreation/Conservation	4.8%	10.2%	6.0%	14.1%	2.9%
Transp/Util/Comm	1.4%	0.4%	1.6%	1.7%	0.0%
Extractive	0.0%	0.0%	0.0%	0.4%	14.4%
Vacant	4.4%	3.6%	3.4%	11.4%	2.5%
Water	0.6%	1.2%	1.4%	5.9%	0.8%
Rights of Way	17.9%	17.6%	17.3%	13.6%	17.1%

Sources: US Census Bureau ACS 2014, Oakland County Land Use Program 2015

Determining Factors

Southfield has a number of opportunities and limitations that will influence future development. Positive influences on growth include excellent access from I-696, M-10 and Telegraph Road, as well as abundant employment opportunities. While the accessibility and high traffic volumes are a draw for commercial uses, other areas need to maintain a quiet residential setting.

The future land use plan should guide the future development pattern of the community into a logical arrangement which maintains the character of Southfield, provides for economic development and ensures adequate services and land for all types of lawful land uses where there is a public need and a suitable location(s) in the City. The factors involved in determining future land use include:

- Consistency with existing land use patterns.
- Relationship to uses in surrounding communities to ensure compatibility at City boundaries.
- Reduction in incompatible land use relationships.
- Creation of suitable land use transitions through intermediary uses like office between single-family and larger scale commercial uses.
- Suitability of the site for different land uses in terms of site size, features and adjacent uses.
- Maintenance of aesthetic qualities that contribute to the community character and quality of life.
- Existing planning policies and zoning regulations.
- Availability of infrastructure including utilities, roads and community facilities.
- Average daily traffic volumes on adjacent streets.
- Preservation of natural features and consideration of the effects of development on the environment.
- Market conditions for various land uses.
- Goals of the Plan that express the community character desired by residents.

Future Land Use Plan

Southfield's future land use plan establishes land use categories, illustrates the location of planned land uses and provides strategies for implementation. This section also provides a rationale for the placement of preferred land uses and the intensity of those uses. The plan serves as the primary policy guide for future land use decisions, investment in public improvements and coordination of public improvements and private development.

The plan presents an idealized future indicated by the growth patterns in the City. The plan, however, also provides practical guidance for local decision-makers regarding current issues. It is the intent of the plan to assist in the orderly development and redevelopment of the City, and to assist the community in enhancing its vision for the future.

A listing of the future land use categories as illustrated on Map 7-2: Future Land Use and a brief summary of each category is listed below, followed by a more detailed description of the location, objective, land uses, and general character description for each category. Descriptions of three more specific subareas, identified as areas needing greater study, follows the land use category descriptions. These include areas identified during the process that warrant a greater level of flexibility in future land uses and a higher level of guidelines detailing the desired design and access.

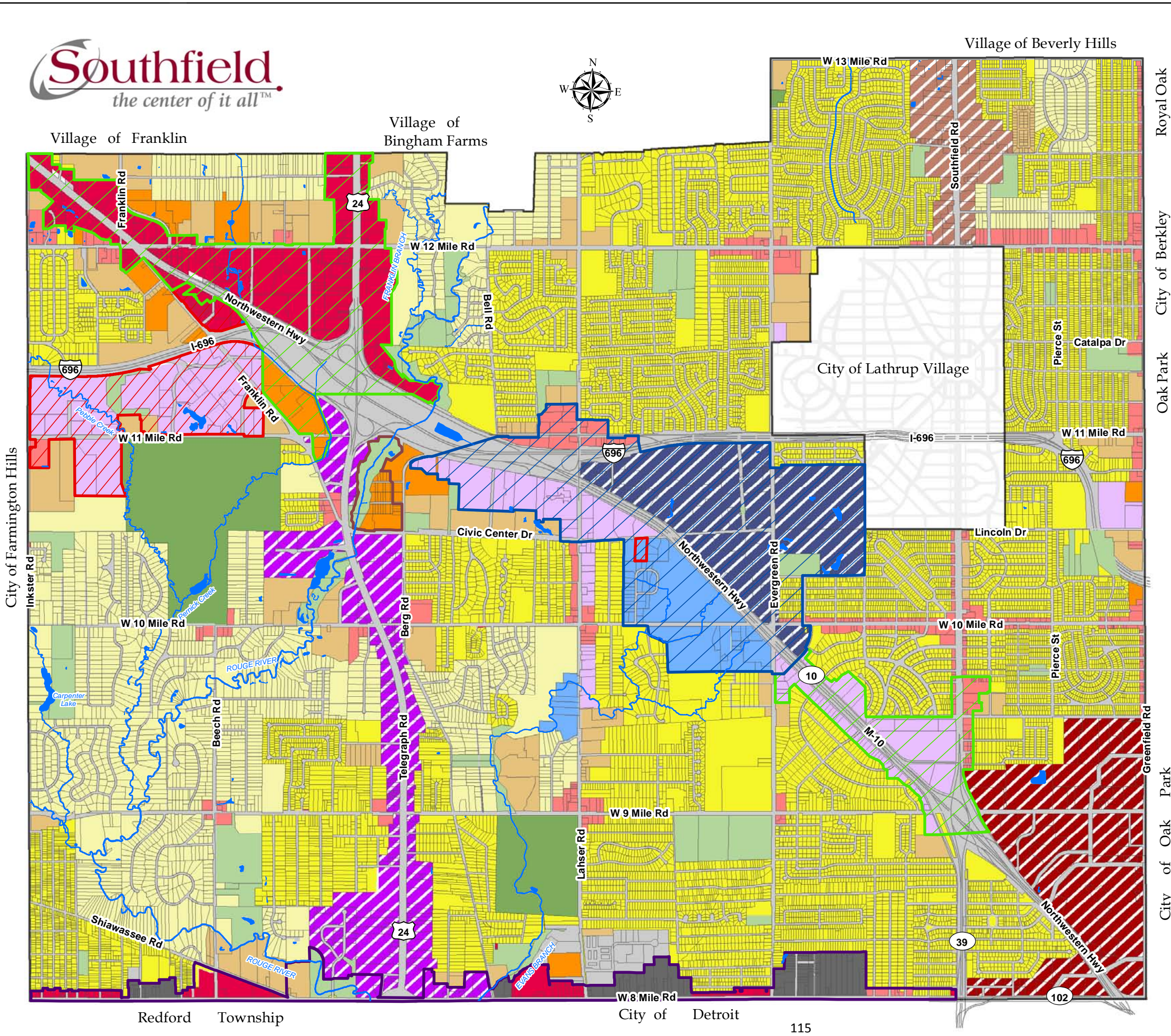
- **Low Density Single-Family Residential.** Single-family homes on lots 20,000 sq. ft. or larger, permits complementary small scale institutional uses.
- **Moderate Density Single-Family Residential.** Single-family homes on lots less than 20,000 sq. ft., permits complementary small scale institutional uses.
- **Low Density Multiple-Family Residential.** Townhouses and multiple-family units, generally under 2 stories.
- **Moderate Density Multiple-Family Residential.** Multiple-family units over 2 stories.
- **Local Mixed-Use.** Primarily business in nature, mixture of neighborhood commercial, service and office with accessory multiple-family uses.
- **Regional Mixed-Use.** Primarily business in nature, mixture of large scale commercial, service and office with accessory multiple-family uses.
- **Office/Research.** Corporate and medical offices, research facilities, TV stations.
- **Medical/Educational Institutions.** Regional college or hospital campuses.
- **Light Industrial.** Wholesale, warehouse and industrial operations with minimal external impacts.
- **Industrial.** Wholesale, warehouse and industrial operations.
- **Public Parks and Recreation.** City-owned or operated recreation facilities and open space.
- **Private Parks and Recreation/Cemeteries.** Privately owned or operated recreation facilities and open space. Large private cemeteries and open space.

Mixed-Use Sub Areas:

- **City Centre District Subarea.** Pedestrian focused, mixed-use area that serves as the community meeting place or heart of Southfield for students, businesses, residents and visitors.
- **Downtown Development District Subarea.** Medical office node with Oakland Community College and regional shopping. Focus on mixed-use redevelopment of the Northland Mall site.
- **North Southfield Road Subarea.** Unique area that contains a mixture of retail and services.
- **Northwestern Highway Corridor:** Office, service and retail corridor.
- **SmartZone:** Technology based and mixed-use business.
- **Technology Corridor Subarea.** Concentrated corridor along lower Telegraph Road consisting of high-tech office and research.

Special Study Areas:

- **Eight Mile Road Corridor:** Overlay design standards as part of the Eight Mile Blvd. Association
- **Valley Woods Senior Campus Community Revitalization Plan:** Senior housing and active living community.

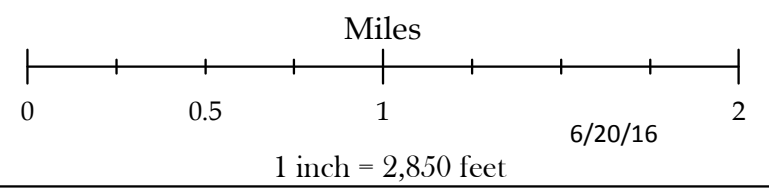


Sustainable Southfield

Map 7-2: Future Land Use

- Water**
- Low-Density Single Family**
Single-family homes on lots 20,000 sq. ft. or larger, permits complimentary small scale institutional uses.
- Moderate-Density Single Family**
Single-family homes on lots less than 20,000 sq. ft., permits complimentary small scale institutional uses.
- Low-Density Multiple Family**
Townhouses & multiple-family units, generally under 2 stories.
- Moderate-Density Multiple Family**
Multiple-family units over two stories.
- Local Mixed-Use**
Primarily business in nature, mixture of neighborhood commercial, service and office with accessory multiple-family uses.
- Regional Mixed-Use**
Primarily business in nature, mixture of large scale commercial, service and office with accessory multiple-family uses.
- Office/Research**
Corporate and medical offices, research facilities, television stations.
- Medical/Educational Institutions**
Hospital and college campuses.
- Light Industrial**
Wholesale, warehouse and industrial operations with minimal external impacts.
- Industrial**
Wholesale, warehouse and industrial operations.
- Public Parks and Recreation**
City owned or operated recreation facilities and open space.
- Private Parks and Recreation/Cemeteries**
Privately owned or operated recreation facilities and open space.

- SUB-AREAS (Mixed-Use)**
- Southfield Technology Corridor**
Concentrated corridor consisting of high-tech office and research, with some support commercial interspersed.
 - City Centre District**
Mixed-use area, including universities and colleges, that serves as the community meeting place or heart of Southfield.
 - North Southfield Road Corridor**
Unique area that contains a mixture of multi-cultural retail and services.
 - Downtown Development Authority District**
Regional node for shopping, office, and healthcare services.
 - Proposed City Centre District**
 - Northwestern Highway Corridor**
 - Smart Zone District**
- SPECIAL STUDY AREAS**
- Eight Mile Blvd Corridor**
 - Valley Woods Senior Campus Community Revitalization Plan**



Low Density Single-Family Residential

Single-family homes on lots 20,000 sq. ft. or larger



Location

Primarily located in the southwest portion of the City, west of Telegraph Road, south of 11 Mile Road. Pockets also exist between 9 Mile and 10 Mile just east of Telegraph, south of 13 Mile Road between Southfield and Greenfield Roads, and in the neighborhoods surrounding the 12 Mile and Telegraph intersection.

Objective

Low Density Single-Family Residential in Southfield should protect the vitality of existing, high-quality neighborhoods. Areas located on naturally constrained lands should promote use of an open space clustered design to allow a reasonable number of homes while preserving the area's natural resources and creating high-quality neighborhoods.

Land Use

This designation is intended to accommodate single-family homes on lots that are half an acre or larger and roughly corresponds with the R-E zoning district. Where natural features constrain the buildable area of a development, clustered development with permanently dedicated open space should be encouraged to preserve Southfield's natural resources. Accessory and support uses such as small to moderate sized churches, parks and schools may be considered, provided they do not disrupt the character of the neighborhoods. Such uses should be considered special land uses within the single-family districts to ensure compatibility.

Home occupations in neighborhoods have been an item of discussion in the City. Southfield currently does not allow home occupations (with the exception of Group Child Care homes), a profession carried on by an occupant of a dwelling as a secondary use which is subservient to the main residential use. Today's business climate lends itself to people working out of their homes, and most communities accommodate it, with some parameters to ensure the residential nature of the neighborhood is protected. Regulations should be developed that permit small scale home occupations provided they do not physically alter the appearance of the dwelling, do not increase traffic volumes and do not require additional parking.

General Character Description

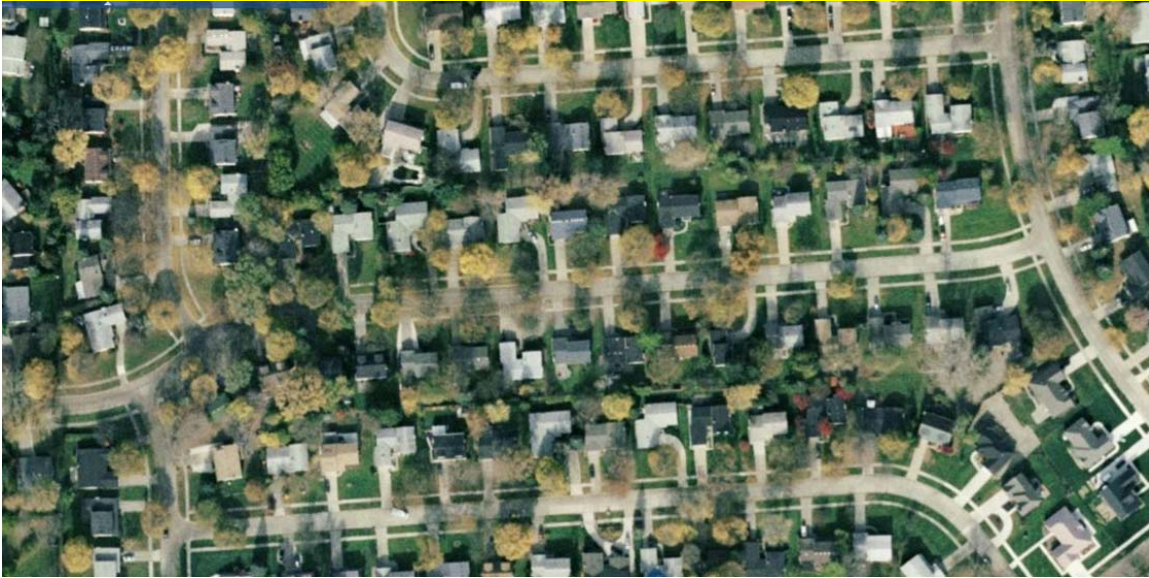
To protect the vitality and character of the existing Low Density Single-family Residential neighborhoods in the City, development in these areas should continue to follow the traditional neighborhood design principles that currently prevail in these areas. Infill and redevelopment in existing neighborhoods must be compatible with the surrounding environment, including massing, size, spacing and architectural styles that are compatible with the surrounding established residential neighborhoods. Street design in new developments should include an interconnected street system, sidewalks, street trees and adequate lighting. Green streets stormwater approaches incorporating bioretention and the use of permeable surfacing in parking lanes or other low-volume areas should be considered and encouraged.



A unique low density single-family area is found on Farmbrook Road, north of 12 Mile Road between Franklin and Telegraph Roads. This area has a distinct rural character and potential geological issues that need to be considered during any potential redevelopment. While the density may be increased slightly, homes in this area should still fall within the low density category and shall take advantage of the unique water features. The design of Farmbrook Road shall retain its open and rural character.

Moderate Density Single-Family Residential

Single-family homes on lots less than 20,000 sq. ft.



Location

The majority of the residential neighborhoods within Southfield fall into this category.

Objective

Moderate Density Single-family Residential development contributes to the goal of providing a larger variety of single-family housing types and price ranges to accommodate residents in all stages of life. This variety should include residential development designed to attract young professionals from other areas to begin and grow their careers. Furthermore, the higher density single-family residential development allows for increased walkability and pedestrian connections to nearby commercial, institutional, and civic uses.

Land Use

This designation is intended to accommodate single-family residential development on lots that are smaller than half an acre. Lot sizes can range from 7,500 sq. ft. up to 20,000 sq. ft and corresponds generally with the R-A, R-T and R-1 through R-4 zoning districts. Accessory and support uses such as small to moderate sized churches, parks and schools may be considered, provided they do not disrupt the character of established neighborhoods. Such uses should be considered special land uses to ensure compatibility. Home occupations should also be explored, as discussed in the Low Density Single-Family Residential category discussed on the previous page.

General Character Description

To protect the vitality of the existing Moderate Density Single-family Residential neighborhoods in the City, development in these areas should continue to follow the traditional neighborhood design principles that currently prevail in these neighborhoods. Infill and redevelopment must be compatible with the surrounding environment, including the massing, size, spacing and architectural styles that are compatible with the surrounding established residential neighborhoods. Street design in new developments should include an interconnected street system, sidewalks, street trees and adequate lighting. Green streets stormwater approaches incorporating bioretention and the use of permeable surfacing in parking lanes or other low-volume areas should be considered and encouraged.



These neighborhoods face many challenges as the lots are often smaller than desired for modern home expansions or new development. Future reinvestment in these neighborhoods will need to provide spacing between homes adequate for emergency service, while maintaining the traditional neighborhood design principles that currently prevail.

One unique area shown for moderate density single-family is along 9 Mile Road, just west of Telegraph Road. In the midst of this residential area are several farm markets. Through the years, these markets have become part of the neighborhood ambiance. A special study for this area by the City suggested the existing markets should be encouraged to remain, and that minor expansions to the uses would be considered with corresponding improvements to the site to improve appearance and access. However, the markets are non-conforming, meaning the land is zoned residential so no other business use is permitted. If the current uses cease, any redevelopment should be residential.



Another area that requires additional discussion is the eastern frontage on Evergreen Road between 9 Mile and 10 Mile Roads. Located across the street from the Word of Faith Christian Center and accessed off of a busy north-south aerial in the City, uses other than single-family residential uses may be appropriate if well designed. Small scale office and multiple-family uses

may be considered along this stretch if the buildings are designed with a residential appearance and are well buffered from the established neighborhood to the east.

Low Density Multiple-Family Residential

Townhouses and multiple-family units, generally under two stories



Location

Scattered throughout Southfield, Low Density Multiple-family Residential uses are usually found on major roads and abutting non-residential areas.

Objective

Low Density Multiple-family Residential is intended for residential land uses at a higher intensity, or density, than the single-family areas, with the objective to promote a mixture of housing opportunities throughout the City. Multiple-family residential development allows for increased walkability and pedestrian connections to nearby commercial, institutional, and civic uses. The Low Density Multiple-family Residential designation offers home ownership possibilities not typical of higher density multiple-family areas. This designation also works well as a transitional use by buffering lower intensity single-family uses from higher intensity commercial uses and roadways with higher traffic volumes.

Land Use

Intended land uses within Low Density Multiple-family Residential areas include attached single-family buildings, duplexes or low density multiple-family developments. This includes townhouses, attached condominiums, apartments and senior housing developments under two stories. The expected density range of this classification is up to 30 units per acre and corresponds with the R-T, RC, and RM zoning districts.

General Character Description

Low Density Multiple-family Residential development should include high-quality design that emphasizes pedestrian connections with surrounding uses, provides alternative housing options, and act as a buffer between single-family neighborhoods and higher intensity uses.

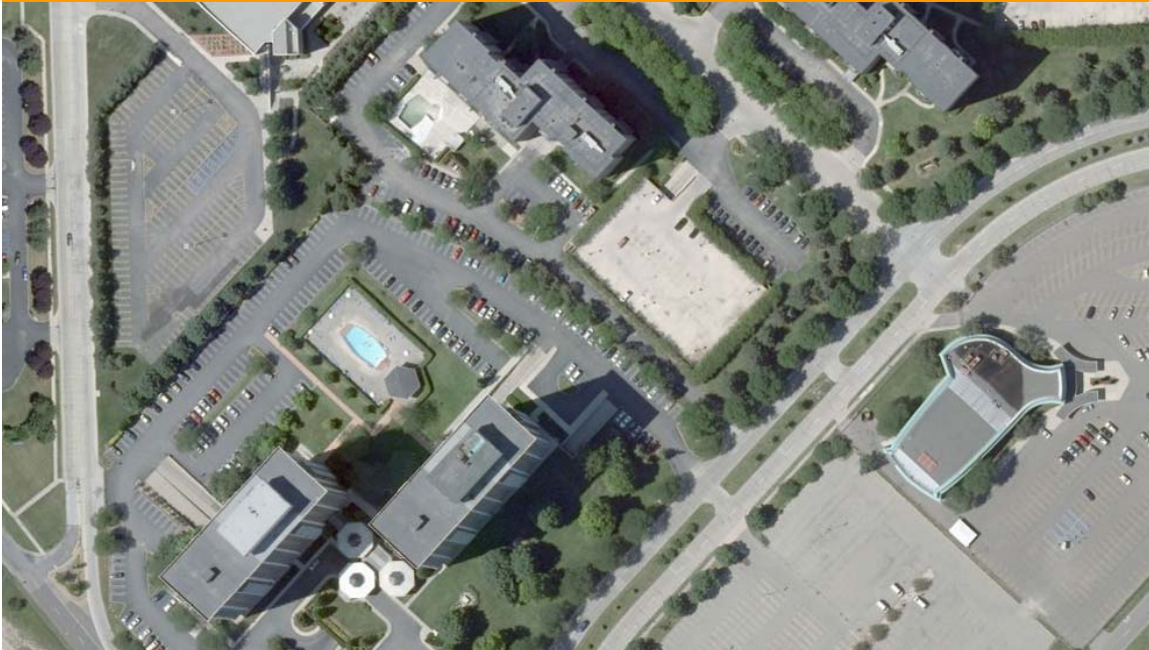
Future development under this designation should be designed to maintain a neighborhood scale and character so as to limit potential adverse impacts to adjacent single-family areas. New development should possess innovative design elements that are consistent with the residential character of the City such as ranch-style units or stacked condominiums with individual entrances that are more common in owner-occupied units.



Some areas will be appropriate for cluster development in order to protect open space and preserve key natural features while still permitting adequate density. The area on the east side of Berg Road north of 8 Mile Road is an example of a site that is suggested for cluster development. Adhering to LID site design principles will be important to balance development with water quality and natural resource protection.

Moderate Density Multiple-Family Residential

Multiple-family units over two stories



Location

Moderate Density Multiple-family Residential areas are generally located on major roads such as along Telegraph and Greenfield Roads, Northwestern Highway, or near activity nodes such as Northland Mall and Providence Hospital.

Objective

Moderate Density Multiple-family Residential development in Southfield contributes to the goal of providing a wide variety of housing types and price ranges to accommodate residents of all lifestyles. Multiple-family development provides living options with pedestrian connections to nearby commercial, institutional, and civic uses. They provide both affordable housing in the City and homes for those seeking low and no maintenance ownership opportunities. These developments may also cater to the growing older age segments of the population.

Land Use

Permitted land uses within Moderate Density Multiple-family Residential areas include a variety of multiple-family developments, with a focus on apartment or loft complexes, and senior housing over two stories in height. The expected density range of this classification is from 30 to 60 units per acre and corresponds with the RMM, RC, and RMU zoning districts.

Residential Market Analysis

A residential market analysis is recommended to determine the type and quantity of various housing options needed and underserved in Southfield.

General Character Description

Moderate Density Multiple-family Residential development should possess innovative design elements that are consistent with the character of the City. Stormwater features suitable for higher-density settings and buildings, such as planter boxes, green roofs, and permeable surfacing are encouraged. The design of the multiple-family buildings should complement adjacent single-family neighborhoods but may feature buildings with first-floor communal entrances that emphasize pedestrian connections with nearby shopping and transportation opportunities. Careful site and building design is needed for these uses to ensure resident safety. Use of Crime Prevention through Environmental Design (CPED) techniques are recommended for sites within this designation.

Local Mixed-Use

Primarily business in nature, mixture of neighborhood commercial, service and office with accessory multiple-family uses



Location

Local Mixed-Use nodes are found strategically throughout the City. Primarily located at intersections of Mile Roads and corresponding north/south arterials, Local Mixed-Use areas are also found along many of the Mile Roads, Greenfield, Southfield, and Lahser Roads.

Objective

Local Mixed-Use areas provide convenient and easily accessible businesses and services, along with alternative housing options in a concentrated area. These nodes of activity are intended to include uses that support nearby residential neighborhoods without adversely impacting the residents. The localized, neighborhood configuration of these nodes promotes local trips and walkability.

Land Use

Uses within Local Mixed-Use areas include a mixture of residential and non-residential uses, both vertically and horizontally. This includes live/work units, upper story residential units, attached townhouses, multiple-family buildings, small-scale retail establishments of less than 20,000 square feet, personal service businesses, restaurants and offices. Businesses considered appropriate should conveniently serve the immediate neighborhoods, within a one and a half mile radius.

General Character Description

With a stronger focus on building form rather than land use, sites within the Local Mixed-Use designation should be integrated into surrounding neighborhoods. This can be accomplished through traditional design elements that replicate the character of adjacent neighborhoods, promote walkability within the area, and provide shared access whenever possible.

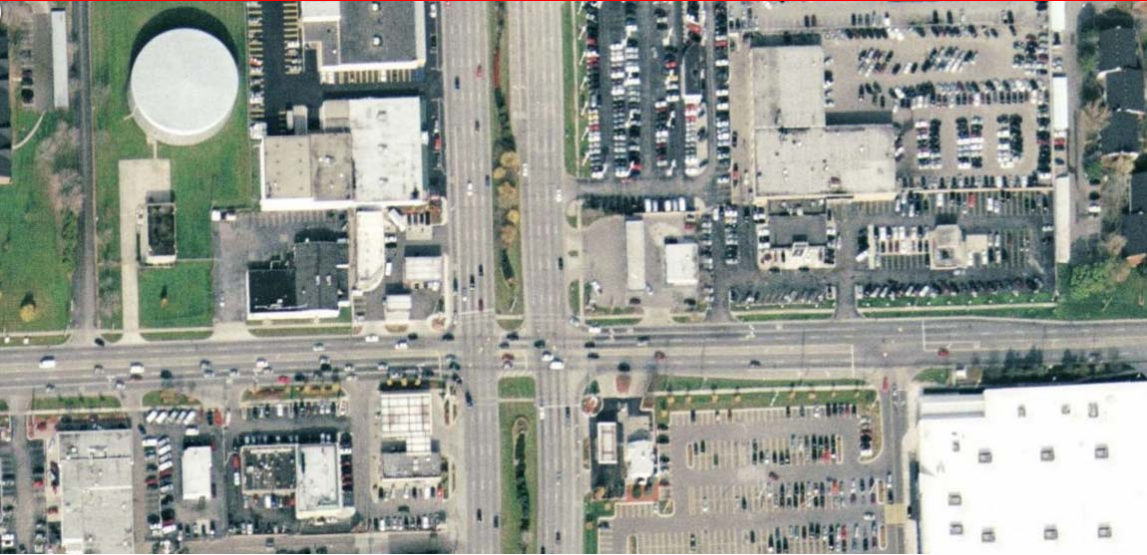
Redevelopment should focus on requiring consistent site upgrades as development occurs, including improved site design, stormwater management, access management, building facades, streetscape elements, pedestrian access, public transit access and landscaping. Generally, parking areas should be in the rear or side rather than in the front of the building. The scale and size of the developments in these areas should be limited to promote a pedestrian scale environment, minimize traffic impacts and be compatible with adjacent neighborhoods. In addition, adequate buffering shall be provided to minimize noise and light impacts on the residential neighborhoods.



A couple of sites exist on Franklin Road, just north of Telegraph that are currently used as single-family homes. Redevelopment of this area should consist of low intensity mixed use residential and office, with the potential for some limited commercial uses. Any redevelopment of these sites will require deep buffers and residential design to be consistent with the neighborhood to its west.

Regional Mixed-Use

Primarily business in nature, mixture of large scale commercial, service and office with accessory multiple-family uses



Location

Regional Mixed-Use centers are located around existing nodes of activity at Northland Mall, certain sections of 8 Mile Road, along Northwestern Highway and Telegraph north of I-696. Many of these areas are eligible for the Overlay Development District (ODD) tool. See Chapter 5: Economic Development for more detail on ODD's.

Objective

Regional Mixed-Use uses tend to cater to automobile traffic from a broader market area and provide a wide variety of businesses and services to residents, employees and visitors to the metro Detroit region. These regional nodes of activity are intended to include uses that support residential neighborhoods without adversely impacting the residents.

Land Use

Uses within Regional Mixed-Use areas promote a mixture of residential and non-residential uses, both vertically and horizontally. This includes live/work units, apartment complexes, adaptive reuse of antiquated office buildings into loft apartments, senior housing, a variety of large and small scale retail establishments, personal service businesses, restaurants and offices. These areas may contain hotels, movie theaters, drive-through restaurants and dealerships as well. The larger scale of these areas will require a large amount of floor space and parking, as they cater to a regional market.

General Character Description

Similar to the Local Mixed-Use designation, the focus in the Regional Mixed-Use designation is not particularly on use but on form and layout of the site. Since much of these areas are already developed, the challenge will be in encouraging redevelopment and consistently requiring site upgrades as development occurs. These upgrades include improved site design, access management strategies to improve traffic circulation both in the roadway and between businesses, pedestrian access, higher quality and diversified building facades, low impact design, storm water management, sustainable landscaping, etc. New development should be of a unique design and architecture, with a mixture of uses to strengthen these existing regional nodes.



An existing single-family residential node exists on the north side of 12 Mile Road just east of Inkster Road. While the lots fronting onto 12 Mile should remain, this is an area that has been identified for expansion of the multiple-family condos to the west or for the office and retail uses along Northwestern.

Office/Research

Corporate and medical offices, research facilities, TV stations



Location

Office/Research uses are focused along the service drives to I-696 and M-10 and within the American Commerce Center on 11 Mile Road.

Objective

Office/Research uses are important to the City as they diversify the tax base, balance traffic flow associated with residential/commercial uses, and provide employment opportunities.

Land Use

Representative uses include corporate headquarters, research facilities and centers, technology or pilot testing facilities, micro-electronic and biotechnology uses, and certain industrial research operations that are compatible with others uses envisioned within the designation along with a limited amount of commercial uses.

General Character Description

While the definition of Office/Research is somewhat broad, the intent is to concentrate certain compatible uses in a planned, campus-like setting with more extensive landscaping, higher quality architecture and more site amenities than typically found in general industrial areas. Outdoor storage of materials and equipment is limited, with screening required where it is to occur. Ancillary commercial uses should only be permitted if the following criteria could be met:

- The amount of commercial will not materially erode or diminish the property available for the Office/Research uses.
- The commercial uses would include those to serve both nearby residents and employees and visitors to the Office/Research uses.
- Traffic impacts could be addressed, as commercial uses tend to generate more traffic than Office/Research uses.

Medical/Educational Institutions

Regional college or hospital campuses



Location

Educational/Medical Institutions include the existing facilities and planned expansion areas around larger medical institutions such as Straith Hospital for Special Surgery, located on Lahser.

Objective

These institutions provide local choices for high quality medical and educational opportunities located within the City of Southfield. In addition, they serve as a regional draw for people to come to the City, thereby enhancing the City's local economy.

Land Use

This category includes regional college and hospital campuses with a complementary mixture of uses. Included in this category are Straith Hospital and related offices, residences, and other ancillary uses.



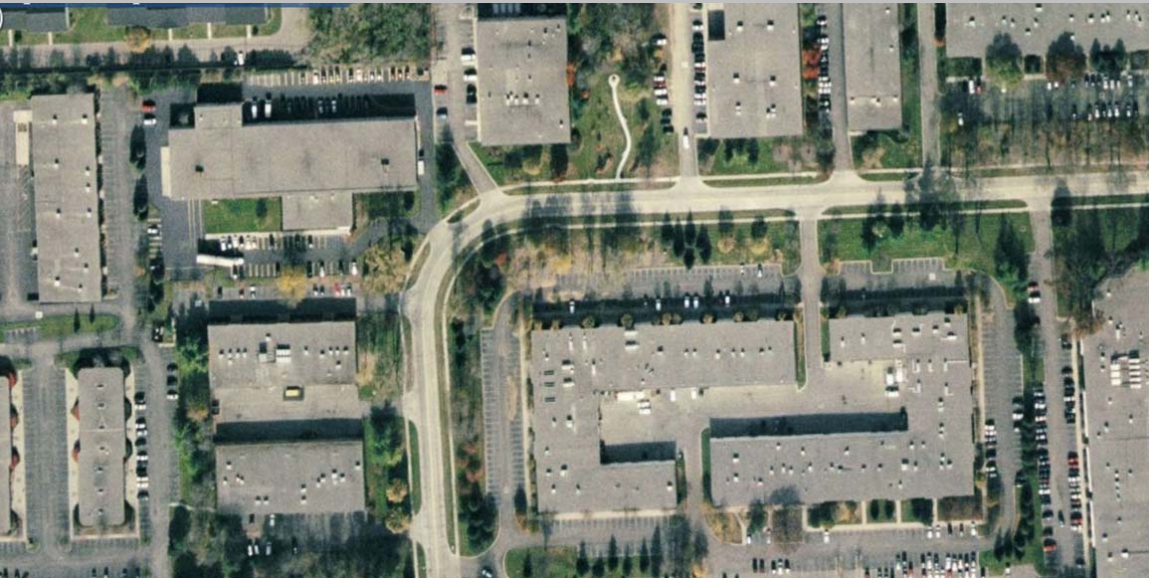
General Character Description

These campuses are park-like settings with integrated site design and access. Future expansion of these facilities should be consistent with the existing campus, respect surrounding land uses, and provide a balanced mixture of uses that minimizes off-site impacts.

LTU, OCC & Providence Hospital campuses are now part of the City's mixed-use sub area plans (see Chapter 8).

Light Industrial

Wholesale, warehouse and industrial operations with minimal external impacts



Location

Light Industrial areas are primarily focused in the southern portion of the City, off of 8 Mile Road (Bridge Industrial Park), off Lahser Road (Southfield Business Park), and pockets on East Street, Keefer/Hazelhurst area, and Mapleridge Ave.

Objective

Light Industrial is intended for a variety of lower intensity industrial operations, such as light manufacturing, and assembly, research, and technology and industrial offices. Light Industrial developments are an important source of the employment and tax base, and have significantly less impact on surrounding areas than Industrial uses.

Land Use

Appropriate uses for the Light Industrial district include high-tech industries, research laboratories, light assembly operations and corporate offices. Commercial uses that support industrial activities are encouraged in these areas. Heavy, smokestack industries and large warehouse operations dependent on heavy trucking or rail are not intended for this district.

General Character Description

Redevelopment of Light Industrial areas should include improved site design, access management tools, attractive building facades and significant landscaping to establish a park-like setting. Similarly, new development should take the form of a design-controlled, industrial/research park, with integrated site planning. The planned industrial centers provide an environment for a mix of office, commercial, light industrial, and research uses within a controlled environment. External nuisances, such as noise and odors, should be minimized through design and activity restrictions.

Industrial

Wholesale, warehouse and industrial operations



Location

Industrial areas are limited to three distinct areas located off of 8 Mile Road.

Objective

Due to the City's access to major transportation routes, industrial uses are anticipated to play an important role in the economy of the City. While such uses are desirable in terms of tax base and job creation, they must be located appropriately so as to limit adverse impacts to lower intensity uses.

Land Use

This category is intended to accommodate higher intensity industrial uses, such as manufacturing, major assembly of products, primary metal industries, fuel or hazardous materials handling, truck terminals, distribution facilities, and other similar uses, including auto-related recycling facilities. Areas with facilities involved in chemical production, heavy assembly, large warehousing and trucking are intended for this designation.

General Character Description

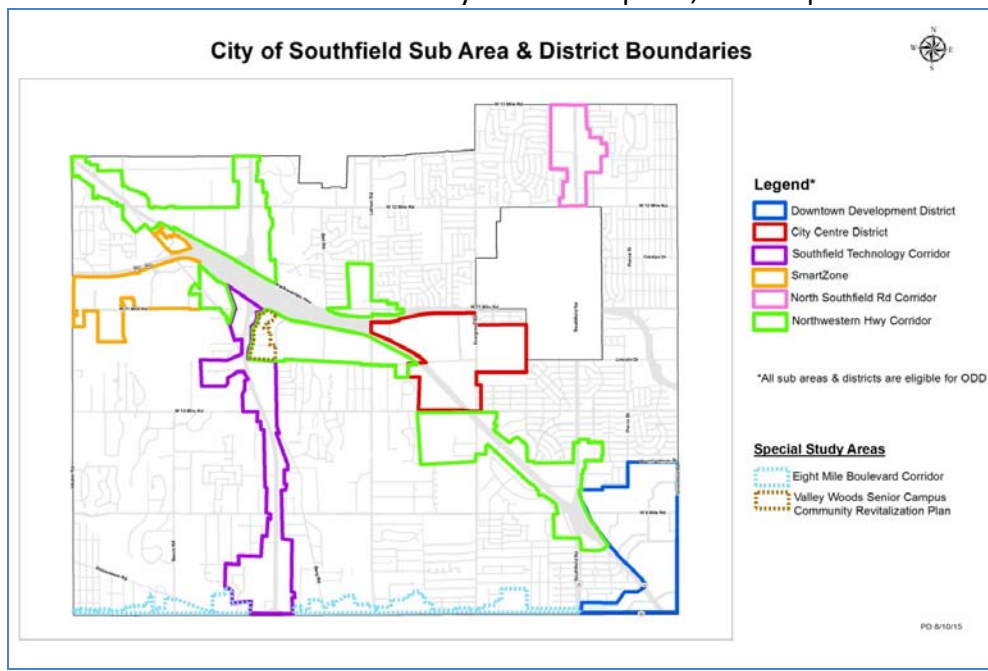
Areas with Industrial designations require special planning and site design. The operation of

these uses may involve heavy truck traffic, outdoor storage, rail access, odors and noise. As with the Light Industrial designation, site design, appearance and buffering are important to ensure that such impacts are limited, especially where they abut residential land uses. Development and redevelopment of these areas should concentrate on minimizing impacts by screening outdoor storage areas and facing overhead doors away from the street or neighboring residential areas so that loading and unloading activities are not visible.

MIXED-USE SUB AREAS

- **Eight Mile Road Corridor**
- **Infill Housing Studies: Garner Street Residential**
- **North Southfield Road Corridor**
- **Northwestern Highway Corridor**
- **Southfield City Centre District**
- **Southfield Downtown Development Area**
- **Southfield SmartZone**
- **Southfield Technology Corridor**
- **Valley Woods Senior Campus Community Revitalization Plan**

For detailed information on the City's sub-area plans, see Chapter 8.



Public Parks and Recreation

City-owned or operated recreation facilities and open space



Location

Public Parks and Recreation uses are located throughout Southfield, strategically located to best serve City residents.

Objective

Public Parks and Recreation facilities in the City are intended to provide a wide variety of high quality passive & active park facilities in locations that are convenient for residents and visitors alike. The City has a separate Parks and Recreation Plan, which more specifically discusses the existing and planned facilities and outlines goals and objectives for maintaining the City's Parks system.

Land Use

Land uses included in the Public Parks and Recreation category are City-owned or operated recreation facilities such as sports fields, golf courses playgrounds, pathways and nature trails, picnic areas, and open space areas. A mixture of passive and active recreation is encouraged.

General Character Description

Preservation of open space and the availability of recreation facilities are extremely important to City residents. This promotes a higher quality of life and increases the desirability of the City. Parks should continue to be integrated into the City's neighborhoods to create a unified system. The sizes of the spaces should vary depending on their function. Neighborhood parks and open space areas should be less than two acres in size and areas serving the community should be upwards of five acres in size. Parks and open spaces should offer opportunities for recreation, picnicking and relaxing. Pedestrian accessibility should be accomplished through sidewalk connections to the neighborhoods and pathways throughout the sites. Parks can also be co-designed to provide water quality and stormwater management benefits.

Vacant or underutilized sites and sites with significant natural features that are located next to existing parks should be explored by the City for opportunities for park expansion and to develop a cohesive open space system.

Private Parks and Recreation/Cemeteries

Privately owned or operated recreation facilities and open space



Location

Private Parks and Recreation uses include existing privately owned facilities including the Plum Hollow Golf Club on the corner of 9 Mile and Lahser Road and the Cranbrook Swim Club on Evergreen Road south of 13 Mile Road. Holy Sepulchre Cemetery, located on 10 Mile Road, west of Telegraph is an example of a large private cemetery with significant open space.

Objective

Private Parks and Recreation facilities in the City provide recreation opportunities that complement those provided by the Parks and Recreation Department and provide residents with greater choices to meet their recreation needs. Large cemeteries also provide wild life corridors and may contain large woodlots, wetlands and water features, which should be protected and preserved.

Land Use

Land uses included in the Private Parks and Recreational category are private recreation facilities such as golf courses, private clubs, athletic fields, and indoor sports facilities.

General Character Description

New privately owned recreation facilities should be located so as to be easily accessible to residents and visitors alike, without negative impacts to residential neighborhoods including increased traffic and sound and light pollution. Pedestrian accessibility should be included in the design through sidewalk connections and pathways throughout the sites.

If redevelopment of the existing facilities were to occur, the City should evaluate the most desirable re-use of the land that would create the least disturbance to surrounding residential neighborhoods.

Zoning Plan

Per the Michigan Planning Enabling Act (Act 33 of 2008), see below “a zoning plan for various zoning districts controlling the height, area, bulk, location, and use of buildings and premises. The zoning plans shall include an explanation of how the land use categories on the future land use map relate to the districts on the zoning map.”

Table 7-4: Zoning Plan

Future Land Use (FLU) Category	Compatible Zoning Districts
Low-Density Single Family	R-E
Moderate-Density Single Family	R-A, R-1, R-2, R-3, R-4, R-T
Low-Density Multiple Family	RM, RC, R-T
Moderate-Density Multiple Family	RMM, RMU, RC
Local Mixed-Use	RM, RMM, RMU, O-S, ERO, ERO-M, NS, B-1, B-2, B-3
Regional Mixed-Use	RM, RMM, RMU, O-S, ERO, ERO-M, NS, B-1, B-2, B-3, RS, RC
Office/Research	O-S, ERO, ERO-M, I-L, TV-R
Medical/Educational Institutions	ERO, RC
Light Industrial	I-L
Industrial	I-1
Public Parks and Recreation	R-A, R-1, R-2, R-3, R-4, R-E
Private Parks and Recreation/Cemetaries	R-A, R-1, R-2, R-3, R-4, R-E
Sub Area Plans (ODD Eligible)	R-1, R-2, R-3, R-4, R-E, R-T, RM, RMM, RMU, O-S, ERO, ERO-M, B-1, B-2, B-3, TV-R, NS, RS, RC, P, I-L, I-1

Table 7-5: Residential Schedule of Regulations

ZONING DISTRICT	REQUIRED LOT AREA		AREA REQUIRED FOR DEVELOPMENT PURPOSES Acres	MIN. LOT WIDTH Feet	MAXIMUM HEIGHT (w)		MINIMUM YARD SETBACK IN FEET				MIN. FLOOR AREA Sq. Ft.	MAX. LOT COVERAGE Percent
	Sq. ft./ Dwelling Unit	Sq. ft./room of 80 sq. ft. or more			Feet	Stories	Front	Least Side	Total Sides	Rear		
R A	7,500			65	25	2	30	(r) 8	(r) 20	35	1,000	25
R 1	9,000			70	25	2	40	8	20	35	1,000	25
R 2	9,000			70	25	2	40	8	20	35	1,000	25
R 3	9,000			70	25	2	40	8	20	35	1,200	25
R 4	9,000			70	25	2	40	10	25	35	1,400	25
R E	20,000			90	25	2	40	10	25	35	1,400	25
R-T		2,000			25	2	30	(a) 30		30	(t)	
RM Multiple		1,500	2 acres		30	2	(a) 50	(a) 50		(a) 50	(t)	
RMM		(u)	3 acres		70	6	(v) 75	(v) 50		(v) 50	(t)	
RMU		(u)	5 acres		(b)	(b)	(v) 75	(v) 50		(v) 50	(t)	

Table 7-6: Non-Residential Schedule of Regulations

ZONING DISTRICT	REQUIRED LOT AREA		AREA REQUIRED FOR DEVELOPMENT PURPOSES Acres	MIN. LOT WIDTH Feet	MAXIMUM HEIGHT (w)		MINIMUM YARD SETBACK IN FEET				MIN. FLOOR AREA Sq. Ft.	MAX. LOT COVERAGE Percent
	Sq. ft./ Dwelling Unit	Sq. ft./room of 80 sq. ft. or more			Feet	Stories	Front	Least Side	Total Sides	Rear		
O-S					25		(s) 15	(c) 15		(c) 15		
ERO-M				(Ord. 1044-C 12/22/80)	55	4	(v) 75	(v) 30		(v) 75		30
ERO					(b)		(v) 75	(v) 30		(v) 75		40
TR			(h)		30		150	(i)	(i)			
NS			*				60	60		60	1,000	
RS			25 acres		(g)		75	75		75	750	
RC		(u)	10 acres		(b)		(v) 75	(v) 50		(v) 75	(t)	
B-1					25		(s) 15	(c) 15		(c) 15		
B-2			*		(b)		(c) 50	(c) 50		(c) 50		
B-3					(b)		(e) 25	(j)		(e) 15	750	
I-L					(n) 30		(o) 60	(p)		(q) 50		
I-1					60		60	(l)			750	
P							(m)	(m)		(m)		

SCHEDULE OF REGULATIONS' NOTES

- (a) Side yards need not refer to spacing between buildings for a planned development for two (2) or more buildings on the same parcel; in such instance, the distance between buildings is regulated by the Building Distance Formula as found in Section 5.96 and where, because of building arrangement, the formula is not applicable, the minimum distance shall be twenty (20') feet (6.1 meters).
- (b) Unlimited, provided yard requirements are satisfied.
- (c) Yard(s) shall be not less than the height of the building, except that where a lot line abuts a street, one-half (1/2) the width of the right-of-way of said street may be considered as yard setback; but in no instance, above included, shall any yard setback be less than the figure indicated.
- (d) No building shall be closer than seventy-five (75') feet (22.875 meters) to a major thoroughfare and not closer than forty (40') feet (12.2 meters) from any other street right-of-way.
- (e) For buildings over twenty-five (25') feet (7.625 meters) in height, footnote (v) shall apply; however, in no instance shall the yard be less than the figure indicated.
- (f) See Article 9, Section 5.102, Site Plan Review, but in no instance shall any front or side yard be less than fifteen (15') feet (4.575 meters) nor any rear yard be less than ten (10') feet (3.05 meters).
- (g) Buildings shall not exceed a height of sixty (60') feet (18.3 meters) except when not nearer than two hundred (200') feet (61 meters) from any adjoining residential district.
- (h) The site plan shall be subject to the review and approval of the City Council. (Amended - Ordinance 1271 - 2/27/89)

Said finding shall determine that:

- (1) The site plan does show that a proper relationship exists between the major thoroughfare and any proposed service roads, driveways and parking areas to encourage pedestrian and vehicular traffic safety.
- (2) All the development features, including the principal building and any accessory buildings, open spaces, and any service roads, driveways and parking areas are so located and related to minimize the possibility of any adverse effects upon adjacent properties.

- (i) There shall be a minimum side yard and rear yard of one hundred and fifty (150') feet (45.75 meters) where such use abuts upon the side yard or rear yard of a residential district. In all other instances, there shall be a minimum side yard and rear yard equal to five (5) times the height of the tallest point of the building and not less than eighty (80') feet (24.4 meters).
- (j) Side yards are not required along the interior side lot lines when the building does not exceed twenty-five (25') feet (7.625 meters) in height. When the height exceeds twenty-five (25') feet (7.625 meters), the minimum yard shall be determined by footnote (v). Where a side lot line abuts a street, a landscaped side yard of not less than fifteen (15') feet (4.575 meters) shall be provided. (Amended - Ordinance 1276 - 5/22/89)
- (k) There shall be on each lot a rear yard of not less than ten (10) square feet (.93 square meters) for each front foot to provide space for loading and unloading and shall be computed separately from the off-street parking requirements.
- (l) Side yards are not required along the interior side lot lines; where a side lot line abuts a street, a landscaped side yard of not less than twenty (20') feet (6.1 meters) shall be provided.
- (m) Where the parking lot lies across the street and opposite a residentially zoned district wherein the lots front or side on such street, the required setback in feet shall be twenty (20) (6.1 meters).

Where the parking lot lies across the street and opposite or contiguous to and in the same block with residentially zoned property which has only side lot lines on the street, there shall be established a setback line ten (10') feet (3.05 meters) from the front lot line.

Wherever a screen planting is not practical or reasonable, a continuous unpierced masonry wall of specified height and materials may be substituted for buffer strip, if approved by the Board of Appeals.

- (n) Except that any structure not less than two hundred (200') feet (61 meters) from a residential zoning district may be increased in height by one (1') foot (.305 meters) for each two (2') feet (.61 meters) of additional front, side and rear yard provided in addition to the minimum yard requirements.
- (o) Which shall not be used for parking.
- (p) Not less than the height of the building which may be used for parking and where a side yard abuts a street, a landscaped side yard of not less than ten (10') feet (3.05 meters) shall be provided.

- (q) Which may be used for parking.
- (r) A minimum side yard on the garage side shall be five (5') feet (1.525 meters) and minimum total sides fifteen (15') feet (4.575 meters) where an attached garage having no habitable living area above the garage is located at the side of a dwelling unit and any portion of the house behind the garage is only one (1) story in height.
- (s) Sixty (60') feet (18.3 meters); except where the lot is less than four hundred (400') feet (122 meters) deep, the setback may be reduced to equal fifteen (15%) percent of the depth of the lot; but in no case shall the setback be less than fifteen (15') feet (4.575 meters).

- (t) Minimum floor area shall be determined by the following schedule:

1 bedroom	800 square feet	(74.4 square meters)
2 bedroom	1,000 square feet	(93.0 square meters)
3 bedroom	1,100 square feet	(102.3 square meters)
4 bedroom	1,300 square feet	(120.9 square meters)

Minimum floor area is the area of the unit measured from the outside faces of exterior walls to the center of interior walls of the unit. Included within the minimum floor area computation may be private balconies or private patios having a minimum dimension of five (5') feet (1.525 meters) and a minimum area of forty (40) square feet (3.72 square meters) with a maximum allowable area for computing minimum floor area not to exceed ten (10%) percent of the unit size.

- (u) Required land area per room for multiple family developments shall be determined in accordance with the following schedule:

<u>No. of Residential Stories</u>		<u>Required Sq. Ft. of Land Area/Room</u>
	10 or more	400 (37.2 square meters)
	9	500 (46.5 square meters)
	8	600 (55.8 square meters)
	7	700 (65.1 square meters)
RMM	6	800 (74.4 square meters)
Maximum	5	900 (83.7 square meters)
Limit	4	1,000 (93.0 square meters)
	3	1,100 (102.3 square meters)

- (v) Along those property lines which abut a single family residential district or which are seventy-five (75') feet (22.875 meters) or less from property zoned in a single family residential district classification, as measured along a line which is drawn at right angles

to any point along the property line, the minimum required yard shall be determined by the following formula:

$$Y = \frac{L + 2H}{3}$$

Along those property lines which do not have the above described relationship to property zoned in a single family residential district classification, the minimum required yard shall be determined by the following formula:

$$Y = \frac{L + 2H}{6}$$

The symbols used above shall be defined as follows:

Y = required yard.

L = the total length of that portion of a lot line from which, when viewed directly from above, lines drawn perpendicular from the lot line will intersect any part of the building other than permitted yard encroachments.

H = height of building as defined in Article 2, Section 5.3 (11).

In all zoning districts which are regulated by this footnote, not more than fifty (50%) percent of any required yard abutting a street shall be used for vehicular parking or driveways. Adjacent to any lot line abutting a street, there shall be a continuous landscaped area not less than fifteen (15') feet (4.575 meters) wide except at points of approved vehicular access to the street.

(w) Exceptions to Height Standards (Amended – Ordinance 1613 – 8/4/13)

Exceptions. The height limitation of this Ordinance shall not apply to chimneys, cooling towers, elevators, bulkheads, fire towers, penthouses, stacks, stage towers, scenery lofts, tanks, water towers, pumping towers, monuments, steeples, cupolas, and mechanical appurtenance accessory to and necessary for the permitted use in the district in which they are located.

Height of Public and Semi Public Buildings. The height of public and semi public buildings such as churches, cathedrals, temples, hospitals, sanitariums, or schools shall not exceed fifty-five (55) feet, provided that if any such building exceeds the height limitation for the district in which is located, then, in addition to the required setback, the building shall be set back an additional one (1) foot for each foot by which the building exceeds the height standard.

Height of Parapet Walls. Parapet walls may extend up to five (5) feet above the permitted height in the district in which the building is located.

See Chapter 11 for Implementation Strategies.

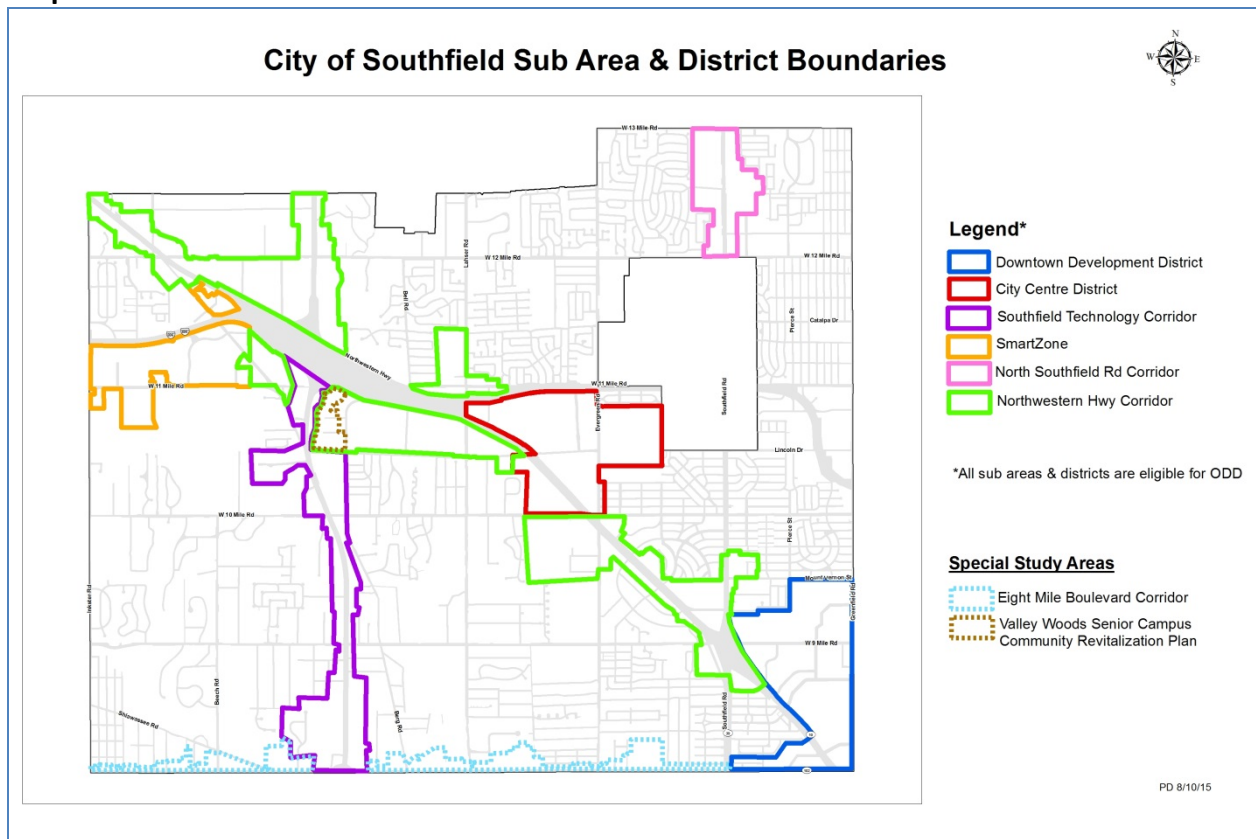
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CHAPTER 8: SUB AREA PLANS

The City of Southfield has several sub-area planning districts and corridors that warranted detailed study by the Planning Department, Planning Commission and City Council because of their uniqueness or changes in market conditions and land use. These sub areas (See Map 8-1) include, but are not limited to the following:

- **Eight Mile Boulevard Corridor**
- **Infill Housing Studies: Garner Street Residential**
- **North Southfield Road Corridor**
- **Northwestern Highway Corridor**
- **City Centre District**
- **Downtown Development District**
- **SmartZone**
- **Southfield Technology Corridor**
- **Valley Woods Senior Campus Community Revitalization Plan**

Map 8-1: Sub Areas



EIGHT MILE BOULEVARD CORRIDOR

Location: Eight Mile Road is the southernmost boundary of Southfield, is six miles in length (from Inkster Road to Greenfield Road) and shares its border with the City of Detroit and Redford Township. The Eight Mile corridor also overlaps with the **Southfield Technology Corridor** at Telegraph Road and the **Southfield Downtown Development District** in the southeast corner (Section 36) of the City.

Land Use: The corridor can generally be described as containing: industrial & light industrial, office, retail and auto related uses:

Figure 8-1: Land Based Classification Standards (LBCS) Activity on Eight Mile Boulevard Corridor, 2014

LBCS Activity 2014		
	Use	% in Corridor
	1000 Residential	11.8%
	2000 Business	41.4%
	3000 Industrial	27.0%
	4000 Institutional	3.3%
	5000 Travel/Movement	3.3%
	6000 Assembly	0.0%
	7000 Leisure	0.0%
	8000 Natural Resources	0.0%
	9000 Vacant	13.1%

Source: Southfield Existing Land Use Map, 2014

EIGHT MILE BOULEVARD ASSOCIATION (8MBA)

The City of Southfield is part of twelve member communities and three counties (Macomb, Oakland and Wayne) that make up the 8 Mile Boulevard Association (8MBA), established in 1993 (see also www.eightmile.org).

8MBA is a 501(c)(3) non-profit organization that has existed since 1993 to revitalize and promote the Eight Mile transportation, business and residential corridor by linking the efforts of the public sectors. 8MBA works in collaboration with its Member Communities to accomplish this shared mission.

Eight Mile Boulevard Design Guidelines



On July 17, 2013, the 8MBA adopted the *Eight Mile Boulevard Design Guidelines* to provide a sound frame of reference for consistency in encouraging a higher aesthetic standard for development along the Eight Mile corridor. This document also provides design guidance and a reference point for planning commissions, zoning boards of appeal, community groups, business associations, real estate professionals, developers and anyone else who wishes to develop, improve or revitalize the Eight Mile corridor. Further, this document is intended to guide planning and pre-design for new development, rehabilitation, and renovation, along with maintenance of existing buildings, including historic and architecturally significant structures along and adjacent to Eight Mile Road.

Finally, the *Design Guidelines* are meant to serve as another resource to advance the corridor-wide mission laid out in *A Vision for Eight Mile Boulevard*, the cornerstone document, published in 1992, which effectively launched regional collaboration on Eight Mile.

Goals of the Eight Mile Boulevard Design Guidelines

<i>Immediate/Short-Term:</i>
<ul style="list-style-type: none"> • Review of corridor-wide design guidelines among all 8MBA Board Members • Formal adoption of corridor-wide design guidelines by 8MBA Board of Directors
<i>Medium-Term:</i>
<ul style="list-style-type: none"> • Adoption of corridor-wide design guidelines by all 8MBA Member Communities
<i>Long-Term/Ongoing:</i>
<ul style="list-style-type: none"> • Implementation and oversight by private sector 8MBA Board Members over time to ensure their Eight Mile assets exemplify the guidelines

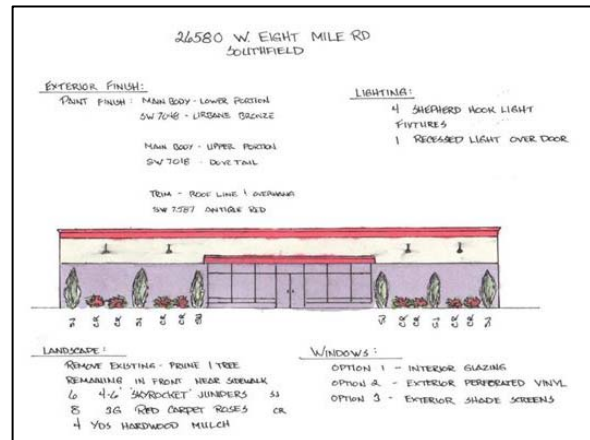
- Review, assessment and revision (as needed) of guidelines to ensure they continue to facilitate positive development outcomes for Eight Mile Road.
- Leverage the Eight Mile Boulevard Association (8MBA) as a partner in encouraging the application of the *Design Guidelines*; provide 8MBA staff with notice of all site plan submittals and municipal review hearing for proposed development projects on Eight Mile Road and encourage developer/owner to apply for 8MBA Façade Improvement funds to potentially acquire incentives for application of guideline principals.

OBJECTIVES OF THE EIGHT MILE BOULEVARD DESIGN GUIDELINES

- *Underscore prohibited uses along the corridor and present better alternative uses*
- *Establish viable and vibrant, high-quality commercial districts and promote transit-friendly development to connect those districts with each other and the surrounding community*
- *Encourage, guide and instill confidence in investment along Eight Mile Road*
- *Improve the public realm through creation of a context-sensitive built environment*
- *Promote development strategies for rehabilitation of existing structures, conservation, sustainable/green building design*
- *Encourage retail developments to attain LEED (Leadership in Energy & Environmental Design)-Refer to the U.S. Green Building Council (USGBC) for information on the LEED rating system <http://www.usgbc.org/leed#rating>*
- *Provide municipalities, planning commissions, zoning boards of appeal, community groups, business associations, real estate professionals, developers and anyone else who wishes to develop, improve or revitalize the Eight Mile corridor with reference guidelines for improving their development projects on Eight Mile Road, for sponsoring façade improvement programs or for articulating a common vision for design on Eight Mile Road.*

8MBA Façade Improvement/Beautification Program

The Eight Mile Boulevard Association Façade Improvement Program (FIP) was established in 2008 as a means to encourage aesthetic enhancement and visually unify the corridor by providing financial assistance to businesses and/or property owners located on Eight Mile Road. FIP leverages financial assistance and design expertise to fuel transformative investment and promote a higher standard of property design and maintenance throughout the corridor. 8MBA strives to serve as a model for other corridors, communities and districts in the region.



As part of the program, the Eight Mile Boulevard Association act as a grant administrating body and works directly with successful applicants to achieve a more unified and pleasing environment throughout the corridor.



Recommendations

The City of Southfield has focused on redeveloping older, outdated, and underdeveloped sites along Eight Mile Road in recent years. The focus has been on integrating new construction, upgrading facades, increasing street appearance, parking lot screening & landscape enhancements, and pedestrian connectivity.

Circulation

- Assess existing traffic patterns and pursue improvements that will increase facility carrying capacity and traveling convenience.
- Encourage access management policies that limit the number of driveways, or consolidate drives into a few strategically placed entrances.
- Create safe, appealing and efficient pedestrian walkways linking activity nodes, business entrances and parking areas to the public sidewalk system.
- Encourage the development of a complete pedestrian and bicycle system through the corridor.

Aesthetic Enhancements

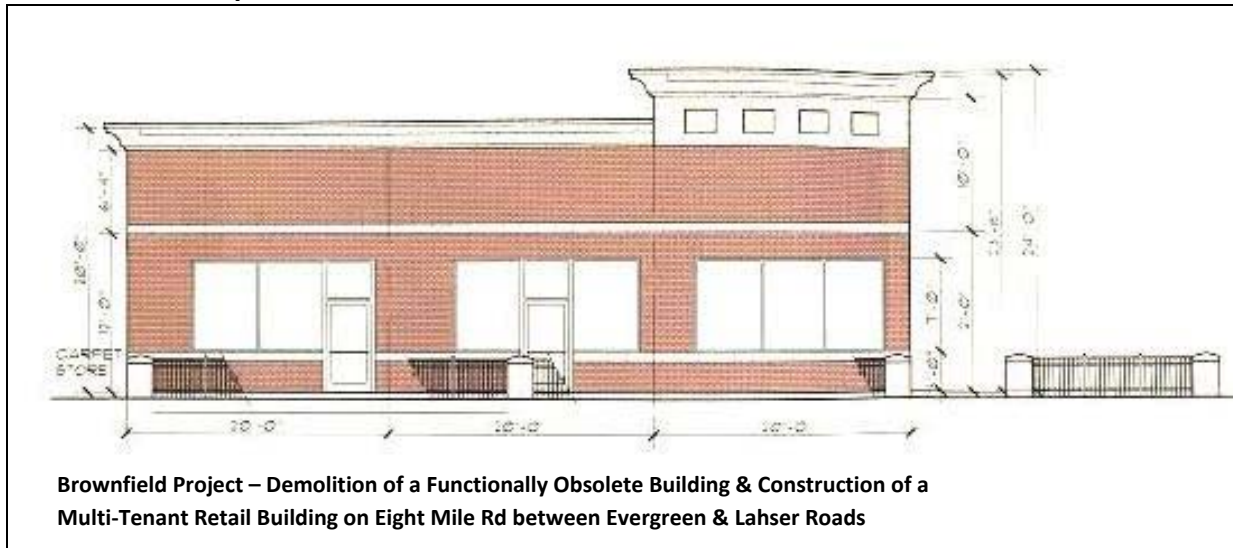
- Adopt design standards for streetscape improvements and parking lot screening along the corridor.
- Provide street trees, landscaping and plantings to provide continuous visual connections and proper pedestrian comfort along the entire corridor.
- Replace tired and overgrown landscaping with newer streetscape design (including appropriate green infrastructure stormwater features and plantings) that balances the needs of the businesses with appropriate aesthetic improvements.
- Provide special paving, decorative walkways, pedestrian lighting and other physical elements that provide the corridor with aesthetic improvements and a means of creating a consistent brand/image.



underground where feasible to improve visual qualities.

- Build gateways and a unified wayfinding/sign system to enhance the identity of the corridor.
- Encourage a high degree of continued site and landscape maintenance.
- Place utility lines

Economic Development



- Expand the economic base of the corridor by retaining existing jobs while creating new diverse employment opportunities.
- Create investment strategies that will increase tax base, and generate additional revenues to finance actions.
- Encourage partnerships among property owners and private and public sector groups, including 8MBA, in order to implement proposed redevelopment projects.
- Provide creative incentives (i.e. Brownfield Redevelopment tools, Commercial Rehabilitation District, etc.) to private sector participants in redevelopment projects and programs.

Marketing

- Promote the corridor as it relates to the County and region's unique transportation corridor and market its assets.
- Work with adjacent communities and individuals with vested interest in the commercial success of the Eight Mile Boulevard corridor to ensure sufficient funding for marketing.
- Project the image/brand of the corridor as a safe and exciting place for business.

Implementation

- Develop reasonable site design standards and sign regulations for new development and redevelopment within the corridor.
- Continue to work with 8MBA on the redevelopment of the Eight Mile Road Corridor.

INFILL HOUSING STUDIES

Garner Street

Figure 8-2: Concept A (11 units)

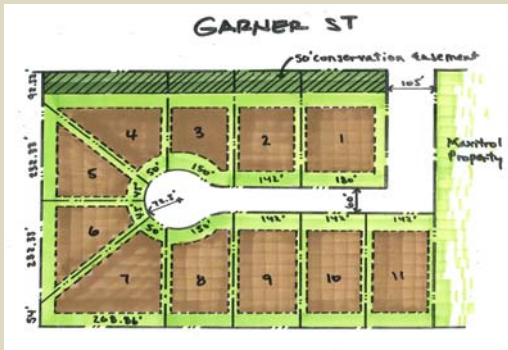


Figure 8-3: Concept B (27 units)



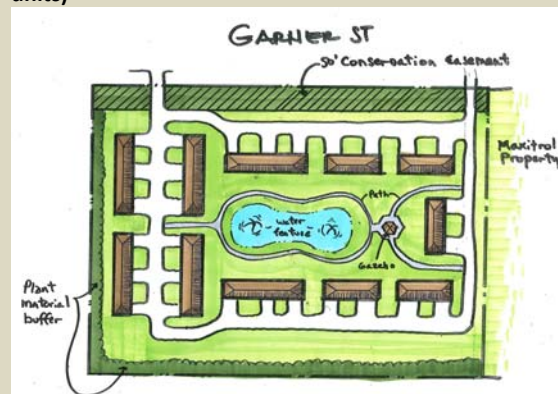
Please note: the plans shown here (Figs 8-2 through 8-4) are for conceptual use and discussion purposes only

Concept A: The six (6) existing lots of 11.97 acres are divided into eleven (11) lots (approximately 1 lot per acre) with a central road meeting the minimum 60' Right-of-Way and a cul-de-sac. The current R-1 Single Family Residential zoning district minimum yard setbacks of 40' front yard, 8' least side yard (20' total side yards) and 35' rear yard are applied. A 50' wide conservation easement along Garner Street provides separation from Garner Street, the school to the north, and the proposed homes (see Figure 8-2).

Concept B: The six (6) existing lots of 11.97 acres are divided into twenty-seven (27) lots (approximately 2.3 lots per acre) adjacent to a 60' Right-of-Way. Lots meet the minimum lot width of 70' for the R-1 Single Family Residential zoning district, minimum yard setbacks of 40' front yard, 8' least side (20' total sides) and 35' rear yard. A 100' conservation easement along Garner Street provides separation between Garner Street, the school to the north, and the proposed homes (see Figure 8-3).

Concept C: The six (6) existing lots are combined into one 11.97-acre site and developed for RM, Multiple Family (Low Rise) development, with one hundred twelve (112) two bedroom units or approximately 9.3 units per acre. The minimum setbacks of 50' on all sides will be used along with a 50' wide conservation easement along Garner Street to provide separation between Garner Street, the school to the north, and the proposed buildings. A buffer of plant material on the west, south and east side of

Figure 8-4: Concept C (112 units)



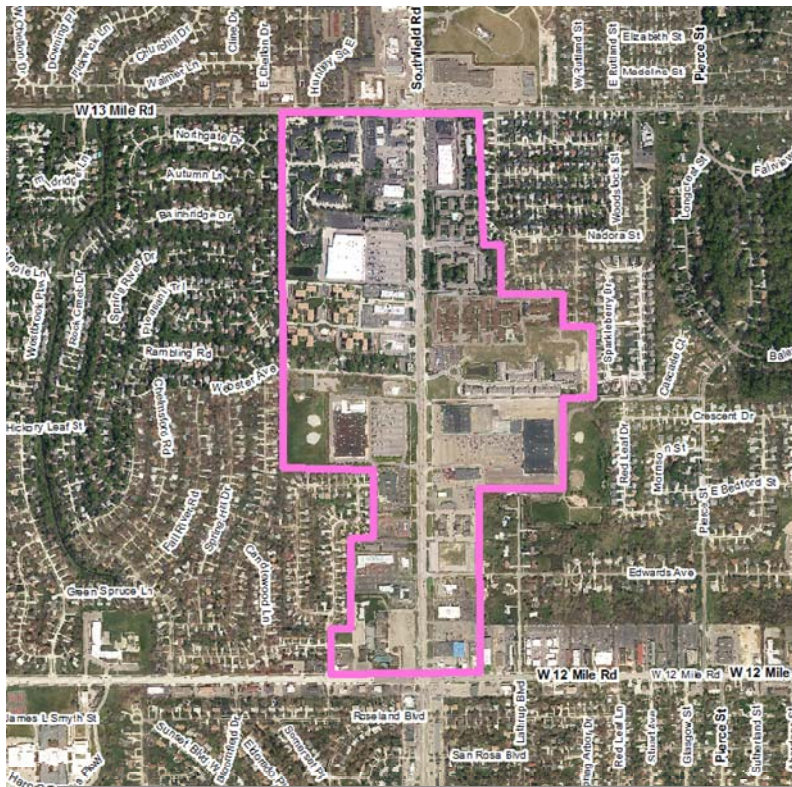
the property will be incorporated along with a detention basin for storm water needs and an internal walking path (see Figure 8-4).

A future study area may include the Almira Street neighborhood. This area near Nine Mile and Telegraph Roads could lend itself to redevelopment resulting in smaller residential lots and low-rise multiple family units to enhance yet maintain the area's character that the residents currently enjoy.

NORTH SOUTHFIELD ROAD CORRIDOR

Location: Southfield Road frontage between 12 Mile and 13 Mile Roads.

Regional Context: Southfield Road is one of the major north/south arterials within metro Detroit, connecting I-94, I-696 and I-75. Spanning from Dearborn to Birmingham, Southfield Road travels through nine communities and varies from a divided eight lane highway to a two lane residential street. Within the City of Southfield, Southfield Freeway ends north of 9 Mile Road and maintains a five lane design through Southfield and Lathrup Village. While most of the frontage on Southfield is primarily developed, there has been significant reinvestment within the northern corridor, between 12 and 13 Mile Roads including: a new mixed-use retail development at 12 Mile and Southfield Roads, a new medical office building, and new retail development.



Objectives

- *Establish a land use pattern that characterizes the North Southfield Road Corridor as a unique destination consisting of compatible yet diversified uses.*
- *Plan for a safe, efficient circulation system that provides sufficient access by all modes of transportation between nodes of activity within the corridor and the adjacent residential neighborhoods.*
- *Establish open space and beautification*

efforts to create an identifiable character for the subarea, which will reflect a pleasant, appealing atmosphere for working, shopping and residing in the North Southfield Road area.

- *Develop a specific Corridor Overlay Zoning District and consolidate regulations into one concise set of reasonable and consistent standards for new development and redevelopment.*
- *Maintain the diverse, identifiable character of the corridor, while promoting vitality through private sector investment.*
- *Encourage the acquisition, demolition and reuse of those properties that, by virtue of their location, condition, or value, no longer function at their highest economic potential.*

- *Enhance the visual and aesthetic qualities of the corridor through streetscape, landscape, roadway improvements and portals.*
- *Reduce impervious surfaces as redevelopment occurs through the use of permeable surfacing and the integration of LID measures with landscaping (See Chapter 9: Public Infrastructure)*
- *Establish the mechanisms necessary to achieve the recommendations for the North Southfield Road Corridor Subarea.*

Land Use

The corridor will consist of concentrated nodes of activity, primarily commercial and office, compact enough to create critical mass of business activity, with ancillary multiple-family residential uses, similar to the Local Mixed-Use designation. Southfield is known as a culturally diverse community in the region; however, it lacks a true multi-cultural destination. The North Southfield Road Subarea has the potential to be that multi-cultural retail, service, office and cultural community center that celebrates the diversity of the City's residents and its neighborhoods. To encourage multiple destination trips, new development and redevelopment will be designed to enhance accessibility of both vehicles and pedestrians.

Market conditions, the mix of uses and the expected level of activity would determine the size and focus of each use. In general, the maximum size of retail uses should be limited to 125,000 square feet, or mid box uses such as grocers, electronics, office, and clothing stores. Big box uses should not be permitted, except as described below, due to the small lot depths, proximity to residential uses and the need to create a synergy of uses.

In 2012, Wal-Mart proposed to demolish the existing St. Bede's church and adjacent shopping center to construct a new 130,124 gross square foot Walmart Supercenter with 921 parking spaces, located at the northwest corner of Twelve Mile and Southfield Roads. The proposed site contained three parcels on 11.9 acres of land with 600' of frontage on West Twelve Mile Road and a depth of 864' along Southfield Road. The rezoning request for this project was denied by City Council in January 2013 due to the size and scale of the proposed development.



As a result of the public outcry over the proposed Wal-Mart, which was denied by City Council as too intense of development for the site, the Planning Commission held a public workshop in March 2013, to get feedback from the community, including adjacent residences and business on how they would like to see the vacant St. Bede church site redeveloped. Later in the year, a new mixed-use project was proposed.

In December 2013, the Southfield City Council unanimously approved the “Southfield Village” mixed-use redevelopment for the 9.34 acres former St. Bede site at the northwest corner of 12 Mile and Southfield Road.

- Southfield Village: A.F. Jonna Development Company began construction of 114 luxury residential units in three-story buildings as well as a freestanding, 5,430-square-foot Applebee’s restaurant and two multi-tenant retail buildings totaling 32,324-square-foot in 2015. The redevelopment also included a small memorial plaza recognizing the former St. Bede Church.





The “Southfield Village” mixed-use has fostered a positive redevelopment trend along the corridor, including additional developments in 2015:



- Henry Ford Optimeyes, located at the northeast corner of Southfield Road and Edwards Ave., which includes approx. 20,500 sq. ft. medical office building; and,
- ODD #5 (ZR:1327), Great Northern/EZ Storage: A new three-

story mixed-use building (114,862 sq. ft.) with 600-700 storage units, 2,684 sq. ft. of retail and 1,800 sq. ft. of office/manager’s apartment on approx. 2 acres at 30215 Southfield Road (approved Sept. 2015); and

- Butler Properties: The redevelopment of an existing bank building into retail use with possible medical office. The site landscaping will be upgraded and ornamental fencing along Southfield Road will be added as part of this project; and
- Enhanced streetscape elements, including brick piers, ornamental fencing, pedestrian amenities, bus stop improvements, etc.





Pedestrian plaza in homage to former St. Bede's Church

Road Commission for Oakland County (RCOC) Environmental Assessment for Southfield Road

The Environmental Assessment study process kicked-off in 2012, under the direction of RCOC, for the approximately 3.6 mile Southfield Road corridor (Mt. Vernon to 13 Mile Road), which includes the communities of Southfield, Lathrup Village, Beverly Hills and Southfield Township.

SCOPE OF STUDY

- *Identify existing/future problems:*
 - *Traffic Congestion*
 - *Safety*
 - *Non-motorized facilities*
 - *Consistency with local plans*
- *Develop options to address problems*
- *Select option that best meets project goals*
- *Conduct Environmental Assessment and comply with all requirements of Federal Aid process (NEPA process)*

Project Goals:

- *Improve current and future traffic operations*
- *Accommodate all users with the template of Complete Streets, which accommodates bicyclists, pedestrians, automobiles and transit*
- *Provide Context Sensitive Solutions to support local community plans*

Scope of Study Continued:

- *Improve Safety*
- *Minimize impacts to surrounding property owners.*

Problems addressed by the Project:

- *Existing traffic congestions-long delays and backups*
- *Future traffic delays and backups predicted to increase*
- *Safety concerns-crashes at intersections and road segments*
- *Lack of continuous non-motorized facilities and bus access*
- *Reconstruction provides opportunity to design corridor to support local vision/plans*

RECOMMENDATIONS

Circulation

- Assess existing traffic patterns and pursue improvements that will increase facility carrying capacity and traveling convenience, such as the planned median along Southfield Road.
- Encourage access management policies that limit the number of driveways, or consolidate drives into a few strategically placed entrances from Southfield Road. Note: MDOT recommends 30 access points along this mile stretch, whereas today there are 51 access points.
- Coordinate with SMART to improve access and add quality bus stops & shelters along the Southfield Road Corridor in strategic locations.
- Minimize or calm the impacts of increased traffic and activity levels on residential streets that feed into Southfield Road.
- Create safe, appealing and efficient pedestrian walkways linking activity nodes, business entrances and parking areas to the public sidewalk system.
- Encourage the development of a complete pedestrian and bicycle system through the corridor.
- Coordinate work efforts with MDOT and Road Commission for Oakland County to obtain grants for roadway-and median related improvements.
- Encourage roadway projects by private developers through coordination with MDOT and Road Commission for Oakland County.
- Incorporate safety/security design techniques for all public places and for proposed public/private redevelopment projects.

Aesthetic Enhancements

- Adopt design standards for streetscape improvements and parking lot screening along the corridor, incorporating standards and specifications for stormwater management including the use of permeable pavement and bioretention landscaping of parking lot landscape islands and perimeter screening areas.
- Provide street trees, landscaping and plantings to provide continuous visual connections, stormwater management, and proper pedestrian comfort along the entire corridor.
- Replace tired and overgrown landscaping with newer streetscape design that balances the needs of the businesses with appropriate aesthetic and water quality improvements.
- Provide special paving, decorative walkways, pedestrian lighting and other physical elements that provide the corridor with aesthetic improvements and a means of creating a consistent brand/image.
- Build gateways and a unified Wayfinding/sign system to enhance the identity of the corridor.
- Encourage a high degree of continued site and landscape maintenance.
- Place utility lines underground where feasible to improve visual qualities.

Economic Development

- Establish partnerships between the public sector and private sector for the purpose of understanding the mutual benefits of proposed redevelopment projects.
- Expand the economic base of the corridor by retaining existing jobs while creating new diverse employment opportunities.
- Advance traffic safety and efficiency, pedestrian access, and the character of the area through best practices.
- Create investment strategies that will increase tax base, and generate additional revenues to finance actions, which support the Plan's goals.
- Encourage partnerships among property owners and private and public sector groups in order to implement proposed redevelopment projects, which will achieve the Plan's goals.
- Provide creative incentives (i.e. Brownfield Redevelopment tools) to private sector participants in redevelopment projects and programs.
- Utilize the ODD tool to encourage redevelopment.

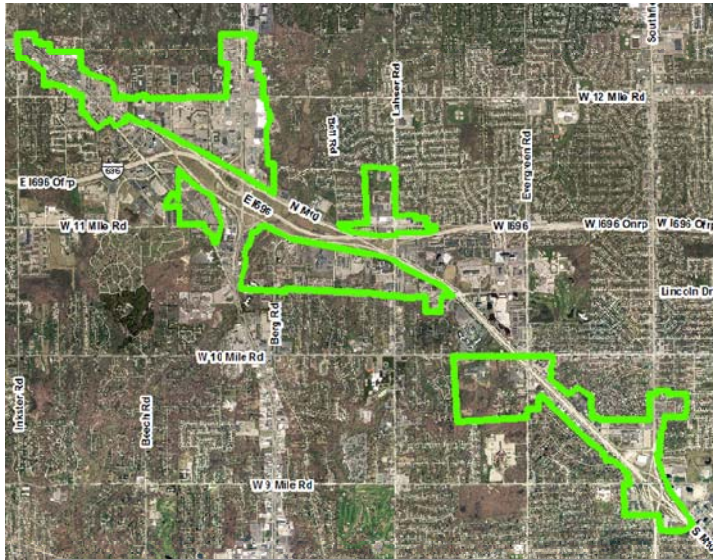
Marketing

- Promote the corridor as it relates to the County and region's unique multi-cultural economic activities and market its assets.
- Work with adjacent communities (i.e. Lathrup Village and Beverly Hills), Oakland County and individuals with vested interest in the commercial success of the Southfield Road corridor to ensure sufficient funding for marketing.
- Project the image/brand of the corridor as a safe and exciting place for business and family oriented patronage.
- Promote the corridor as a unique center of activities that include a full range of multi-cultural mixed-use commercial, office, community and residential and neighborhood facilities as well as entertainment.

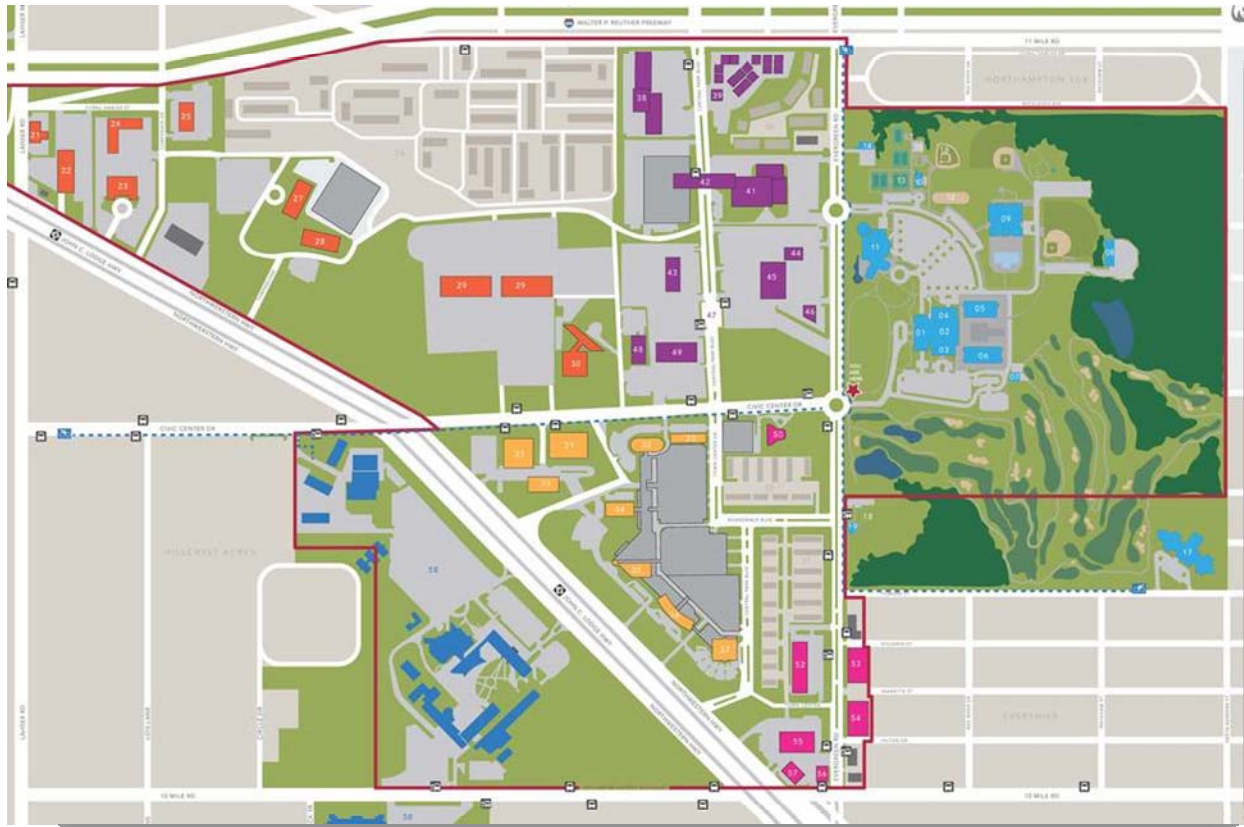
Implementation

- Develop reasonable site design standards and sign regulations for new development and redevelopment within the corridor.
- Investigate the creation of a Corridor Improvement Authority, Public Act 280 of 2005, in conjunction with Lathrup Village, Beverly Hills, and Birmingham to establish an Authority along this multi-jurisdictional corridor. The Authority could reserve tax increment revenues for funding capital improvements and other programs identified in the Sub-Area Plan. Tax increment revenues could be leveraged through grants, bonds or other financial mechanisms to expedite implementation.
- Promote effective communication and a cohesive, cooperative spirit among various public and private leaders in the three communities and County, using the venues and talents of existing civic organizations and committee.
- Continue to work with RCOC on the redevelopment of the Southfield Road Corridor.

NORTHWESTERN HIGHWAY CORRIDOR



SOUTHFIELD CITY CENTRE (SCC) DISTRICT



SCC District

The Southfield City Centre District includes properties (approximately 575 acres) within the triangular area roughly bounded by Evergreen Road, Northwestern Highway Service Drive, and Eleven Mile Road/I-696 Service Drive, plus the Southfield Municipal Complex, the nonresidential properties on the east side of Evergreen Road between Filmore Street and Ten Mile Road, and the nonresidential Lawrence Technological University (LTU) properties.

Governance

The City Centre Advisory Board (CCAB) is comprised of nine members who shall be appointed by the Mayor with the concurrence of the City Council. At least five of the board members shall be nominees of the businesses located within the boundaries of the City Centre. One member of the board shall be a resident from a residential area in or adjacent to the City Centre and one member shall be an officer, official, or other representative of the City of Southfield. The CCAB shall manage programs initiated by the City to promote economic activity and to provide maintenance, security and operation of the City Centre.

DEMOGRAPHICS

Business and Employment

A recently completed (January 2012) *Retail & Hotel Market Analysis* finds that daytime employment plays a large role in supporting local retail. The City Centre District, an area of less than one square mile in size, is estimated to have over 13,000 employees. Furthermore, 45,000 employees work within a five-minute drive time from the District. The mix of employees in the District is heavily weighted toward the professional, scientific and technical services and FIRE (Finance, Insurance & Real Estate) sectors, specifically in the areas of legal and insurance services. Together, the two sectors comprise slightly more than half of total District employment. The employment concentration in these sectors within the District is made more apparent when viewed relative to their concentration in the trade area as a whole, in which they comprise less than one quarter of total employment. The healthcare and administrative support categories each comprise six percent of total employment in the District, reflecting a stratification of white-collar professions. Fewer than 1,000 employees currently work in the retail trade, hospitality and restaurant industries, while public administration accounts for four percent of total employment in the District.

The *Retail & Hotel Market Analysis* further finds that the City Centre District has a primary trade area population of nearly 500,000 persons, decreasing slightly to 483,000 persons by 2015. Southfield enjoys easy access from most of the surrounding Oakland and Wayne Counties. Oakland County, one of the wealthiest in the U.S., has average household incomes of \$69,000 in the primary trade area, slightly higher than the state average and slightly lower than the national average. The area's per capita income (\$27,000) is only slightly greater than the state and national levels. The primary trade area has a labor base of 187,000 employees, with 65 percent holding white-collar positions. (Source: *Retail & Hotel Market Analysis*, Gibbs Planning Group, January 2012)

Population and Housing

There are four residential developments within the City Centre offering a variety of housing options as reflected in Table 8-5.

Table 8-5: Residential Development Within the City Centre

Development Name	Type	Address	Units	Unit Types
<i>Arbor Lofts*</i>	Loft style apartments	20300 Civic Center Dr.	54	171 beds: 1-4 bedrooms
<i>5000 Town Center</i>	High-rise (33 stories)	5000 Civic Center Dr.	216	850-2,000 sq. ft. condominiums
<i>Knob in the Woods</i>	Apartments	Various	588	1-3 bedrooms (1,040-2,200 sq. ft.)
<i>Park Place at Town Center</i>	Townhomes	Various	572	2 story attached condominiums

Based upon household size** and bedroom count, we estimate that the year round residential population within the City Centre is approximately 2,591 persons.

In addition, LTU has two existing dorms totaling 200 rooms (495 beds) with a future 152 room freshman dorm scheduled to open Fall 2015. Finally, four District hotels provide an additional 734 rooms for rent.

*LTU has a short term lease agreement with Arbor Lofts for approximately 100 beds during the school year.

** Avg. Household Size 2.22 (2010 US Census)

Evershire Neighborhood

In early 2014, the Planning Department with the support of studio [Ci], Lawrence Technological University, conducted a study of the Evershire neighborhood to determine the feasibility of integrating medium density housing as a transition zone from the existing and planned commercial development on Evergreen Road and existing stable single family residential to the east. Further, the study was to look at eight other similarly sized neighborhoods or communities within walking distance of a university to determine precedents for these types of infill housing developments for graduate level, academic staff and young professional living communities.

The Evershire neighborhood is bounded by: Evergreen Road to the west; Ten Mile Road to the south; Filmore Street to the north; and Santa Barbara to the east. The study area had an overall size of 72 acres, approximately 180 households and a population density of 3,418 people per square mile. Households with children made up approximately ½ (50.28%) with a 5% turnover rate; 57% who lived there 5+ years and a median residency of 3 years (data source: www.interorealestate.com).

The concept plans included mixed-use, infill single family, medium density multi-family and mixed-use high density residential.

Placemaking was also incorporated into the concept plans including: day lighting of the former streams; creating a greenway and walking/jogging paths, which connect to LTU campus; way-finding signage and pedestrian amenities.

For more information, please see Chapter 4: Housing.



Land Use

In June 2014, the City Assessor certified 6,821,704* (6,822,358) square feet of non-residential development within the district as indicated in Table 8-6.

Table 8-6: Non-Residential Development within the City Centre

Description	Sq. Ft.	Units/Rooms	Notes
<i>Non-Residential:</i>			
Bank	4,000		
Education	22,000		
Gas Station	1,050		
Hotel	485,145	734	
Medical	9,376		
Municipal	471,239		
Office	5,108,715		75% occupied
Restaurant	127,122		
Retail	52,262		
Storage	3,450		
University	533,993	200/495	
Utility	4,006		
Vacant Land			8.93 acres
Subtotal:	6,822,358		
<i>Residential:</i>	998,285	1,147	
Total:	7,820,643		

*as of June 30, 2014

Parking: The City Centre provides a total of 22,642 parking spaces (as of Sept. 2014) including: 13,671 off-street and 8,971 parking garage spaces. Major parking garages include:

- City Municipal Complex: 216
- Maccabees: 1,128
- Oakland Town Square: 1,350
- 5000 Town Center: 514
- Town Center: 5,747
- Traveler's Tower: 1,597

Overlay Development District (ODD)

To date, there have been three ODD's approved within the City Centre: 1) City Centre II; 2) Arbor Lofts; and 3) Traveler's Tower.

- **City Centre II:** Located on the east side of Evergreen Road, between Hilton Dr. and Goldwin Street, the City Centre II project combined the existing two building City Centre Plaza retail complex (8,000 sq. ft.) with a partial closure of Jeannette Street and the new two-story mixed-use retail/restaurant/office complex measuring approximately 24,000 sq. feet for a total site area of 1.24 acres. This development includes many pedestrian amenities, including decorative cross walks, out-door seating and art.



- **Arbor Lofts:** In the Fall 2014, the Arbor Lofts ODD agreement was executed to allow a multi-phase development including:
 - Phase I: Adaptive reuse of an existing 114,356 sq. ft. 4-story office building for first floor mixed-use and 54-unit loft apartments (171 beds) on floors 2 thru 4.



- Phase II: Future 10,000 sq. ft. free standing retail mixed-use at the southeast corner of the site; and



- Phase III: Future 43,000 sq. ft. mixed-use 2 story building, with pedestrian streetscape on the north end of the property.



- Alternative Phase IIIA: Potential residential garden apartments 60 units, 181 bedrooms with 2,575 square feet of retail.



- Traveler's Tower: In Spring 2014, a 19,000 sq. ft. one-story outparcel retail development was approved along Evergreen Road with out-door seating and public art features.



Finance Mechanism

The City Centre Advisory Board (CCAB) was established August 24, 1992, by City Council (ORD. #1352), "to promote economic activity in the City Centre, and to provide for the maintenance, security, and operation of the City Centre . . ."

The City Centre Advisory Board was established pursuant to Act No. 146 of the Public Acts of 1992 (PRINCIPAL SHOPPING DISTRICTS, Act 120 of 1961, as amended).

The costs, in whole or in part, of projects may be financed by the City by one or more of the following: 1) grants and gifts to the City; 2) City funds; 3) the issuance of general obligation

bonds of the City; 4) the issuance of revenue bonds by the City for public improvements; 5) the levying of special assessments against land or interests in land or both.

The first Special Assessment (Project P-1124) for the construction of the City Centre Plaza, located on Central Park Boulevard was passed in 1994 at \$0.01 per square foot of gross building area generating approximately \$58,000 per year for construction and operating expenses. In Fiscal Year (FY) 1999, the assessment was increased to \$0.02 per square foot of gross building area. Fifteen years later, in FY 2014, the special assessment was increased to \$0.03 for FY 2014-2015; \$0.04 for FY 2015-2016 and \$0.05 for FY 2016-2017.

Examples of the use of these funds include the coordination and production of the monthly noontime summer concerts (“Eat-to-the-Beat”) at the City Centre Plaza; co-sponsorship of community events (i.e. 5K runs; Food Truck Rally; art exhibits; etc.); annual flower plantings at City Centre Plaza; maintenance of the sprinkler system and existing landscaping along Central Park Boulevard; payment of water and electric utility bills; general maintenance of the City Centre Plaza and flag row; retention of professional planning, engineering and design services; retention of media and public relations services; pedestrian friendly installations such as benches, trash receptacles, bicycle racks and public bus shelters; gateway entrances into the District and decorative crosswalks within the District; and participation in costs associated with the Evergreen Road improvement project.

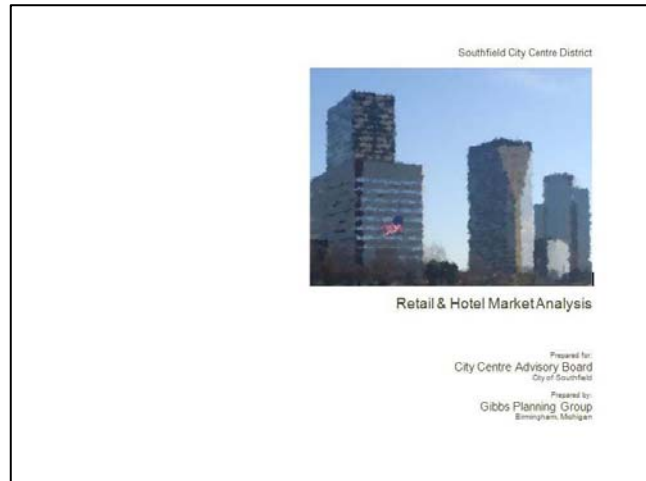
Focused Development Projects

- Promote and support special events, art installations and Placemaking.
- Promote business development.
- Support the attraction and retention of young professionals and business tenants.
- Partner with LTU and other local colleges’ annexes in strengthening our “Town and Gown” environment.
- Enhance the District’s walkability and pedestrian amenities.
- Support and enhance non-motorized and public transit facilities.
- Improve the District’s public infrastructure and aesthetics.
- Encourage development and redevelopment on private vacant and underutilized properties.
- Provide on-going development, maintenance and support of public areas and rights-of-way.
- Conduct district wide marketing and support of District-wide public relations.
- Provide long term planning, vision, and research to support grant applications and other municipal projects.
- Promote mixed-use development.
- Encourage low impact design and sustainable development.
- Maintain and refresh website (www.southfieldcitycentre.com)

STRATEGIC PLANNING

Retail & Hotel Market Analysis

Completed in January 2012 by Gibbs Planning Group, this study finds that the Southfield City Centre District can presently support an additional 645,000 square feet (sf) of retail and restaurant development, generating up to \$240.7 million in gross sales revenues, growing to \$252 million by 2016. The demand could partially be absorbed by the expansion of existing businesses, and the development of neighborhood, community, lifestyle and/or regional centers that include two department stores and 60-85 new restaurants and retailers. This existing commercial void exists for non-market factors such as the lack of modern shopping centers and coordinated leasing and development activities.



While numerous shopping centers and downtowns ring the subject site, its considerable residential and daytime employment base is under-served with most retail categories including: apparel, department stores, home furnishings, groceries and restaurants. As a result, its consumer base must drive a considerable distance for many of the commercial businesses and brands that they need and desire. The area's market demand, employment base and adjacent civic center, combined with the lack of a walkable, mixed-use main street-type center such as the Village of Rochester Hills, creates a unique opportunity to develop a "town center" with a broad appeal to many leading retailers.

Consumer expenditure from daytime employment complements that captured in the evenings and on weekends by households in the trade area. *Office Worker Spending Patterns*, published by the International Council of Shopping Centers in 2004, provides insight into the impact of local employment. Weekly office worker expenditure, adjusted for 2011 dollars, is estimated at \$157. The study found that 62 percent of office workers shop either during the workday, over the lunch hour (31 percent of those who shop) or after work (47 percent). Twenty percent of office workers reported shopping multiple times per day. On average, 23 sf of retail space and 7 sf of restaurant space can be supported by each office worker; for the City Centre District's estimated 7,700 office workers, this translates into over 230,000 sf of restaurant and retail space that can be supported solely by this employment base.

Weekly non-office worker expenditure, in 2011 dollars, is estimated at 37 percent of that of office workers. Non-office workers are estimated to have slightly less disposable income, to have multiple work locations including at home, and typically are on the road more during their workweek. Retail purchases (general merchandise, apparel, home furnishings, electronics,

grocery, and convenience items) make up the majority of the office worker dollars, at \$116 per week.

Restaurant expenditures (full service, limited service, and drinking places) account for the balance at \$41 per week. Adjusted for 2011 dollars, the ICSC survey found that the average office worker spends \$8.60 per lunch, eating outside of the office three out of five days each week. Forty-four percent of office workers purchased lunch outside of the office either four or five days of the week. Annualized, each office worker expends \$8,164 before, during, and after work.

Much of this potential expenditure can be captured within the District through adjustments to parking policy, as well as ensuring that new retail and restaurants can be easily accessed by the majority of area office workers on foot. When consumption takes place during the limited time constraints of a lunch hour, those establishments located beyond the range of a five-minute walking time (about one quarter mile) will not be patronized. GPG noted that while the City Centre District is small, traversing the area on foot is often unpleasant due to its heavily auto-oriented design and scale.

The annual impact of the 13,300 workers in the City Centre District is:

- \$10.1 million in Prepared Food and Beverage establishments,
- \$ 3.5 million in Retail Goods sales,
- \$2.2 million in Grocery purchases,
- \$3.2 million in Convenience Items, totaling \$19 million in captured consumer expenditure.

This study finds that the Southfield City Centre District can statistically support an additional 190 room 3.5 star hotel by 2016. Numerous independent hospitality groups as well as many national brands including Doubletree, Embassy Suites, Hilton Suites, Hyatt, Marriott, Radisson and Sheraton are among the hotels that meet the industry's 3.5 star rating. (Source: *Retail & Hotel Market Analysis*, Gibbs Planning Group, January 2012)

Mission Statement

"To create and maintain a vibrant 24/7 pedestrian friendly mixed-use environment."

The Southfield City Centre is becoming a vibrant and friendly place to live, work and play. Its evolution is designed around people and how they live their lives, with restaurants, shops, offices, apartments, public spaces, cultural institutions and recreational activities all within convenient and comfortable walking distance. The reinvention of the district into a walkable, pedestrian-friendly environment allows office workers, residents, students and visitors in the community to spend their days in an environment designed around their interests and lifestyles.

Plan Goals & Objectives



Goal:

“Create a daytime, evening, and weekend activity center that is easily identifiable, pedestrian-oriented, and incorporates a mix of uses and activities.”

Objectives

- *Provide an environment conducive to and supportive of living, working, shopping and entertainment*
- *Strengthen the physical and social connections between LTU campus and the City Centre*
- *Accommodate a variety of densities and scales of development that are sensitive to existing development and its context and the demands of the marketplace*
- *Encourage retail businesses and a mixture of land uses that help to generate positive pedestrian activity in the area.*
- *Establish patterns of land use and circulation that promote the desired pedestrian character of the area.*



- Support street level uses that are pedestrian-oriented and contribute to the vibrancy of the street (i.e., Evergreen Road and Civic Center Drive). Enhance roadways and pedestrian pathways, which improve visibility and accessibility
- Provide improved connections from Lawrence Technological University to the City Centre
- Make the City Centre a unique, high amenity destination for local and regional customers
- Utilize urban design in defining Southfield's City Centre
- Provide updated parking standards for new mixed-use development and visitors to the City Centre
- Improve pedestrian opportunities and create an attractive pedestrian environment within the City Centre
- Create safety buffers of street trees, stormwater or decorative planters and street furniture between walks and the street along both Evergreen Road and Civic Center Drive. Provide widened sidewalks with a special City Centre streetscape design
- Develop pedestrian courtyards and other outdoor spaces with planting and street furniture.
- Incorporate public art as an element of development and enhancements.
- Encourage the design of lighting that enhances the streetscape and facilitates nighttime use of the City Centre by pedestrians.
- Reduce disruptive traffic movements and high traffic speeds in the City Centre.
- Establish patterns of land use and circulation that promote the desired pedestrian character of the area.
- Provide opportunities for shared parking facilities in the City Centre and develop parking regulations to assure that adequate and reasonable standards are provided.
- Parking areas should be located in the rear of properties, where service drive access is available.

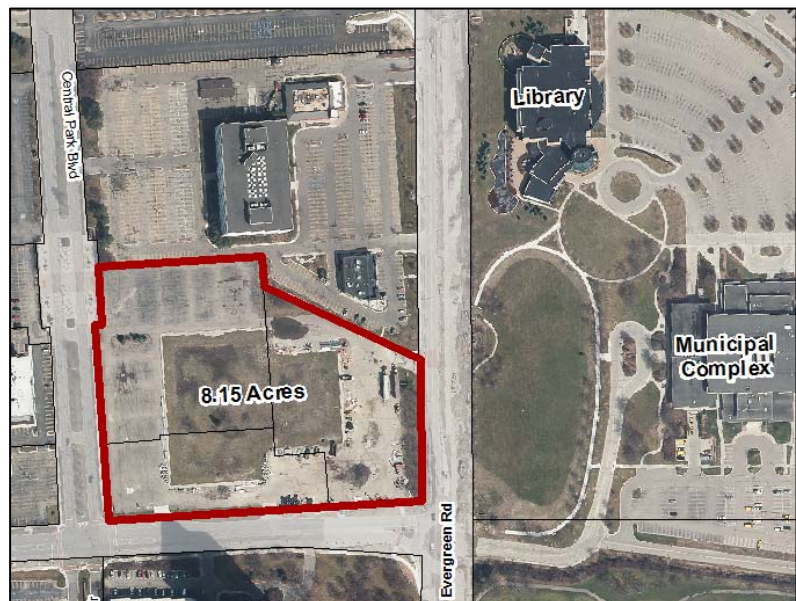
- *Encourage the formation of a Corridor Improvement Authority. The Authority could reserve tax increment revenues for funding capital improvements and economic development programs.*
- *Promote public and private cooperative efforts: providing ongoing aesthetic and infrastructure improvements for planned development/redevelopment projects.*
- *Give priority or incentives to developers that reflect a unique niche and/or development that is supportive of the City's Municipal Complex improvement and enhancements.*
- *Support and encourage a variety of housing options in the district.*



City Centre Parcel

Southfield is in need of a centrally located pedestrian friendly mixed-use development in the heart of the Southfield City Centre district to: 1) help attract and retain professionals, 2) to create and maintain a “sense of place” and 3) to spur economic development.

In 2015, the City acquired three parcels equaling 8.15 acres located at the northwest corner of Evergreen Road and Civic Center Drive, directly across from the Southfield Municipal

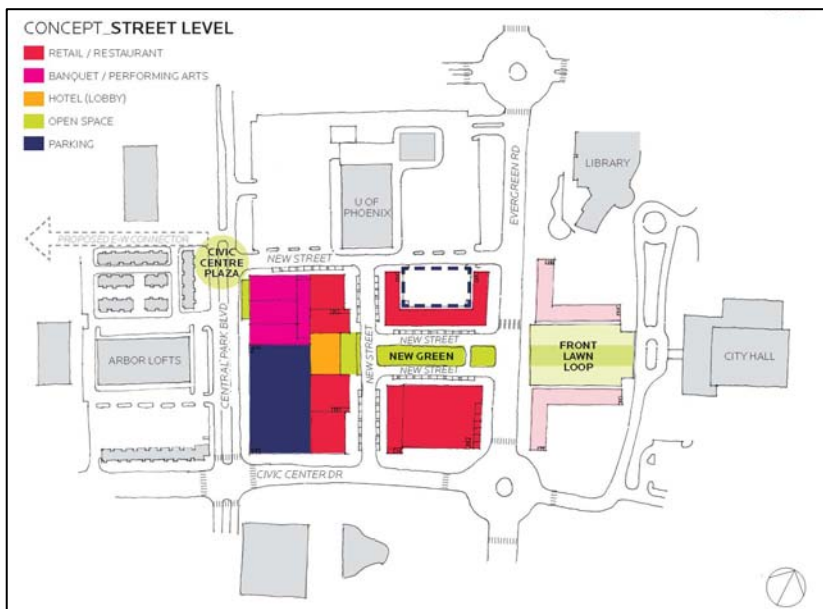


Campus. In January 2016, a professional design development team was retained to help the City prepare mixed-use, pedestrian friendly conceptual plans to be used to seek developers. The conceptual design will be based upon current and future market realities. Below is a summary of initial findings from the retail and housing market analysis, which will be utilized to guide future development.

Residential Market Potential: The analysis(April 2016) found that from a market perspective, up to 250 rental and for-sale multi-family housing units can be supported within mixed-use redevelopment of the subject 8.15 acre site. Associated potential uses for the site include ground-floor retail as well as office space. Based upon market preferences, the 250 units would include 203 rental apartments and 47 condominiums in four- or five-story buildings, with retail uses located on the ground floor.

Retail Market Study: The study (April 2016) finds that the subject site can presently support up to 183,700 square feet (sf) of additional retail and restaurant development, generating as much as \$52.7 million in new sales. By 2012, a small but steady growth in the residential base and increases in household income will grow the trade area's retail demand to potentially capturing \$58.5 million in consumer expenditure. The demand could partially be absorbed by existing businesses and/or with the opening of 30-50 new restaurants and stores.

Additional development in the Southfield City Centre site can provide needed goods and services for the existing surrounding consumer base of nearby residents, students and employees. At present, it is likely that a significant portion of retail expenditure is leaking outside of Southfield to malls, shopping centers and other nearby downtowns. Given a wider selection of retail destinations in City Centre, it is plausible that a larger proportion of residents in Southfield and the surrounding neighborhoods will choose to shop retailers in the study site over driving considerable distances to other shopping areas. Furthermore, a critical mass of retail and restaurant destinations could have broad appeal, which has the potential to attract patrons from the greater Metro-Detroit region. The leading categories of supportable retail growth are grocery stores, department store merchandise, apparel and restaurants.



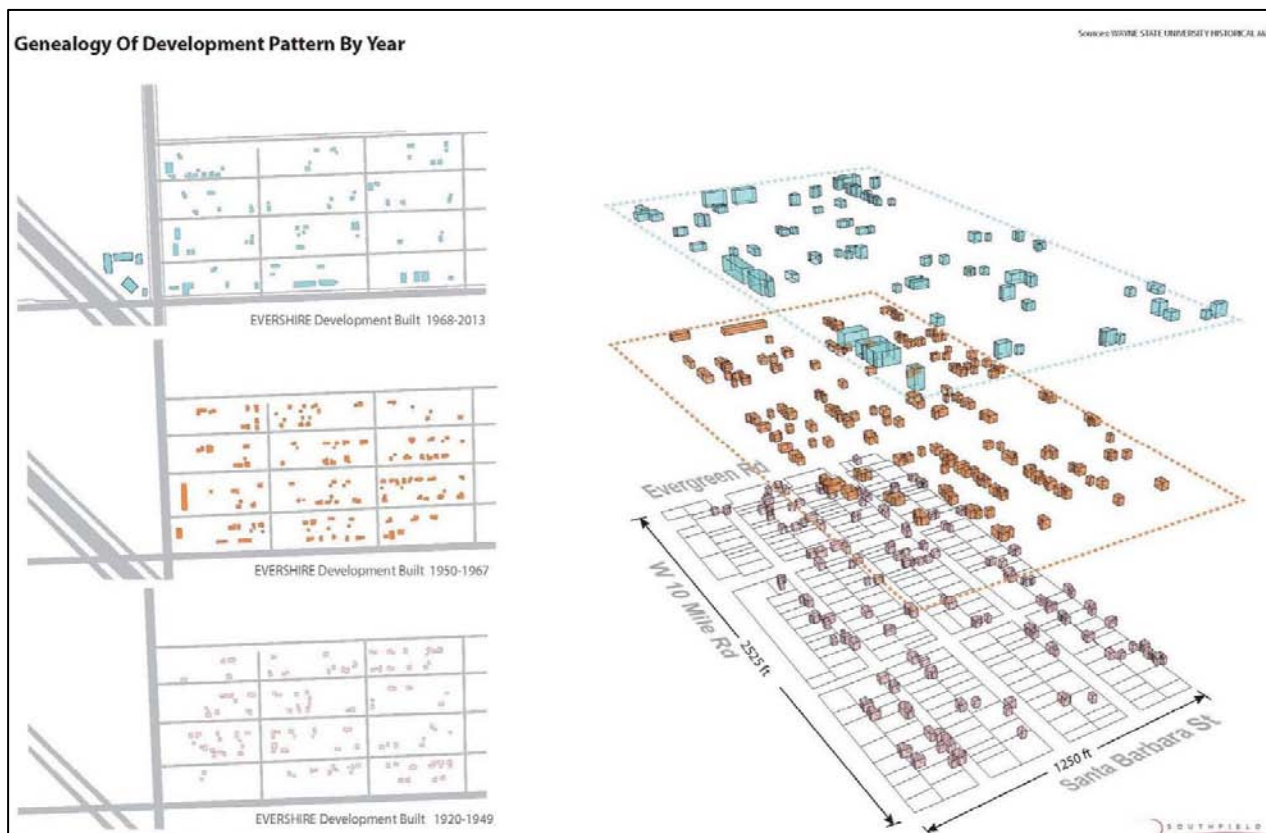
Please note: this concept plan is for conceptual use and discussion purposes only

A Vision for Evershire & Lower Evergreen

In the winter and spring of 2014, the Southfield City Centre commissioned a conceptual plan from Studio [Ci]* to prepare a long term conceptual plan for medium density (8-15 DU/Acre) in-fill housing to support the un-met housing needs of LTU, the City Centre District and the City of Southfield.

The Evershire Neighborhood is bounded by Evergreen Road to the west, Filmore Street to the north, W Ten Mile to the south and Santa Barbara Drive to the east.

In 2013, the Planning Department conducted a windshield survey to inventory existing housing conditions within the Evershire Neighborhood, which were rated: Good, Fair or Poor. In addition, vacant land, vacant structures and poor building conditions were quantified to look at housing infill and redevelopment opportunities.



Evershire Community summary:

- Existing Zoning: RA, Single Family Residential (Min. Lot area: 7,500 sq. ft. = 5.8 DU/Acre)
- Total Size: 72 acres
- # of Households: 181
- Population Density: Est. 3,418 people/Sq. Mile
- Households w/Children: 50.28%

- Annual Residential Turnover: 5%
- 5+ Year Residency: 57%
- Median Year in Residency: 3 years
- ½ mile walking distance (10 Min.) between Santa Barbara Dr. and Evergreen Road
- Approx. 3,500 Lin. Ft. (15 min. walk) to LTU campus from the center of the neighborhood



Eagle Flats
Appleton, WI

A number of other similar sized college towns were investigated to review best practices as they relate to off-campus medium density housing for upper level students, faculty, staff and young professionals. Projects reviewed included: Hawthorne Eco Village, Minneapolis, MN (Pop. 4,487); Braddock Metro Plan, Alexandria, VA (Pop. 146,000); Eagle Flats, Appleton, WI (Pop. 78,806); Duluth Master Plan, Duluth, MN (Pop. 86,277) Emerson Square, Evanston, IL (Pop. 74,239); Bank at River Landing, Waterloo, IA (Pop. 68,406);

Plaza-Central PED Plan, Charlotte, NC (Pop. 775,000); and Parkview Gardens Sustainable Development Plan, St. Louis, MO (Pop. 35,000).



Emerson Square
Evanston, IL

Recommendations:

- *Extend Evergreen Road Streetscape elements along Ten Mile Road*
- *Create strong pedestrian and bike network connections to the Evergreen Mixed-Use corridor and LTU*

- Daylight former riparian ways to create a greenway amenity for existing and future residents.
- Create passive parks at strategic locations within the neighborhood



- Encourage renovation and rehabilitation of existing stable single family
- Develop land banking strategy for future in-fill housing
- Provide a variety of medium density (8-15 DU/Acre) housing options with common open space from the Evergreen Road commercial corridor to stable single family residential to the east
- Create higher density housing and mixed-use development along Ten Mile Road
- Encourage economic development along the western and southern edges
- Increase multi-modal transit options where feasible

See concept plans and vision illustrations on preceding pages

* Studio [Ci]: Constance C. Bodurow, AICP, Assoc. AIA, Associate Professor & m.U.D. Coordinator; Haibin Tan; and Andrew Bradford

Lower Evergreen/Evershire Neighborhood Concept Plans



Proposed Medium Density Multi-Family Development



Proposed Greenway and Daylighting of Watercourse



Evergreen Rd Looking Southeast



Non-Motorized Transit Planning

On April 9, 2013, the CCAB adopted the Southfield City Centre Non-Motorized and Transit Sub-Area Plan, which was created as a sub-area plan based upon recommendations from the City of Southfield's Non-Motorized Pathway & Public Transit Plan (adopted March 19, 2012). See Map 9-4 Non-Motorized Transit. In response to the interviews and surveys, the primary recommendations of the Southfield City Centre Sub-Area plan are as follows:

Pedestrian Connections:

- Infill of sidewalk gaps within existing sidewalk network
- Additional walking trails
- ADA Compliance for intersection ramps
- Mid-block pedestrian crossings with refuge islands and pedestrian signals
- Aesthetics and amenity improvements, including lighting, landscaping, and benches.

Bicyclists:

- Northwestern connector to MDOT/Greyhound and the DDA district
- Bicycle parking as part of new developments
- Bike Share program at Lawrence Technological University
- Shared use pathways along Evergreen Road and Civic Center Drive

Transit:

- ADA compliance, including key-walk installations
- Additional installations of bus shelters, including benches, trash receptacles and bike racks, where appropriate.
- Wayfinding Signage: Multiple levels of signage to include:
 - Gateways to the district
 - Vehicular
 - Bicycle
 - Pedestrian



Note: Complete non-motorized plans can be found at:

<https://www.cityofsouthfield.com/LZ/Planning/tabid/198/Default.aspx>

FUTURE DEVELOPMENT

As of the summer of 2014, there were an estimated \$120,000,000 of new improvements (development and redevelopment) scheduled for the City Centre District. These improvements include projects approved by the City Council, those under construction or recently completed and major projects announced in the news media.

Major projects to date include:

- \$27 million at LTU (152 bed) Freshman Dorm to be completed for Fall 2015 semester and Phase I (42,000 sq. ft.) of the Taubman Bio-Medical Complex to be completed for Fall 2016
- \$12.1 million Evergreen Road Reconstructions (from 10 Mile to I-696) including: major road reconstruction; storm water utilities; storm water mitigation through a rain garden and permeable materials; LED street lighting; 10 ft. wide multi-use path; two round-a-bouts; and pedestrian amenities (i.e. decorative cross walks, including mid-block cross walks; bus shelters; benches, trash receptacles, bike racks, and wayfinding signage and interpretive panels)
- \$4 million City Centre II Mixed-Use center (two story, 24,000 sf)



- \$10 million renovations at Traveler's Towers (including 19,000 sf out-parcel retail center)
- \$30 million in renovations at Town Center
- \$10.3 million Arbor Lofts Mixed-Use development (Phase I: mixed-use residential (171 beds) in former 114,000 sq. ft. office building; Phase II: 10,000 sf. out-parcel retail; and Phase III: 43,000 sf. mixed-use residential)

- \$1 million energy upgrades at 1-800-Law-Firm



Lawrence Technological University (LTU)

"Lawrence Technological University's major focus at this time is the creation of additional space to accommodate emerging fields in engineering, the life and other sciences, and architecture. Looking ahead, it is likely that the University will continue to consider additional on-campus student housing and the building out of amenities that address needs for student recreation and athletics, conference and meeting spaces, campus beautification, applied research, and a host of other scholastic and academic needs." (Source: LTU)

Lloyd E. Reuss Hall



Lawrence Technological University has increased its on-campus housing by 25 percent with the opening of the Lloyd E. Reuss Residence Hall in time for the start of the 2015-16 academic year.

LTU's third residence hall, which is named in honor of Lloyd Reuss, the longtime chairman of the university's board of trustees and former president of General Motors, is now the home of 150 freshmen who moved in prior to the start of classes on Aug. 24, 2015.



Lawrence Tech's two older residence halls had a combined capacity of 600. Because of high demand, LTU also leases residential suites for 60 additional students at Arbor Lofts on nearby Civic Center Drive in Southfield.

The \$11.6 million project includes: 47,545-square-foot, two-stories

with five pods; 16 double-occupancy units and 80 rooms.

Each pod in Reuss Hall has its own common lounge and kitchenette space. Amenities include central laundry facilities on two floors, a bicycle repair shop, a multi-purpose room, a game room, and two conference-type spaces.

Taubman Complex



The A. Alfred Taubman Engineering, Life Sciences and Architecture Complex, affectionately called the Taubman Complex, began construction in the fall of 2014 and is on schedule and expected to be completed by the end of May 2016. Occupancy and installation of equipment and furnishings will occur throughout



the summer in time for the start of classes in August of 2016.

Phase I includes a 36,719 square foot building and is essentially a 3-story building containing bio-medical engineering, robotics laboratories, an embedded software engineering laboratory, and studios for sophomore engineering student projects. The building draws upon the academic resources from both Engineering and from Arts & Sciences making the attachment to both the Engineering and Science Buildings both practical and necessary. Future phases may include additional classroom and collaborative space.

1-800-Law Firm

The 1-800-Law-Firm project is unique in that it is the first PACE financed project in the State of Michigan and also the first to combine multiple renewable energy technologies.



The total project, completed in 2014, is a 150kW combined system which includes solar rooftop, a sun deck on the roof which will provide perfect views of the four (4), 1 kW Wind Turbines on the roof, solar carports in the parking lot which will include 2 Electric Vehicle (EV) charging stations.

The project also includes energy optimization measures within the building itself and LED lighting in the parking lot.

The proposed system at the Law Firm will be installed with an energy monitoring system and roof top observation deck, which will enable employees, visitors *and the general public to view real time and historical energy generation output.*

The 1-800-Law Firm project includes approximately \$1M in capital improvements (incl. \$550,000 PACE financing) and has a 7-9 year payback period. It is estimated that this project will reduce utility bills by approximately 50%.



Special Events

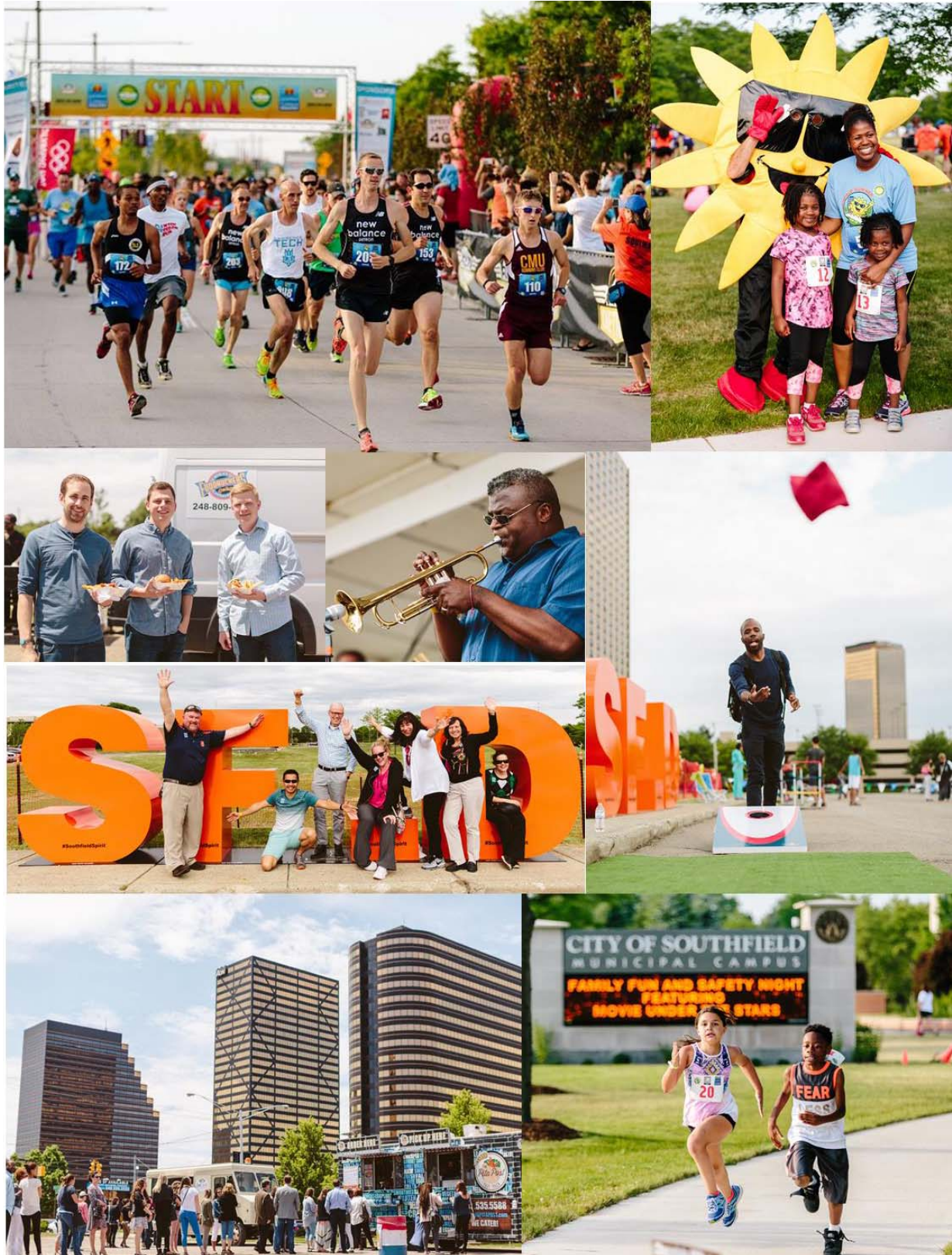
- *Eat-to-the-Beat Lunch Time Concert Series:* The Southfield City Centre in partnership with Southfield's Parks & Recreation Department sponsors four summer concerts each year.

The ***Eat to the Beat*** lunchtime concert series and after hours take place in the Southfield City Centre area, recently in the parking lot at the northeast corner of Central Park Boulevard and Civic Center Drive.

These free, outdoor concerts take place outdoors from 12-2 p.m. and 4-7 p.m. on the 2nd Thursday of June-September are presented by the City Centre Advisory Board and the Southfield Parks & Recreation Department.

- **Road Races:** The City of Southfield has partnered with LTU to sponsor road races, including the Summer Soulstice and LTU Homecoming 5K, of varying lengths to promote healthy living and create annual events.
- **Food Truck Rallies:** The City of Southfield has sponsored two food truck rallies in recent years, which received rave reviews and were attended by all age groups.

CCAB Special Events (Eat to the Beat Concerts, Summer Soulstice, etc.):



LTU Events: In an effort to promote a full university experience, LTU has continued to offer a number of annual events, including, but not limited to:

Welcome Week

- Business Welcome Back Campaign
- *RecFest* in collaboration with Parks & Rec and Yoga Shelter
- Party on the Yard
- Screen on the Green outdoor movie
- Volunteer & Voter Registration Fair
- Organization & Community Info Fair

Homecoming

- Disc Golf Tournament
- Best Pizza in Town
- Southfield Company Crawl
- Powder Puff Football Game
- Homecoming Concert
- 5K for Breast Cancer Research
- Homecoming Tailgate & Soccer Match
- Blue Devil Motorsport Grand Prix
- Policing and the African-American Experience in Metro Detroit

Cultural Celebrations

- Diwali
- Thanksgiving
- Chinese New Year
- LTU International Festival
- Halloween
- Holi

Winterfest

- Campus Martius Ice Skating
- Faculty vs. Staff Basketball Game
- Southfield Firefighters vs. Police Basketball Game (proposed 2016)
- Outdoor Broomball Tournament
- Winterfest Hockey Game
- Detroit Pistons Game

Trips

- Cedar Point
- Detroit Institute of Arts
- Twelve Oaks Mall

LTU Homecoming Activities Continued:

- Tour de Troit
- Chicago
- North American International Auto Show

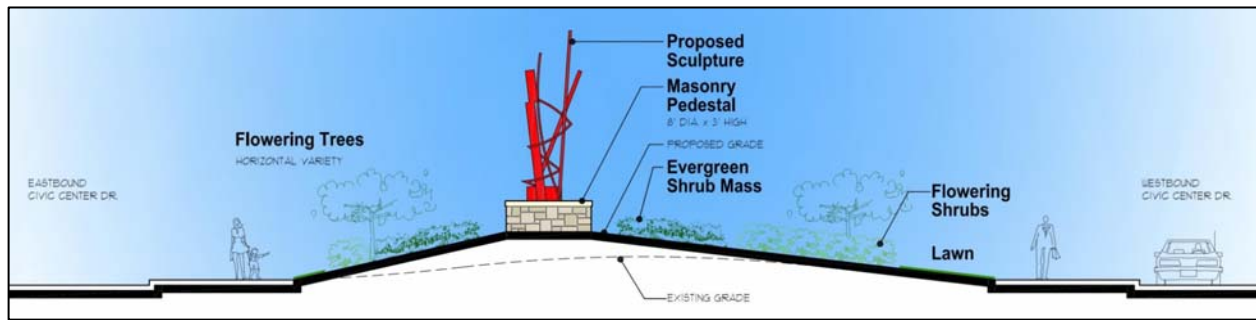
Misc. Events

- Pride Week for LGBT Students
- Kids & Sibs Weekend
- Presidential Ball
- Martin Luther King Jr. Peace Walk
- Miss Lawrence Tech Scholarship Pageant
- Blue Roll

Proposed Sculpture Art in Evergreen Road Roundabout

The City worked on installing a piece of art sculpture in the Civic Center Drive/Evergreen Road roundabout. Depicted here are conceptual renderings of the proposed sculpture location and appearance along with the final product which was installed on May 25, 2016. Photos include artist Jay Lefkowitz (left) with Skip Davis, who donated the sculpture to the City of Southfield. The 16-foot tall piece is painted “International Orange”, the same color that coats the Golden Gate Bridge in San Francisco.

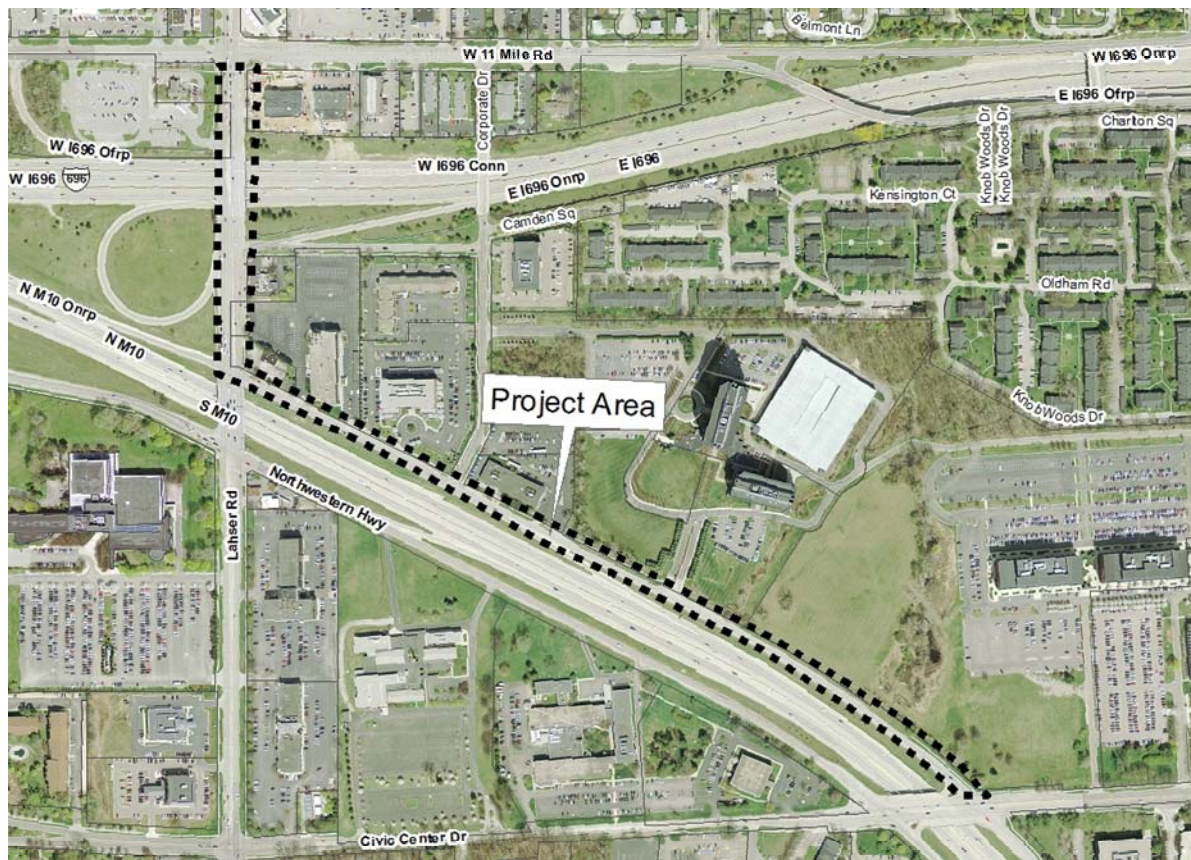




NORTHWESTERN HIGHWAY GREENWAY PLAN

Non-motorized transportation (sidewalks, bike lanes, pathways) not only help meet the overall goal of a healthy community but also provides an alternate mode of travel. Southfield maintains an extensive, if not complete, sidewalk system and a limited network of bicycle routes. Primarily located along major streets, the sidewalk system and bicycle route network are disjointed and do not encourage pedestrian use. Future improvements are needed to enhance and complete each non-motorized system, especially in one of the City's primary business districts: **Southfield City Centre**

Project Location: East side of the Northwestern Service Drive from Civic Center Drive north to Lahser and linkages to the Southfield Transportation Center (located at the southwest corner of Lahser & 11 Mile.)



Background

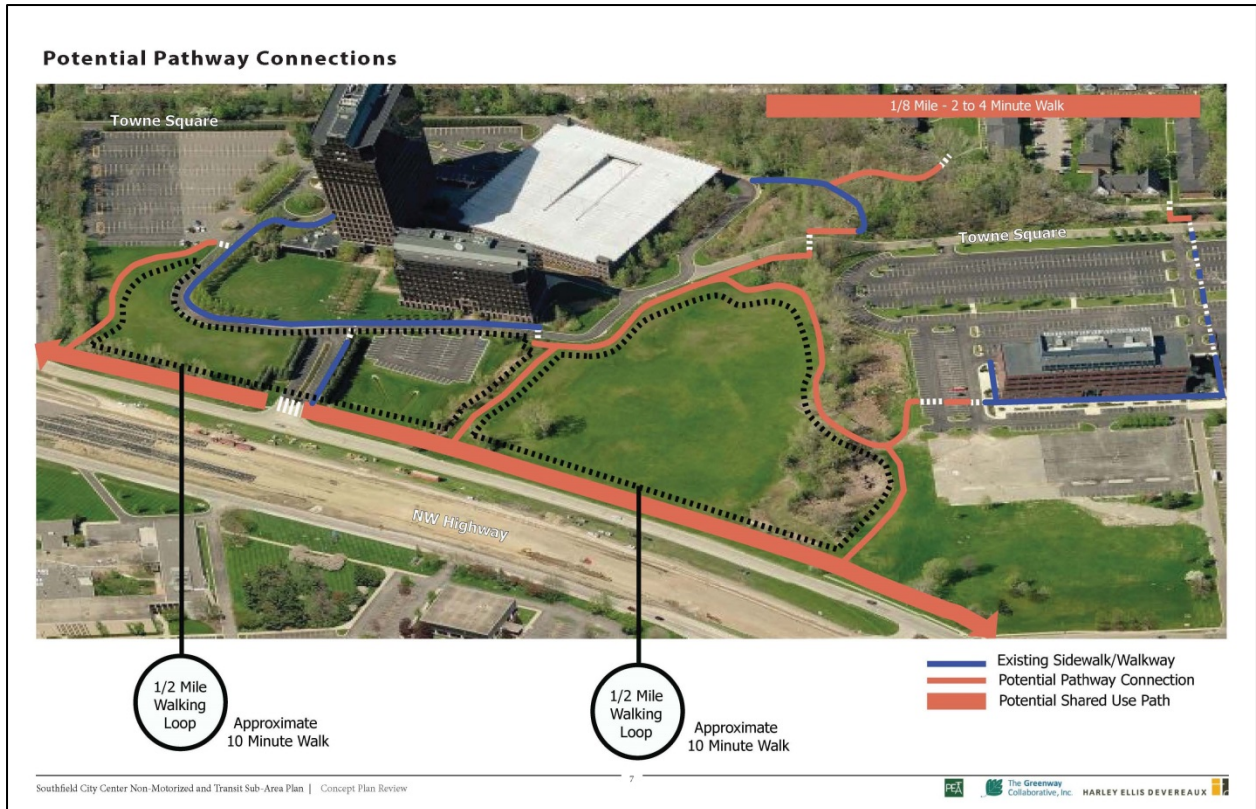
Completed in spring 2012, the City's Non-Motorized Pathway & Public Transit Plan, (adopted 3/19/12), is to be used as a guide to help further develop its sidewalks and pathways, with a larger goal of better connecting non-motorized transportation users with public transit and key destinations around the City.

The next phase of the City's Non-Motorized plan was to prepare the Southfield City Centre Non-Motorized and Transit Sub-Area Plan, (adopted 4/9/2013). The City Centre's focus is to make the district more pedestrian friendly for office workers, visitors, students and residents. The results of a survey conducted during the study indicated that a majority of respondents claim to walk several days throughout the week, primarily to get breakfast or lunch and for recreational purposes. According to respondents, distance, pathway gaps and time concerns were the primary reasons preventing them from walking more often, stating that they would walk more if these concerns were addressed and a district pathway system was created with the Southfield City Centre.

In 2014/15, the Southfield City Centre commissioned Harley Ellis Devereaux and the Greenway Collaborative, Inc. to prepare a multi-use pathway and greenway plan for the eastern frontage of Northwestern Highway Service Drive, from Civic Center to Lahser and 11 Mile Roads. The goal of the Northwestern Highway Greenway Plan (April 2015) is to provide a multi-use pathway connection from LTU campus (and Civic Center Drive) to the Southfield Transit Center located at 11 Mile Road and Lahser. The further goal is to extend the existing Southfield City Centre pedestrian network to the business community fronting the eastern side of the Northwestern Highway Service Drive.

Design Principles of the project included:

- Develop a multi-use pathway connection and greenway from the existing Civic Center Drive network to the Southfield Transit Center.
- Enhance safety for pedestrians and bicyclists.
- Enhance pedestrian connections using existing pavements and pathway interventions to create a series of walking circuits.



- Create a series of distinct spatial experiences (“outdoor –rooms”) along the route that “read” at both the pedestrian and bicycle scale.



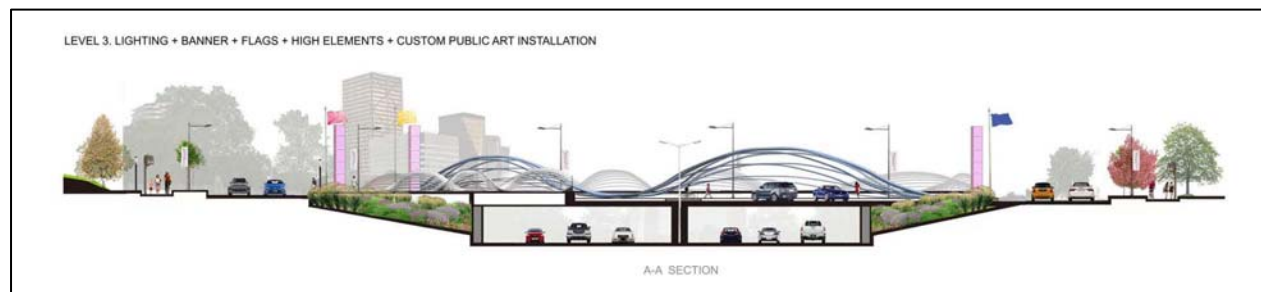
- Enlarge landscapes and incorporate stormwater management features where feasible: at property corners and at natural drainage-ways
- Introduce opportunities for both permanent and temporary environmentally scaled art installations.
- Use native plants where suited to the location.
- Minimize maintenance.

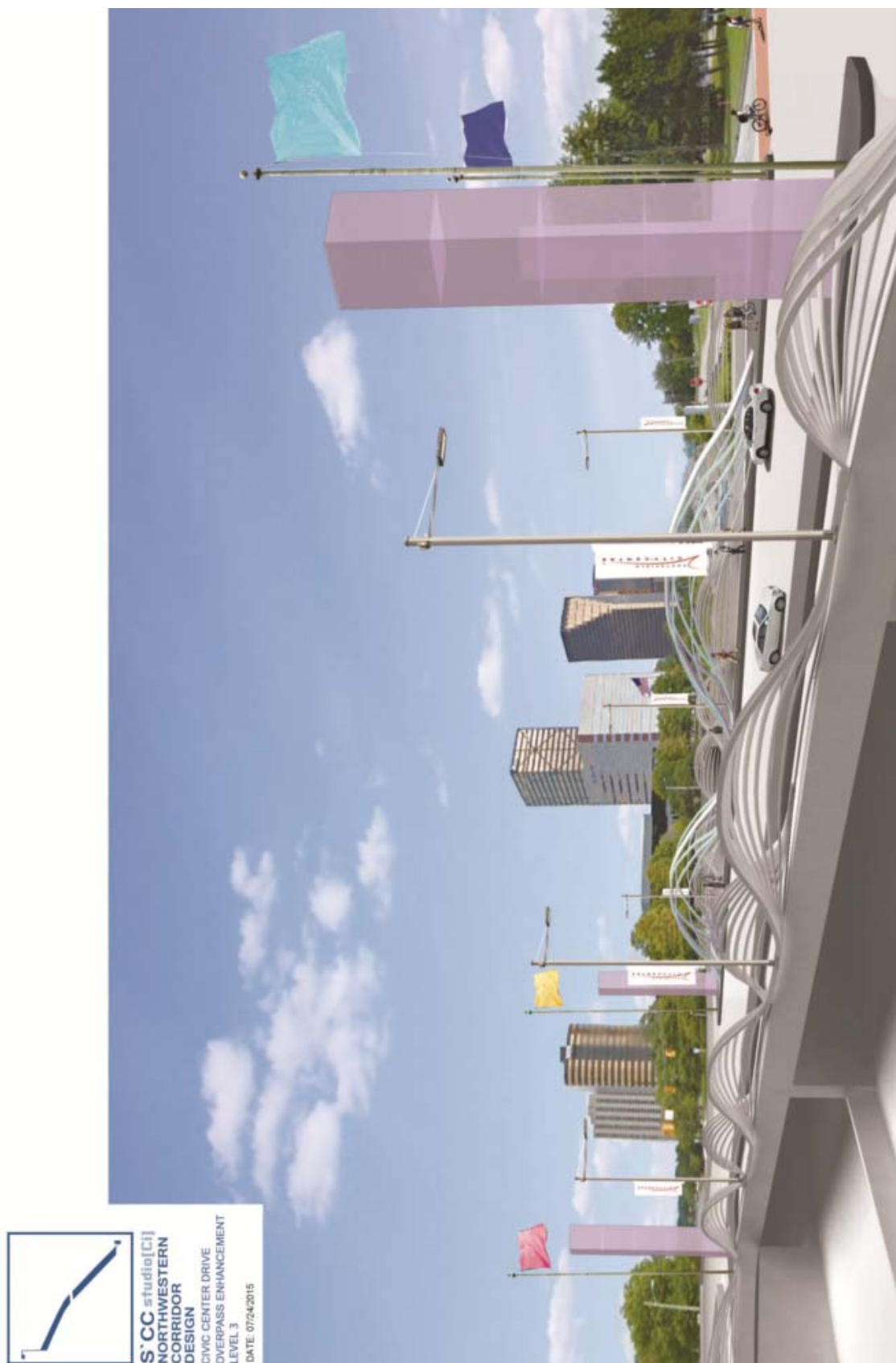


The final greenway plan incorporates a 10 foot wide multi-use pathway with a curvilinear form from Civic Center Drive to Corporate Drive. From Corporate Drive, infill a 5 foot wide pedestrian sidewalk and signage system to 11 Mile Road and Lahser, connecting a safe passage for pedestrians to the Southfield Transit Center. The route will be enhanced by the City Centre wayfinding signage system, pedestrian respite stations, art, landscaping and environmental features. Major adjacent property owners like Redico and Farbman can install pedestrian linkages to the main route for their employees, tenants and visitors.



A concurrent study was prepared for the Southfield City Centre by Studio Ci. The main objective of the study was to develop a design vision for the Civic Center Drive Bridge/Overpass. The design concept for the bridge/overpass enhancements are intended to make the bridge a signature gateway for the Southfield City Centre and improve pedestrian and bicycle access and safety.





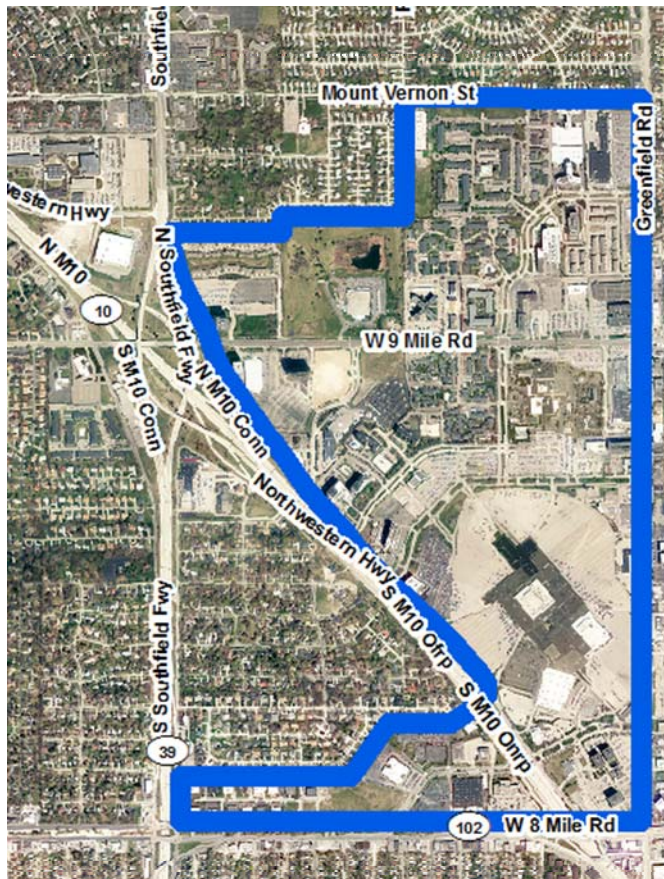
S'CC studio[Ci]
NORTHWESTERN
CORRIDOR
DESIGN
CIVIC CENTER DRIVE
OVERPASS ENHANCEMENT
LEVEL 3
DATE: 07/24/2015

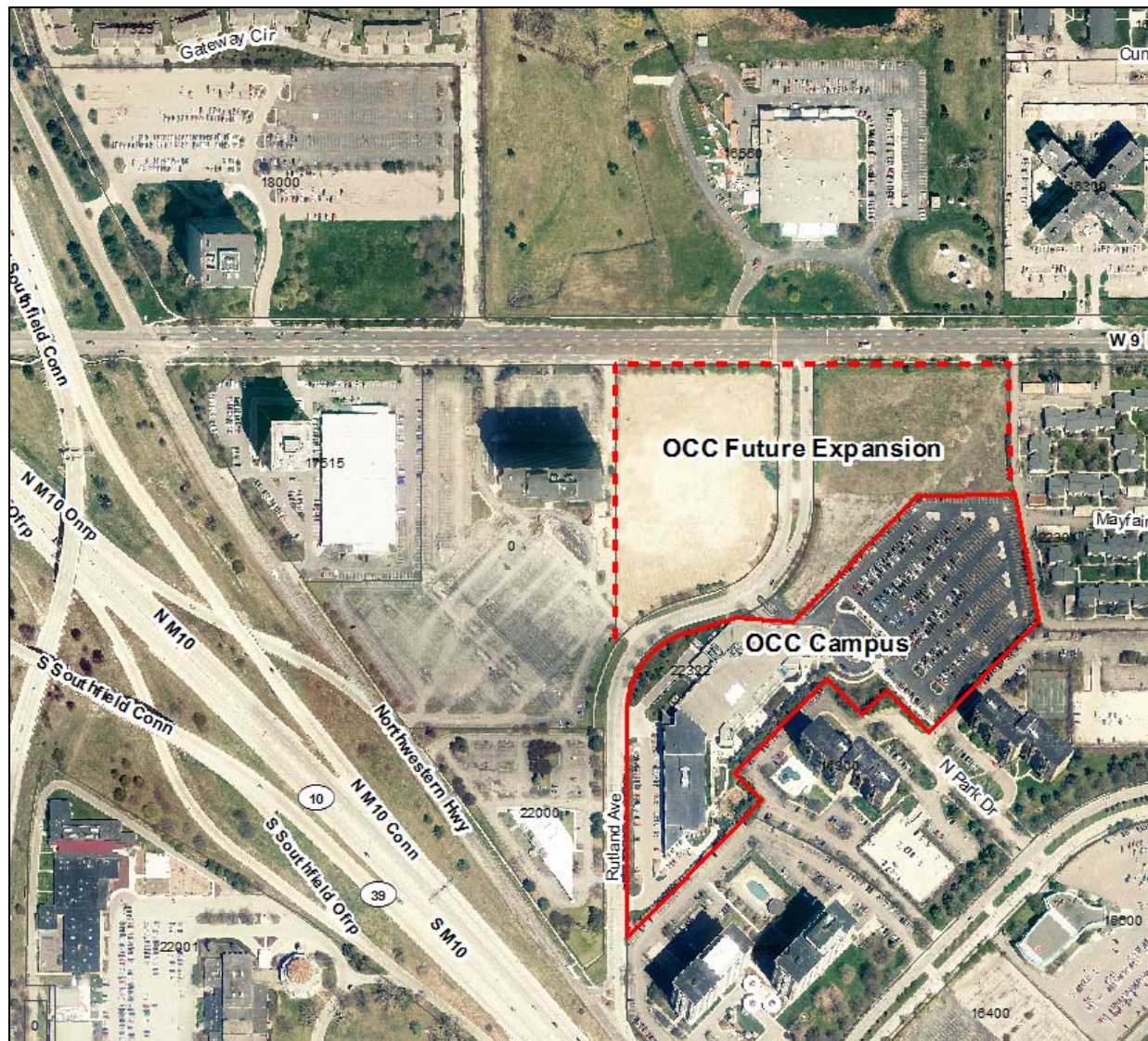
SOUTHFIELD DOWNTOWN DEVELOPMENT AREA

SDDA District

The SDDA District's location astride the Lodge Freeway (M-10) and adjacent to the Cities of Detroit and Oak Park is an important gateway into the City of Southfield. The district is approximately one square mile, bounded by Mt. Vernon to the north, Greenfield Road to the east, 8 Mile Road to the south, and Southfield Road to the west. The SDDA's continued success and vitality are important to maintain Southfield's positive community image in the southeast Michigan region.

The largest land area in the District includes the former **Northland Shopping Center**. Built in the 1950's, Northland was one of America's first enclosed shopping centers. The District is also home to the **Health Alliance Plan, Oakland Community College** (Michigan's fastest growing junior college), **St John Providence Hospital** (Southfield's largest employer), and **Oakland Regional Hospital** along with a concentration of health services type office and commercial uses. Since the inception of the SDDA, the District has seen more than \$160 million in development and redevelopment construction. Some recent activities include: former Ramada Inn demolition and Oakland Community College campus expansion which includes the acquisition of the adjacent North Park Plaza property;





St John Providence expansion of its emergency center, cancer treatment facilities and other related improvements; Health Alliance Plan 5 year lease commitment and expansion; and the Phoenix Medical Group attraction. Additionally, the SDDA has partnered in public improvement projects: the Nine Mile Road reconstruction, Northland Transit Center reconstruction, and the Greenfield Road reconstruction. Also, the SDDA has constructed sidewalks, improved streetscape amenities along with bus stop improvements to enhance the walkability of the district. The SDDA provides maintenance of all of the public space and streetscape areas within the district.

Finance Mechanism

The Southfield Downtown Development Authority was created by City Council in 1988 to stabilize the area known as the SDDA District. The development and finance plan are fully described in its **Second Amended and Restated Development Plan and Tax Increment**

Financing Plan, adopted on February 28, 2011 and running to 2030.

The SDDA's operations are funded through a 1.8 mill tax levy along with Tax Increment Finance (TIF) revenues to achieve the objectives of the development plan. Using TIF revenues, the SDDA has contributed over \$1 million in public improvements to the roads, streetscapes, gateway features and landscape improvements.

FOCUSED DEVELOPMENT PROJECTS

- *Enhance the District's physical layout.*
- *Improve the District's public infrastructure and aesthetics.*
- *Provide development and redevelopment assistance.*
- *Encourage improvements on private properties.*
- *Renovate and improve the District's facilities.*
- *Continue maintenance and District operations.*
- *Promote business development.*
- *Conduct District-wide marketing, on-going administration and planning.*

Today, the SDDA maintains focus on attracting retailers, restaurants and medical healthcare providers to the area and filling a demand by area residents and employees for goods and services close to home and work. In addition, the SDDA continues to improve the District through redevelopment and renovation, landscaping and infrastructure improvements, and strategic planning and design for the District.

Governance

A twelve-member board, plus the Mayor, meet bi-monthly to carry out the activities of the organization. The SDDA uses committee structure to advise staff and review specific projects and finances.

STRATEGIC PLANNING

The purpose of the **SDDA Strategic Plan 2013—2015** is to reaffirm the overall direction for the SDDA District with input provided by the SDDA Board, the City of Southfield and other partners. Considering the effects of changes in the economy, population and housing trends is a vital piece to the continued growth of the area.

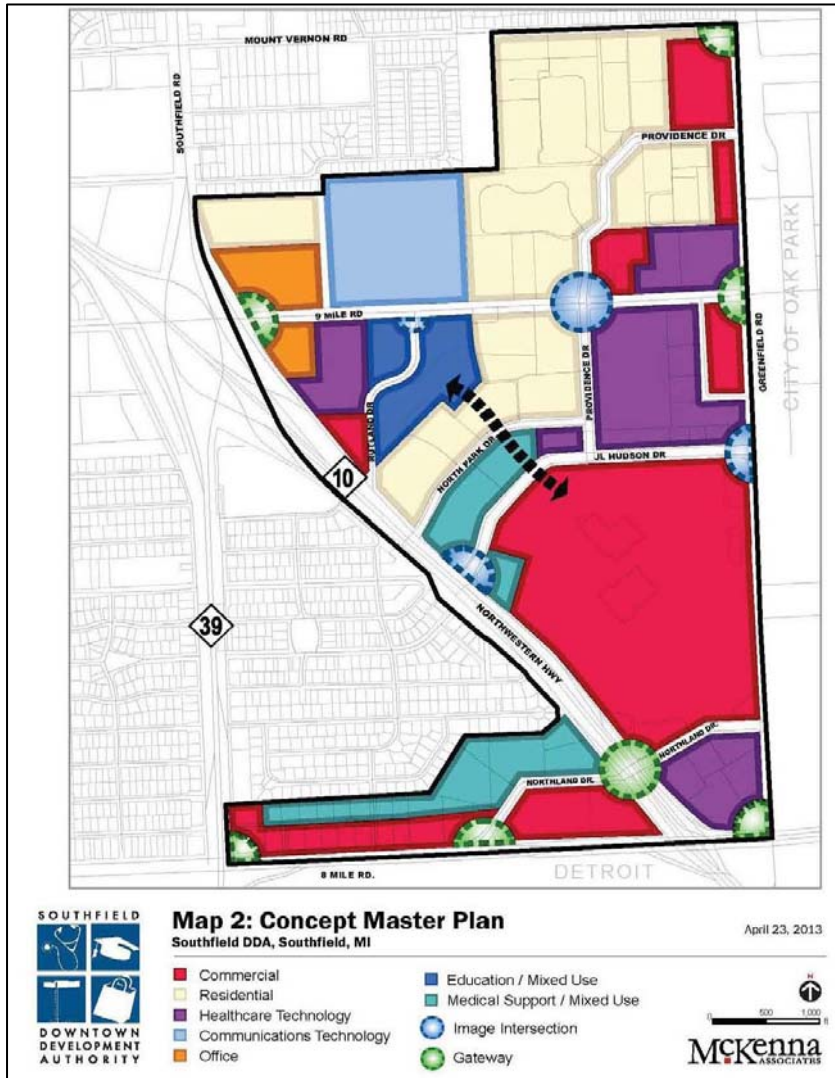
Mission Statement: *"Ensure a safe and prosperous environment that advances technology, healthcare, retail, and higher education while supporting stakeholder values that care, share, and grow the Community."*

Plan Goals and Objectives

- ***Infrastructure & Aesthetics:*** *Enhance the District's streetlight infrastructure and increase safety for pedestrians; Enhance the District's road infrastructure; Improve the appearance of Eight Mile, the Service Drive and Greenfield Roads; Improve the District's walkability; Enhance the District's landscape and aesthetics; Transit Improvements.*
- ***Economic vitality of the SDDA:*** *Prepare and adopt a real estate property acquisition*

policy; Support streamlining of City's approval process; Pursue funding from non-TIF sources.

- **Marketing & Communications:** Improve the public's perception so that the SDDA is considered a safe place to live, work and visit; Strengthen code enforcement in the District; Improve communication between apartment owners in the District and the SDDA; Continue public relations and marketing program and work with media to broadcast success.



SDDA Vision for Tomorrow

The SDDA's vision for the Southfield DDA District is reflected on the Concept Master Plan map depicted on this page. The Plan envisions the SDDA District of tomorrow as a safe, fully walkable, fine grain mixed-use place with retail, technology, services, health care, education, office, residential and other uses blended in a compatible and vital mix.

Demographics

Population and Households– The population of the SDDA area is 4,596 which is 6.4% of the City's

population. Furthermore, it contains 7.6% of the City's households, and 92.4% of SDDA residents are black compared to 70.3% of residents citywide. Median household income in the SDDA District is \$36,625, which is lower than the median household income of the State of Michigan (\$48,669) and the City as a whole (\$46,842).

Housing

The housing stock in the Southfield DDA is dominated by units in large buildings, as 48.6% of

the District's housing units are in buildings containing 20 or more units. 70% of the SDDA's 2,834 housing units are rentals, which is substantially higher than the housing stock in the City as a whole. Interestingly, home values for owner-occupied units in the SDDA are slightly higher than in the City of Southfield as a whole, perhaps because of recent conversions of rental units into condominiums. However, rents in the SDDA are lower than the City's median value. Overall, this indicates that the SDDA is a viable and competitive choice for persons seeking housing in the City, a positive indicator for the future success of the SDDA District.

The total number of housing units dropped slightly between 2007 and 2010 for Southfield as a whole, from 37,398 units to 36,501 (a decrease of 0.02%). Specifically, the City experienced a decrease in owner occupied units and a rise in both renter occupied and vacant units. In contrast, the SDDA gained 12 household units during this time period, an increase of 0.007%. Owner occupied units and vacant units increased in the SDDA while renter occupied units substantially dropped.

Business and Employment

The SDDA is an important business and employment center within the City, as the home to retail, healthcare and education entities. The SDDA is home to roughly 11.05% of all businesses in the City, 8.02% of all employees in Southfield work in the SDDA. The health services sector makes up the highest concentration of employment at 37.4%; followed by the retail trade sector at 17.2% and professional, scientific & technical services sector at 8.8% in the SDDA district.

NON-MOTORIZED TRANSIT PLANNING

At the heart of the SDDA mission is "to halt property value deterioration, eliminate the causes of deterioration, and to promote economic growth." To assist in reaching the stated goal, the Southfield DDA is in need of an improved non-motorized transportation network that connects key destinations and encourages pedestrian, bicycle, and transit and transportation alternatives to the car.

Begun in 2011, and adopted in 2013, the **Southfield Non-Motorized Pathway and Public Transit Plan** is the basis for pedestrian, bicycle and transit improvements on a city-wide scale. The master plan recommended performing sub-area plans for the City Centre and SDDA that would have specific projects and priorities for implementation. These sub-areas plans would create the needed connections at a pedestrian scale.

This sub-area plan began with a review of the previous planning efforts and on-going City sponsored projects. Public input included an on-line survey, and interviews with City & SDDA staff, SDDA businesses, and transit stakeholders. The primary recommendations of the SDDA Sub-Area plan are as follows:

1. **Pedestrian Connections:** Mid-block pedestrian crossings with refuge islands and pedestrian signals; Aesthetics and amenity improvements, including lighting,

landscaping, and benches; Bridge improvements to facilitate pedestrian crossings of the Lodge Freeway (M-10).

2. **Bicyclists:** Northwestern connector to Lawrence Tech, MDOT/Greyhound and the City Centre district; On-street bike lanes on Mt Vernon; Bicycle parking as part of new developments; Bicycle routes connecting east and west of the Lodge Freeway.
3. **Transit:** Creation of a transit center along Nine Mile Road near the Oakland Community College Southfield campus; Staged improvements to the existing transit center at Northland Center; ADA compliance, including key-walk installations; Additional installations of bus shelters, including benches, trash receptacles and bike racks where appropriate.
4. **Wayfinding Signage- Multiple levels of signage to include:** Gateways to the district; Vehicular; Bicycle; Pedestrian and art installations.

Baseline Obelisk



The *Coasting the Baseline* Project is a series of commemorative markers located on Eight Mile or Baseline Road. Each marker is a ten foot tall obelisk that describes the significance of surveying in the settlement of Michigan and as the foundation for property ownership in the state. Michigan was the first state in the nation

to be fully surveyed using modern surveying practices. Known as the Public Land Survey System (PLSS) or the rectangular survey system, it is a mathematically designed and based method of measuring land.

The baseline became known as Eight Mile Road and runs across Michigan from Wayne County on the east to Van Buren County on the west. The prime meridian was established at 84 degrees, 22 minutes, 24 seconds west longitude, a line drawn straight north from Defiance, Ohio. All subsequent land surveys in Michigan refer to these principal coordinates. The original Southfield Township was designated as “Town No. 1 North, Range 10 East”.

Southfield’s Commemorative Marker

The Southfield *Coasting the Baseline* Obelisk is the fourth obelisk installed to join those of other neighboring communities (Farmington Hills, Northville and Novi) along Eight Mile Road. It is envisioned that markers will stretch from Lake St. Clair to Lake Michigan along the baseline. The markers, designed by Michigan native and world-renowned sculptor David Barr (1939-2015), include engraved references to early surveying tools, land ownership in America and elements of each community’s local history (including Southfield) and are made from alternating blocks of black and white granite. The obelisk shape was chosen because it was commonly used by



early surveyors to mark significant geographical points. The site selected for Southfield's *Coasting the Baseline* marker is at Eight Mile and Rutland on City-owned property, located in the SDDA district.

Community Support

The Southfield *Coasting the Baseline* Obelisk was erected in the fall of 2015 through private and corporate sponsors. The project includes a 24 ft. x 24 ft.

concrete plaza, divided into 36 equal squares to replicate the original 36 square mile sections of Southfield Township. Each section contains a survey marker representing a numbered section 1-36. Additional features include: benches, brick piers & ornamental fencing, landscaping, and a "donation" plaza. The plaza was dedicated on June 10, 2016.

Northland Mall Post Script

When the Northland Center first opened in 1954, it was the world's largest shopping center. It was later enclosed in 1974. Northland led the way for Southfield to become a major commercial, business and residential center in metropolitan Detroit. In addition to being a catalyst to population growth in Southfield, the Center help foster enormous office expansion in the City.



Over time, Northland became a victim of the economy, competition from other lifestyle shopping centers, changing consumer tastes and a shift in retail shopping including on-line purchases via the internet.

Ashkenazy Acquisition, which bought the Mall in 2008, defaulted on a \$31 million payment in 2014. In September 2014, Northland Mall entered into a court appointed receivership under the direction of Simon and Attorneys ("Simon").

Shortly after this both Target and Macy announced they would close their respective stores forcing the mall to close in its entirety April of 2015.

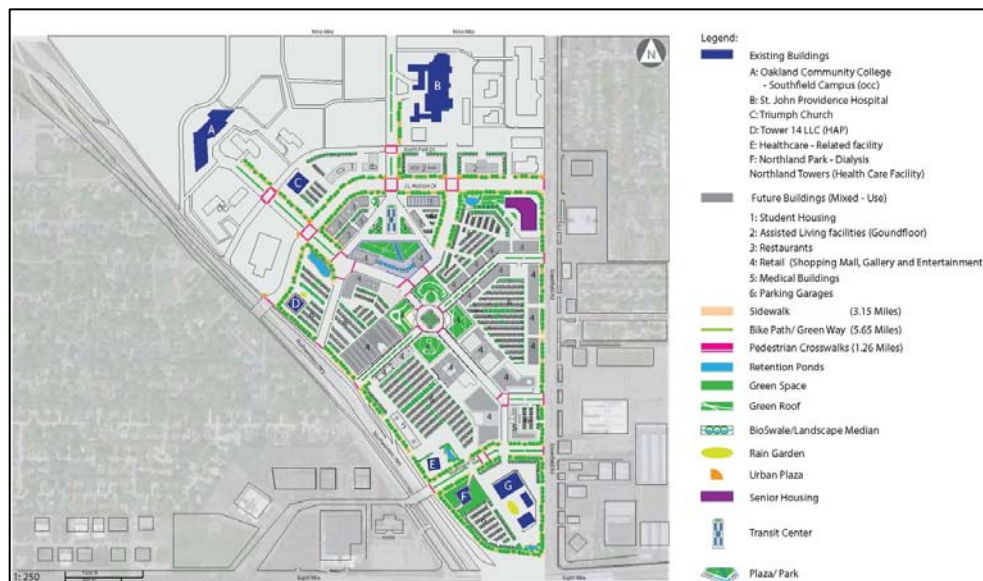
In December 2015, the City of Southfield purchased the former Northland Center and its 114-acre site for \$2.4 million. The purchase does not include the closed Target store or the Triumph Church (former JC Penny Dept. store). The City estimates that it will spend approximately \$8 -10 million in demolition and land clearance. The City of Southfield has identified two primary sources of funding: The Tax Base Initiative Fund (TBIF) and the Local Improvement Revolving Fund (LIRF). In addition, there are several grants and low interest/no interest loan opportunities to off-set part of the cost of the purchase, demolition and site clean-up.

In the short term, the goal of the City is to remove the potential blight of a vacant shopping center by demolishing the structure and clearing the land. In the long term, the City will develop a mixed-use master plan to guide redevelopment and identify a developer or developers to purchase the property to implement the plan.

Reinventing Northland Mall Concept Plan

In the summer of 2013, the Planning Department and Southfield Downtown Development Authority teamed up with LTU's Master of Urban Design (m.U.D.) Program (**ARC 5912 – PRINCIPLES AND PRACTICES OF URBAN DESIGN [PRACTICUM]**)* to prepare an urban design analysis and opportunities framework for reinventing Northland Mall.

Project objectives included: Existing conditions documentation and mapping; Analysis of development, public realm and Non-Motorized transportation precedents and initiatives; and Recommendations for sustainable Urban Design and re-development opportunities (i.e. people, planet, profit) to support economic development and diverse user groups (i.e. businesses, residents, regional and user groups). Further, the intern was to determine: How climate change, the “New Economy” and demographic trends would affect land use development?



Best Practice Comparisons looked at two existing “life-style” centers: Easton Town Center in Columbus, OH and The Greene Town Center in Beavercreek, OH.

The final concept plan integrated: sustainable development; Low Impact Design including reduction of storm-water run-off, bio-swales and a perimeter greenway; pedestrian friendly streetscape elements including multi-use pathways; and mixed-use development.



**Associate Professor Constance C. Bodurow, AICP, Assoc. AIA and Masters of Urban Design candidate Ziqian “Ben” Wang.*

Former Northland Mall Redevelopment Study

In 2016, the City of Southfield hired a professional design development team, guided by a steering committee, to assist the City with the development of an initial strategic plan for the redevelopment and repurposing of the former Northland Mall site (approximately 114 acres) to include: acquisition, site assemblage, demolition, repurposing, public engagement, creation of mixed-use concept plans, green infrastructure, place making, branding campaign, marketing and a phased development plan.

The redevelopment plan is anticipated to consist of a mix of uses which will bring vibrancy and activity to an otherwise barren environment. The site currently consists of predominantly (more than 85%) impervious surface. In addition, the current design of the property relies heavily on automobile transportation and the use of fossil fuels. The vision for the new development will be based on a variety of sustainable uses and modes of transportation, most notably, a comprehensive pedestrian network both on site and connecting to adjacent land uses.

This project will be a significant example of how redevelopment can adapt a site to become a model for sustainability. This will be accomplished through water quality enhancement, decreased reliability on automobiles, and the reuse of selective structures and materials on site. To decrease the financial impact of this redevelopment, buildings and materials will be adaptively reused which reduce the burden on the local refuse system. Water quality enhancement will be achieved through decreased pervious surface and improved storm water treatment areas and green spaces (swales, Bio-retention, Ponds, etc.). The new layout of the

site will be based on time honored planning principles to encourage safe and comfortable walking and cycling.

Project Summary & Conceptual Plan

Below is a summary of initial findings and key development recommendations from the retail and housing market analysis, which will be utilized to guide future development:

Residential Market Potential: The analysis found that up to 586 multiple family units could be supported with a recommended mix of 180 units over commercial uses, 232 single-floor units in multi-floor buildings, 102 townhouse apartments, and 72 luxury apartments in a gated community. Additionally, the property could support as much as 100 units or 304 beds of student housing. Condominium units are not recommended due to lack of demand and more stringent lender regulations as a result of the housing market recession of 2006-2007.

Retail Market Study: The initial study finds that while the residential component is key, the project could support and could even require 100,000 to 125, 000 square feet of retail space, including restaurants and entertainment options. The “retail” category also includes office, service, and/or medical tenants.

An additional 200,000 square feet of office space could be supported with 50% devoted to medical- and educational-based users. All future retail, including office-related users, may be considered to occupy the ground-floor space of the mid-rise residential buildings.

Service Uses: Seeing as most lodging options in the area are located north of Ten Mile Road, it is noted that the development of a 100-120 room lodging facility would be both useful and recommended.

Both senior care and daycare uses could be supported as part of the integrated use development. While there are numerous facilities of both in the area, they are older and functionally obsolete. Up to 100 beds for senior living could be accommodated.

A health and wellness-based fitness center could also be supported. Due to the proximity of Providence Hospital, an operator-hospital partnership could provide a substantive anchor to the development and a valuable service to area residents.

Visual Preference Survey (VPS)

Below are a series of images and summary statements which were identified during the design charrette as being positive character images (as identified by colored dots) for the design and redevelopment of the Northland site.



Outdoor dining, entertainment, and activity available throughout the day and evening.

Walkable urban environments at a pedestrian scale and activity to encourage “eyes on the space” at all times.



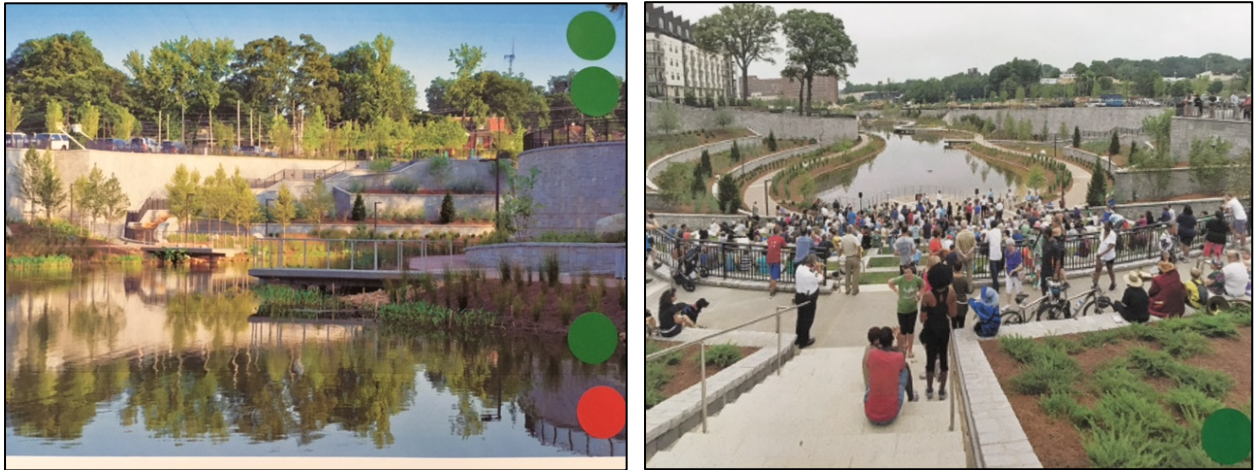
Interactive spaces which include a variety of water-based activities for all ages.



Active outdoor spaces including a variety of programmed activities.



Capitalize on the existing structure/ walls to create a unique green space which can include an amphitheatre and public activities and also address storm water quantity and quality.



Conceptual Plan: It is likely that redevelopment of the site will include pedestrian-friendly mixed uses with a central public open space.



Please note: this concept plan is for conceptual use and discussion purposes only

Northland Art Acquisition

In April 2015, the City of Southfield acquired several pieces of art from Northland Mall to save the collection from public auction and to keep an important part of the City's cultural heritage in Southfield. Ten (10) unique art pieces were acquired, including the iconic "Boy and Bear" by Marshall Fredericks and the "Crowd" by artist Gio Pomodoro. The City will be working with the Southfield Arts Commission to receive recommendations on placement and raise funds for installation and maintenance of this collection.



Additional information on the SDDA can be found on the SDDA's website:

<http://www.SouthfieldDDA.com>

SOUTHFIELD SMARTZONE

What is a SmartZone?

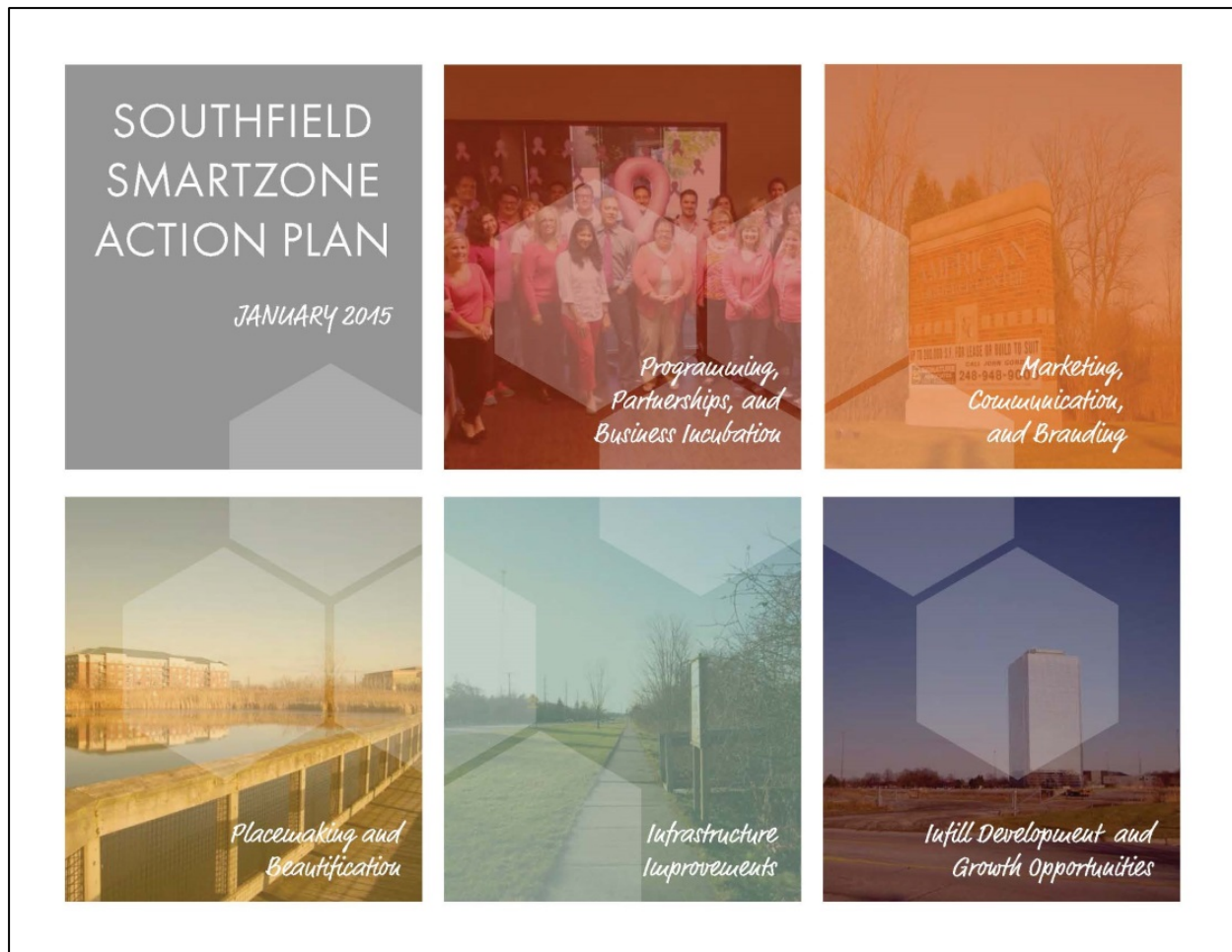
SmartZones are State designated areas targeting the attraction of technology based businesses. SmartZones support high tech ventures such as biotech, information technology and advanced manufacturing. The Southfield SmartZone is developed as an integral component of Automation Alley by locating strategic employers, cooperative programs, and initiatives within the zone in order to design a center for jobs and wealth creation.



SmartZone Network

The Michigan SmartZone network connects universities, industry, research organizations, government, and other community institutions to stimulate the growth of technology-based businesses and jobs. In 2014, the Southfield SmartZone, along with Automation Alley regional partners, was one of three Local Development Financing Authorities (LDFAs) in the State of Michigan to receive a 15-year extension from the Michigan Economic Development Corporation (MEDC). In August 2015, the City of Southfield adopted the SmartZone sub-area Action Plan as part of their Comprehensive Master Plan.

SmartZone Action Plan



The success of the Southfield SmartZone is critical to the success of Southfield. Cities increasingly find that economic success depends on their ability to attract and retain innovative, educated workers and to promote the informal interaction and discovery that occurs. Flourishing technology districts around the country are the result of intersecting interests and investments dedicated to supporting and growing the local technology, entrepreneurial, and creative economy. To build on the home base for Southfield's technology and talent-rich area, new partnerships are needed to generate momentum and a critical mass of activity around the vision.

The SmartZone Plan provides a realistic road map of land use planning, redevelopment, infill development, and specialized areas of development focused on encouraging quality places, entrepreneurial networks, talent and creative business attraction, and positive branding narratives. These components are essential to realizing the goals of new development and local economic growth that supports the revitalization of the Southfield SmartZone.

SmartZone District

The Southfield SmartZone District is a 384 acre certified technology park located east of Telegraph Road, west of Inkster Road, and directly adjacent to I-696 in the northwest portion of the City (Sections #17 & 18) and a Business Incubator/Accelerator Program at the Business & Technology Center, Lawrence Technological University (LTU) located in the Mark Plaza, 21411 - 21415 Civic Center Dr., Southfield, MI 48076.

The Business and Technology Center is a 4,000 square foot space on the campus of LTU. The Center will be operated by LTU Economic Development to support campus and community-based business development and entrepreneurial initiatives. Oversight will be provided by a seasoned Advisory Board that includes business and economic developers, innovators, entrepreneurs, investors, and attorneys. Building on the strength of its affiliation with and resources of LTU, the focus of the Center will be to assist the creation of technology based businesses in software development, design engineering, aeronautics, and advanced manufacturing.

Governance

The Southfield SmartZone is administered under Act No. 281, Public Acts of Michigan, 1986 (Act 281), as amended, commonly known as the Local Development Financing Act (LDFA), to encourage local development, to prevent conditions of unemployment and to promote economic growth. The Act further provides that if an LDFA Board determines that it is necessary for the achievement of the purposes of Act 281, the Authority is required to prepare and submit a tax increment financing plan to the City Council. The Act further provides that a tax increment financing plan shall include a development plan.

Additional amendments to the LDFA Act provide that two or more municipalities may join with one or more other municipalities located within the same county (Oakland) to establish a joint authority. Pursuant to the provisions of the LDFA Act, on April 20, 2003, the City of Southfield and on May 12, 2003, the City of Troy, passed resolutions approving the creation of the Joint Southfield/Troy Local Development Finance Authority (JLDFA) and the extension of the Automation Alley Smart Zone designation into a portion of the City of Troy.

In 2015, the City of Southfield and the City of Troy applied for and were granted a 15-year extension for their JLDFA status.

EXISTING CONDITIONS

Demographics

Business and Employment

The SmartZone is home to more than 400 businesses and over 4,000 employees. Based on the number of businesses, the top industries include: Professional, Scientific, and Technological Services; Finance and Insurance; Administrative and Support; and Health Care. Information and Construction are also important industries in terms of SmartZone employment (see Table 8-7). Overall, there is a lack of dining establishments, retail stores, and other service uses.

Table 8-7: Industries Within the SmartZone

Top Industries by Employment	#	%
1. Professional, Scientific & Tech Services	968	23.9
2. Administrative & Support	649	16.0
3. Finance & Insurance	481	11.9
4. Information	478	11.8
5. Construction	404	10.0
Top Industries by Number of Businesses	#	%
1. Professional, Scientific & Tech Services	68	16.5
2. Other Businesses	68	16.0
3. Finance & Insurance	44	10.7
4. Administrative & Support	40	9.7
5. Health Care & Social Assistance	39	9.4

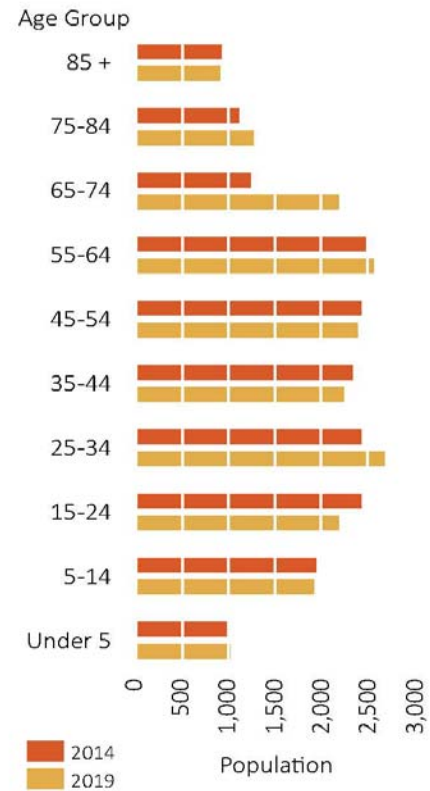
SmartZone Market Area*

A market area is a geographic zone containing the people who are likely to use recreational, service, and entertainment amenities located within the SmartZone due to proximity and convenience. The Southfield SmartZone Market Area is defined by a one (1) mile radius surround the SmartZone, and includes the Cities of Southfield, Franklin, and Farmington Hills.

By 2019, the Market Area working population (15 to 64 years) will be fairly evenly distributed across age groups. Professional, administrative, services, and management are some of the major employment tracts from Market Area residents.

Table 8-8: SmartZone Market Area Working Population

Market Population	
Total Population	18,707
Median Age	42.1
Per Capital Income	\$44,029
Market Housing	
Households	9,230
Median Household Income	\$44,029
Renter Occupied	53.1%
Owner Occupied	29.9%
Vacant	17.0%
Median home value	\$194,006
Top Categories in Market Consumer Spending	
Retail Goods	\$193,869,976
Housing	\$137,775,044
Food at Home	\$42,646,326
Health Care	\$37,069,891
Dining Out	\$26,843,047
Entertainment	\$26,532,432

MARKET POPULATION BY AGE GROUP

* NOTES: Information based on 2014 estimates unless otherwise noted.

Business and employee summaries use NAICS Codes. Demographic, housing, and consumer spending data identified as “Market” data includes population within 1 mile radius of the Southfield SmartZone. Employment data includes population 16 years and older. SOURCES: Oakland County EDCA, ESRI Business Profile and Market Summary Reports 2014 and 2019 forecasts, Census 2010 Summary file 1, Dun & Bradstreet, Inc.; City of Southfield GIS Existing Land Use 2009, 12/1/2014

Population and Housing

Table 8-9 reflects the two (2) residential developments within the SmartZone.

Table 8-9: Residential Developments in the SmartZone Area

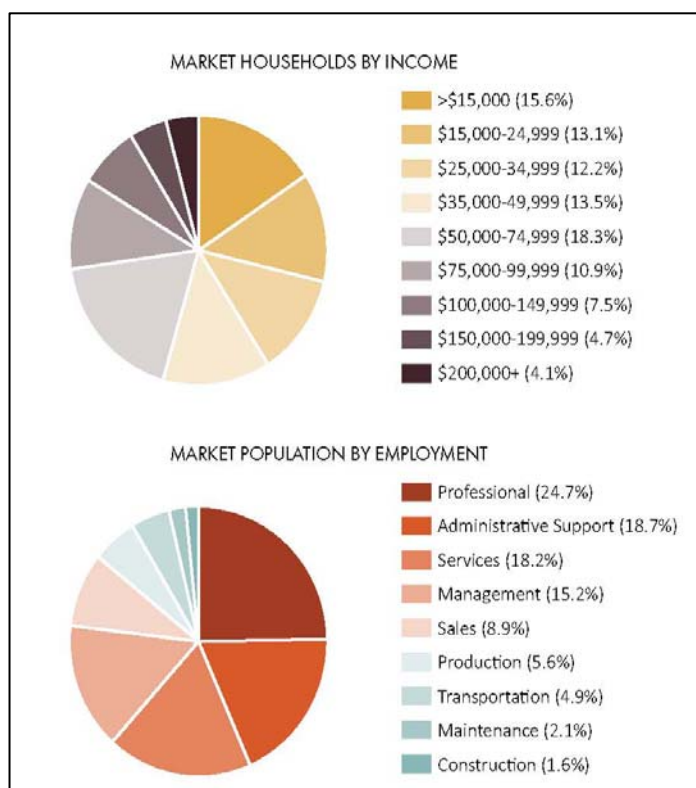
Development Name	Type	Address	# of Units	Unit Types
<i>Carnegie Park Apts</i>	Apartments	26602-26854 E Carnegie Park Dr.	125	1-2 Bedroom Apartments (1,003-1,241 sq ft)
<i>Heritage of Southfield</i>	Senior Living Apartments	25800 W Eleven Mile Rd	216	Studio, 1-2 Bedroom Apartments, Assisted & Independent Living

Based upon household size of renter-occupied units**, we estimate that the year round residential population within the SmartZone is approximately 668 persons.

** Avg. Household Size for Renter Occupied Units 1.96 (2010 US Census)

Land Use

As of 2014, the area is primarily zoned RC, Regional Center, with some B-2 Planned Business, B-3 General Business, TV-R Television-Radio Office-Studio, OS Office Service, NS Neighborhood Business, and ERO Education Research - Office. Office, Regional Commercial, and Transportation/Utilities/Communication infrastructure are the major land uses in the SmartZone (see Table 8-10). There is also a substantial amount of Vacant land, some of which has great development potential, while other naturalized portions contribute to the desirable, campus-like setting. There are opportunities to increase



recreation, amenities, services, and potentially housing.

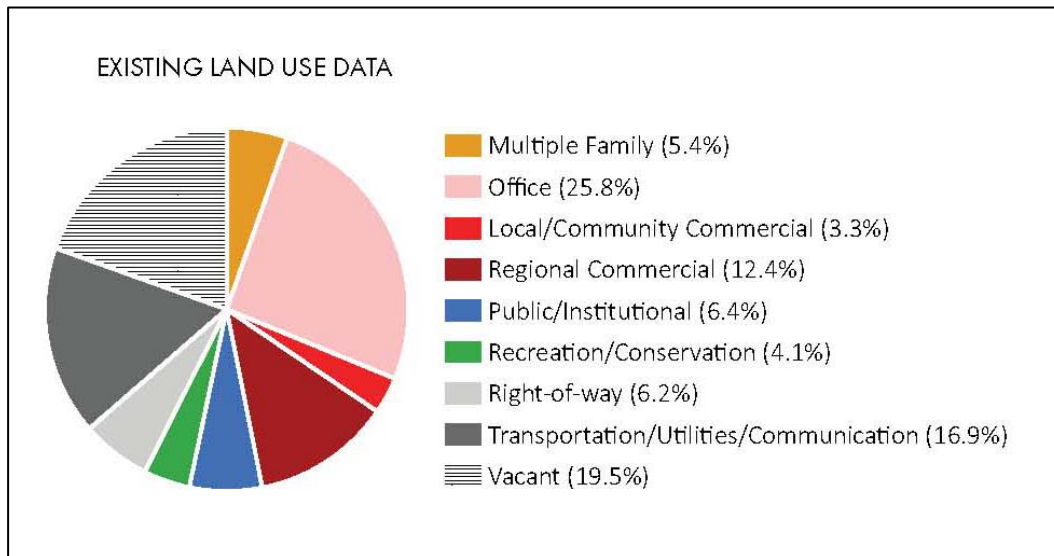


Table 8-10: Percentage of Land Uses within SmartZone

Description*	%
<i>Residential:</i>	
Multi-Family	<u>5.4</u>
Subtotal:	5.4
<i>Non-Residential:</i>	
Office	25.8
Local/Community Commercial	3.3
Regional Commercial	12.4
Public/Institutional	6.4
Recreation/Conservation	4.1
Rights-of-Way	6.2
Transportation/Utilities/Communication	16.9
Vacant	<u>19.5</u>
Subtotal:	<u>94.6</u>
Total:	100

*as of January 2015

Overlay Development District (ODD)

The SmartZone District is eligible for the Overlay Development District (ODD) zoning tool, established by Council on March 18, 2013 (ORD. # 1603), to allow greater flexibility in site design requirements as a trade-off to provide a better and more desirable living and physical environment than what would be possible under the current zoning districts.

Finance Mechanism

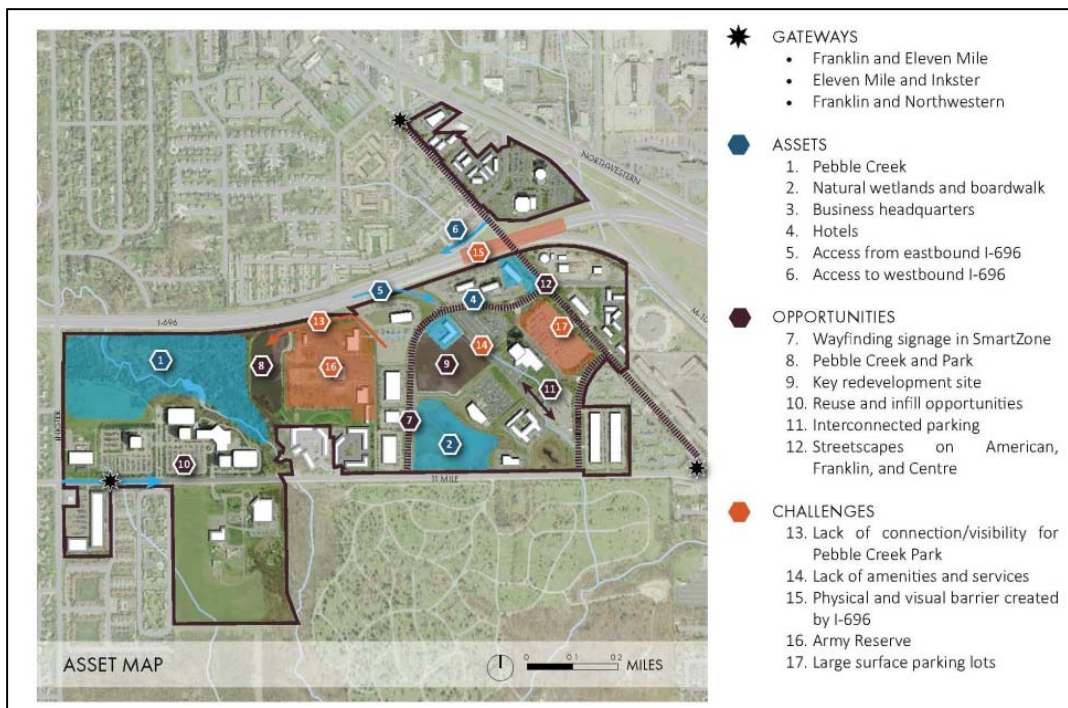
The Finance plan will provide for the capture of tax revenues from all property within the Certified Technology Park including the capture of City, County, Community College, and SMART taxes and ½ of the operating levies of State, K-12 school districts and Intermediate School Districts.

STRATEGIC PLANNING

Real Estate Forum

On December 3, 2014 a group of Southfield SmartZone stakeholders met with City staff and consultants to discuss opportunities for investment within the certified technology park. The Forum was designed to engage these local experts in real estate, redevelopment, human resources, management, business development, and finance for an interactive SWOT exercise and to provide observations on following:

- Current and future market
- Development constraints and opportunities
- Employer and employee needs and desires



Southfield SmartZone Action Plan

The Southfield SmartZone Action Plan was completed in January 2015 by Carlisle/Wortman Associates, Inc.

Mission Statement

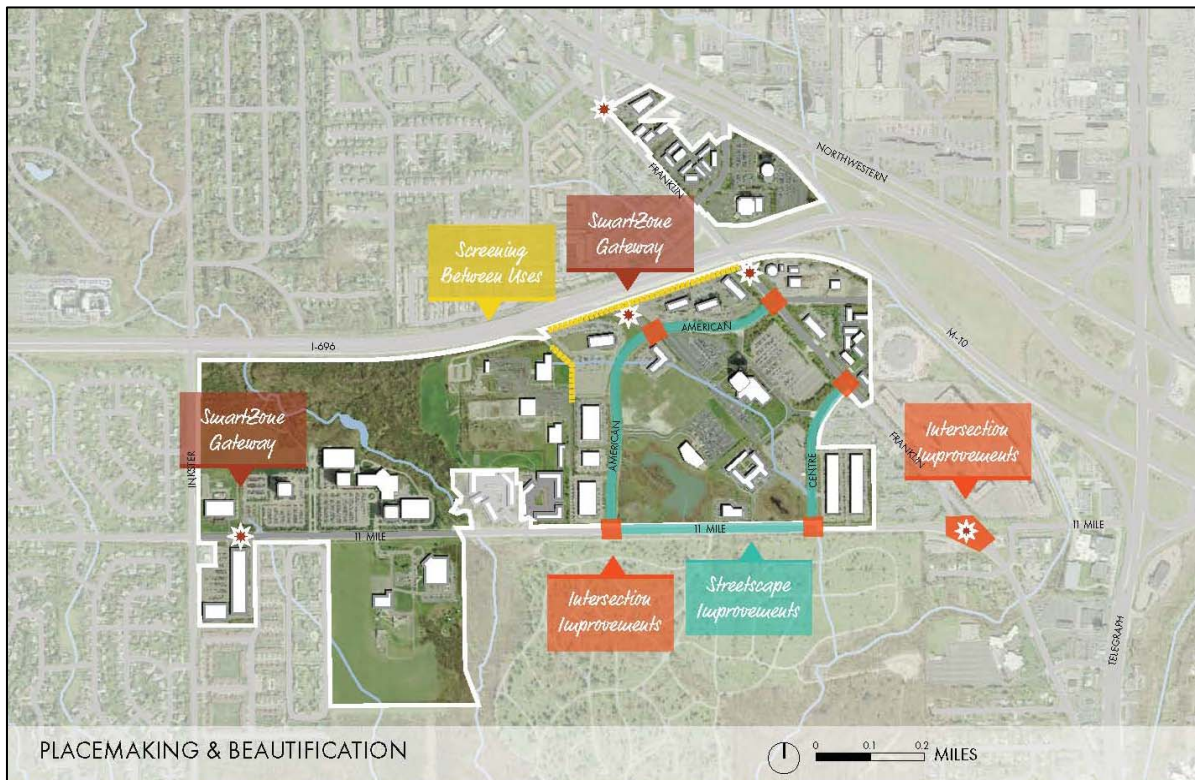
"To establish a vibrant, technology park with flexible office space and generous amenities for employees and residents."

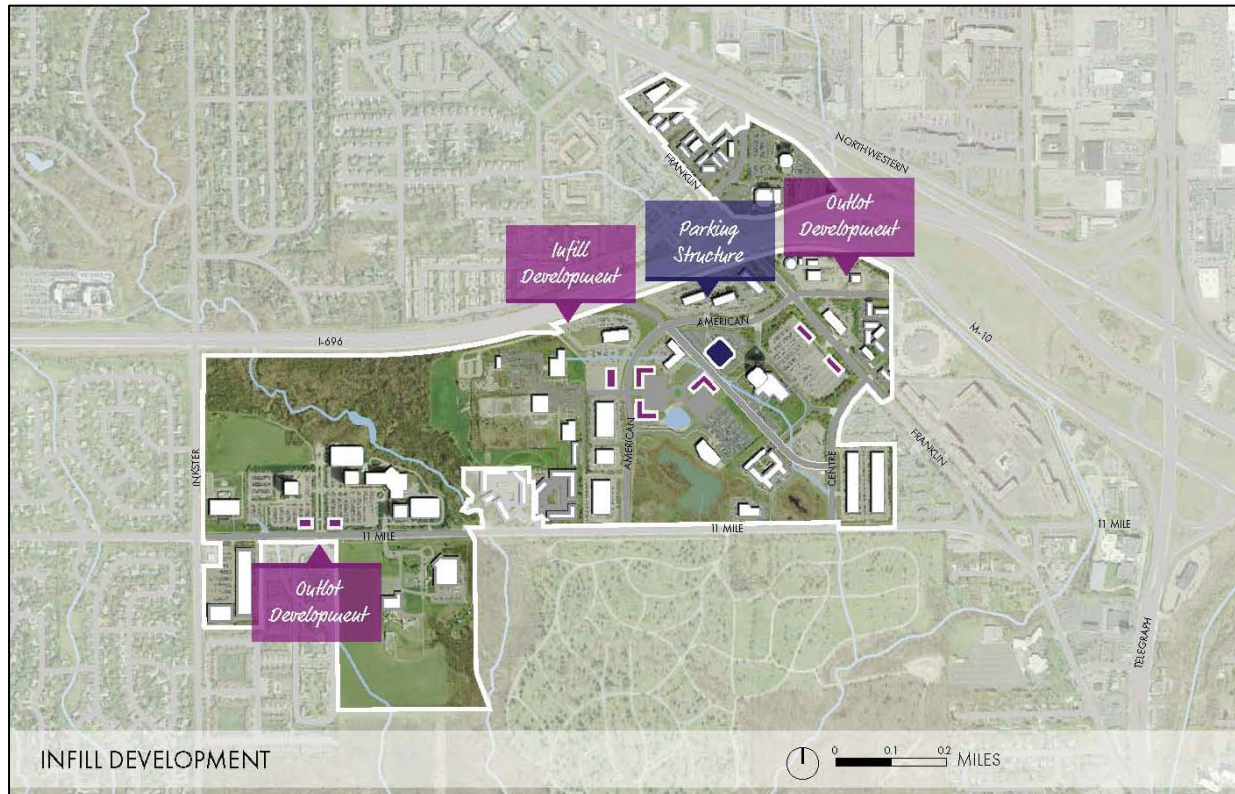
Priorities

The Action Plan recommends five priorities for establishing the Southfield SmartZone as a vibrant, technology park with flexible office space and generous amenities for employees and residents:

- **Placemaking and Beautification**
 - *Strategy: Focus on public realm, gateways and streetscape*
- **Marketing and Communication**
 - *Strategy: Develop a communication branding and marketing strategy*
- **Programming, Partnerships and Business Incubation**
 - *Strategy: Promote and utilize the Lawrence Technological University (LTU) Businesses & Technology Center within the SmartZone for business incubation.*
- **Infrastructure Improvements**
 - *Strategy: Realign 11 Mile Road; increase existing sidewalks on 11 Mile Road to 10 foot wide safety path; and increase area wide storm water management system.*
- **Infill Development and Growth Opportunities**
 - *Strategy: Utilize the SmartZone Advancement to recruit retail and commercial tenants for infill; promote Pebble Creek Park and central naturalized area; implement zoning amendments as needed*







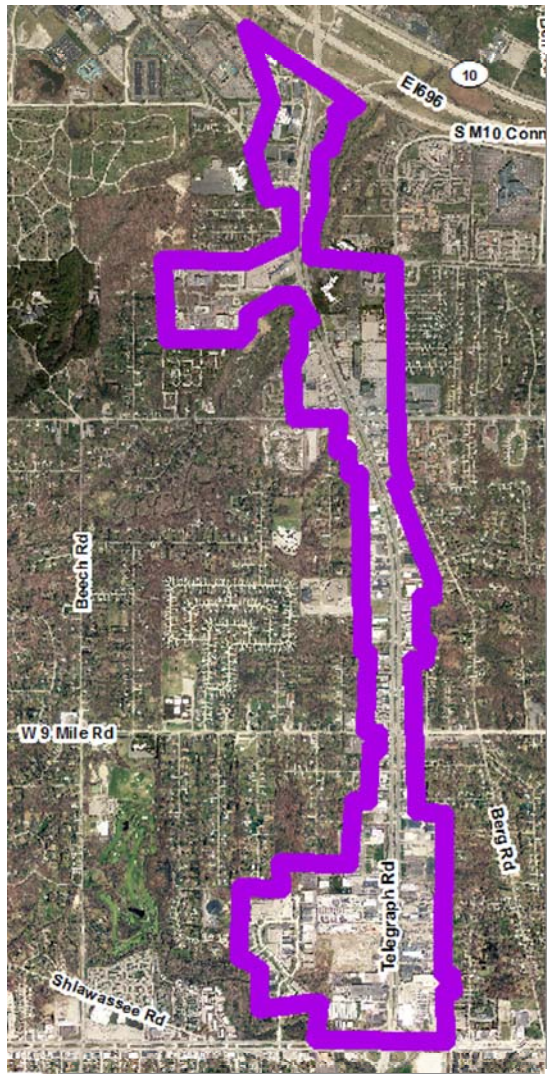
For more detail on the plan, refer to the **Southfield SmartZone Action Plan** (adopted August 24, 2015) via the Planning Departments home page:

<https://www.cityofsouthfield.com/LZ/Planning/tabid/198/Default.aspx>

SOUTHFIELD TECHNOLOGY CORRIDOR

Location: Telegraph Road frontage between 8 Mile Road and I-696, including some southern parcels near 8 Mile Road.

Regional Context: Telegraph Road (M-24) is one of the major north/south arterials within metropolitan Detroit, connecting I-94, I-696 and M-59. Spanning over 70 miles from Pontiac, Michigan to Toledo, Ohio, Telegraph Road travels through numerous, urban, suburban and rural communities and varies significantly in its form throughout its length. Within the City of Southfield itself, Telegraph Road is a six to eight lane road divided by a wide landscaped median. While much of the frontage on Telegraph is developed, potential exists for future redevelopment and intensification of uses along the corridor.



As a result, this corridor was identified as a subarea to guide future investment, including office, innovative technology, research & development with supportive services in the corridor.

Objectives

- *Create a more clustered technology/research & development land use pattern in strategic locations to concentrate activity along this established corridor.*
- *Redevelop vacant and underutilized sites and buildings to uses that complement existing businesses.*
- *Use access management standards to reduce the number of access points, reduce crash potential and improve traffic flow.*
- *Work with the Michigan Department of Transportation to upgrade the aesthetic appearance and operation of Telegraph Road through median enhancements, art installations and streetscape improvements.*
- *Encourage more pedestrian activity amongst sites.*
- *Foster a healthy foundation of commerce, technology/research & development/light industrial businesses and link to higher education institutions found in Southfield (i.e. Lawrence Technological University)*

along Civic Center Drive).

- *Implement a Special Assessment District (SAD) to provide corridor-wide enhancements and promotion, with specific emphasis on the unique, innovative or cutting-edge users found in the area or a Corridor Improvement Authority to implement and manage private and public improvements/enhancements in the area.*
- *Utilize sustainable design practices when new, infill or redevelopment occurs.*
- *Continue to enhance the Rouge River corridor located in the north and south end of the Telegraph Road corridor with trail enhancements, way-finding signage and environmental sustainability.*

Land Use

The emphasis within this subarea is primarily Office/Research and Technology uses with secondary Regional Mixed-Use retail, services and residential that will attract residents, workers, and visitors from a large service area beyond the boundaries of the City. The intent is to create a concentrated employment center that will complement surrounding existing and planned land uses in this area of the City. The planned commercial area is intended to serve expressway travelers, workers, and neighborhoods. A diversity of commercial uses is imperative to ensure that this market area is properly served. Limits should be placed on the number of certain uses, including industrial, motels and automobile service uses, to maintain the necessary variety of businesses. The City should focus on redeveloping vacant, obsolete and underutilized parcels. Furthermore, existing “heavy” industrial land uses should be phased out in lieu of high tech and research facilities.



The former 190 room Holiday Inn hotel site, located at 26555 Telegraph Road, has been closed since 2009. The site contains 7.32 acres and three existing buildings, including the iconic round 16 story hotel and approximately 600 parking spaces. In the summer of 2015, the Southfield City Council approved a plan from Kiwi Hospitality to invest \$12

million in the redevelopment of the former Holiday Inn hotel site to include three separate hotels, banquet center and restaurant. The proposed redevelopment will take place over two phases and will include: three hotels with a total of 417 rooms comprising approximately 144,000 square feet. The hotels will feature event space of almost 12,700 square feet and 5,700 square feet of banquet rooms with four thousand square feet of restaurant space will be included in the ground floor.

RECOMMENDATIONS

Circulation

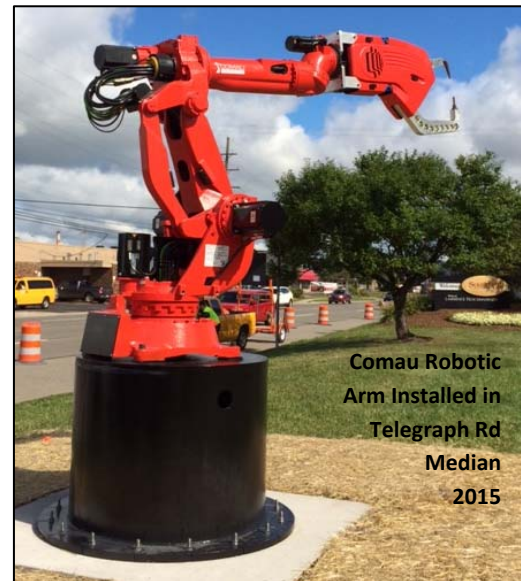
- Adopt access management policies to ensure appropriate spacing of driveways that front onto Telegraph Road. Where appropriate, shared access systems should be provided.
- Coordinate work efforts with MDOT and Road Commission for Oakland County to obtain grants for roadway-related improvements.
- Work with MDOT and Road Commission for Oakland County to coordinate and improve timing of traffic lights along Telegraph.
- Encourage roadway projects by private developers through coordination with MDOT and Road Commission for Oakland County.
- Incorporate safety/security design techniques for all public places, including pedestrian crossings, to ensure employees are provided with adequate open spaces. Eliminate barriers to pedestrians and bicyclists.
- Create a safe system of walkways linking buildings and parking areas to the public sidewalk system.



- Enhance existing pedestrian and bicycle systems along the Corridor by closing any gaps in the sidewalk system, or installing wider pathways at transit stops and where high pedestrian activity is expected.
- Coordinate with SMART to add quality bus stops and shelters along the Telegraph Road Corridor and to identify any regional connections needed to help move employees from home to work.

Aesthetic Enhancements

- Buildings should be oriented in a manner that enhances views of the Rouge River and other natural features such as wetlands and woodlands.
- Screen surface parking from view through the use of ornamental fencing, trees, shrubs, hedges, or combination thereof, providing for variation in design where screening areas can be used to provide stormwater treatment and control.
- Encourage the use of permeable surfacing in expanded or renovated parking lots.
- Require overhead doors or loading areas to be located so as to not be visible from Telegraph Road.
- Provide appropriate frontage landscaping and plantings to provide continuous visual connection along the corridor.
- Enhance the image of Telegraph Road through directional gateway enhancements, signage, City welcome signs, public art, lighting and landscaping at 8 Mile Road and north and south of I-696.
- Through consistent code enforcement efforts, encourage a high degree of continued site and landscape maintenance.
- Encourage the use of Low Impact Design site design and stormwater practices where feasible.
- Place utility lines underground or in rear yards to improve visual qualities.



Rouge River Corridor Study (RRCS)

In the Spring of 2012, the Planning Department teamed up with LTU's Master of Urban Design (m.U.D.) Program (**ARC 5912 – Principles and Practices of Urban Design [PRACTICUM]**)* to prepare recommendations for improving environmental preservation, while increasing access and way-finding along the Rouge River Corridor.



The Rouge River Corridor Study (RRCS) (rev. Jan. 13, 2013) area spanned from Twelve Mile Road, just east of Telegraph Road, to Ten Mile Road, just west of Telegraph Road and includes the Valley Woods Nature Preserve. This project site is a subsection of the Rouge Green corridor that spans 12 miles in Oakland County. The specific study area measured approximately 112 acres and 2.37 miles.

Examples of other successful river corridors and trails were studied including: the Rouge River Gateway (Dearborn), the Clinton River Trail, the Paint Creek Trail, & the West Bloomfield Trail in southeast Michigan; River Boardwalk (Portland, MI); Third Ward Riverwalk (Milwaukee, WI); Riverwalk (San Antonio, TX); and Waterplace Park (Providence, RI).



The goals and objectives of the RRCS were to research current conditions as well as establish recommendations for improvements. These recommendations were based on economic, social and environmental principals.

Recommendations from the study include:

- *Create a designated trail system throughout the entire Rouge River Corridor study area.*
- *Install a way-finding system with quarter mile markers and at trail heads.*
- *Preserve & restore the riparian ecosystem.*
- *Create a welcome center with trail head parking, bike & kayak rental and restrooms at strategic locations.*
- *Implement lighting and other pedestrian amenities at appropriate locations.*
- *Promote and market the Rouge River Corridor through special events and activities.*

* Constance C. Bodurow, AICP, Assoc. AIA, Assistant Professor & m.U.D. Coordinator



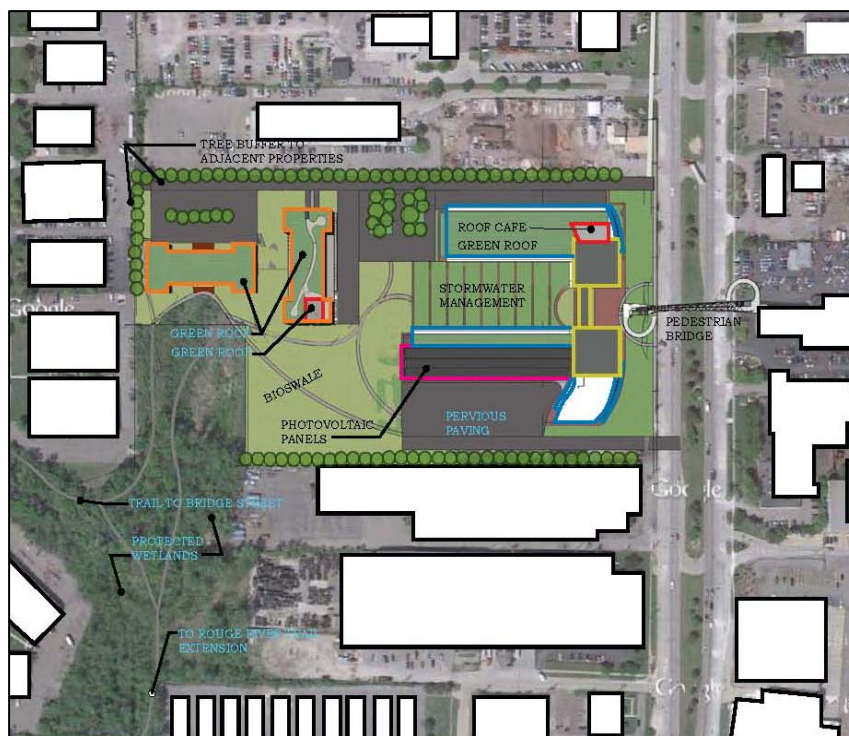
Economic Development

- Establish partnerships between the public and private sector to assess employment trends and determine educational and training needs that will help generate additional employment opportunities for the Southfield community.
- Identify and improve needed technological improvements including high-speed and wireless internet services.
- Create strategic investment opportunities that will increase tax base, and generate additional revenues to finance actions, which support the Plan's goals.

- Identify and coordinate with property owners within areas designated for potential redevelopment projects to assess their willingness to participate on those projects.

Southfield Technology Corridor (STC) Study

In the summer of 2014, the Planning Department teamed up with LTU's Master of Urban Design (m.U.D.) Program (**ARC 5912 – Principles and Practices of Urban Design [PRACTICUM]**)* to prepare recommendations for a sustainable development land use framework and Urban Design Plan to support economic development for current and future diverse user groups along the STC. Specifically, the students were to prepare a schematic design for the 16 acre former mobile home park and look at concepts for gateway features.



The Southfield Technology Corridor is a 3.1 mile stretch of Telegraph Road that is home to over 10,000 technology and research related jobs in an area covering 628 acres fronting the corridor. The Southfield Technology Corridor was originally established in 2009 “to encourage efficiency of land development through densification while preserving natural features”.

Technology & research corridor/parks’ precedents that were studied included:

Miami Valley Research Park (Dayton, OH); Cleveland Health-Tech Corridor (HTC) (Cleveland, OH); and LA Cleantech Incubator (Los Angeles, CA).

RECOMMENDATIONS

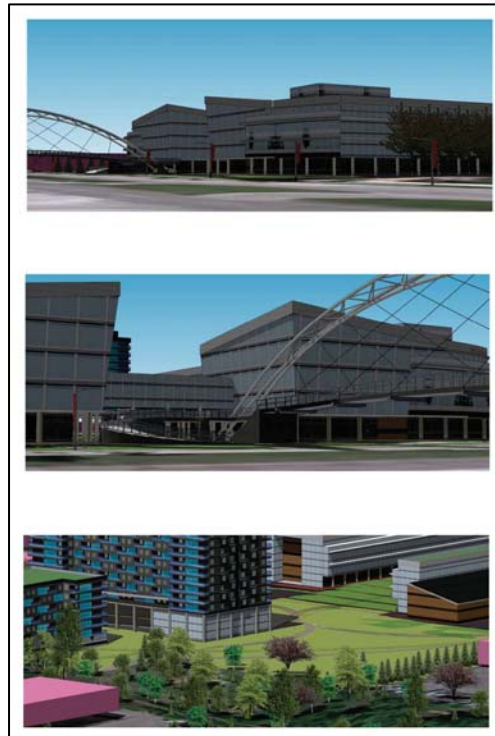
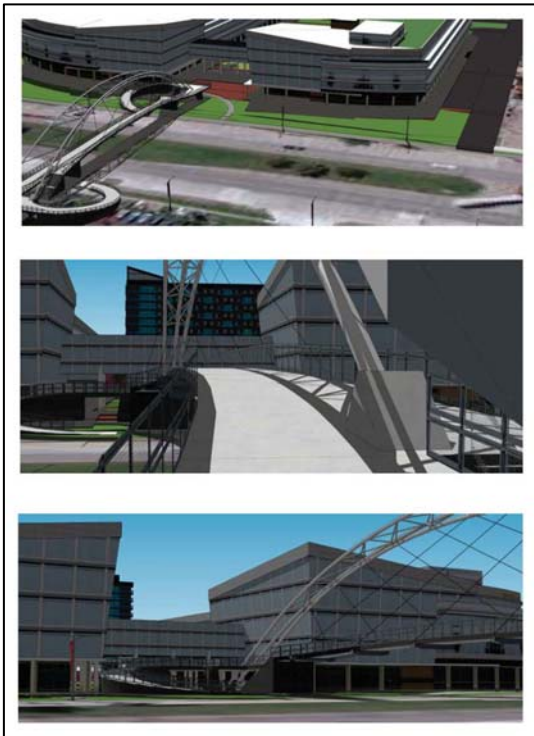
- Develop a website to promote STC
- Create continuous pedestrian/bike paths with minimal disruptions.
- Extend the Rouge River Trail.
- Create various opportunities to cross Telegraph Road.
- Add key retail and restaurant locations to minimize lunch time traffic.
- Create shared amenities to serve, improve and promote the STC.

Future development in the STC should aim to promote high tech uses that create jobs for a young, highly educated population, extend the existing non-motorized network, improve the multi-model network and apply low-impact design guidelines.

Schematic Design Plan

The schematic design plan for the 16 acre former mobile home park includes a mixed-use development with high-rise residential; research & development; technology center with exhibit, conference & banquet space; and retail. The site is planned to be developed with walking trails, storm water management features including bio-swales, green roof, photovoltaic panels, pervious paving and a pedestrian bridge.

Concept Illustrations for Pedestrian Gateway Bridge & Technology Center



Constance C. Bodurow, AICP, Assoc. AIA,

Associate Professor & m.U.D. Coordinator; Mohannad Mahdi, MUD candidate and Stephen Schell, Master of Architecture candidate

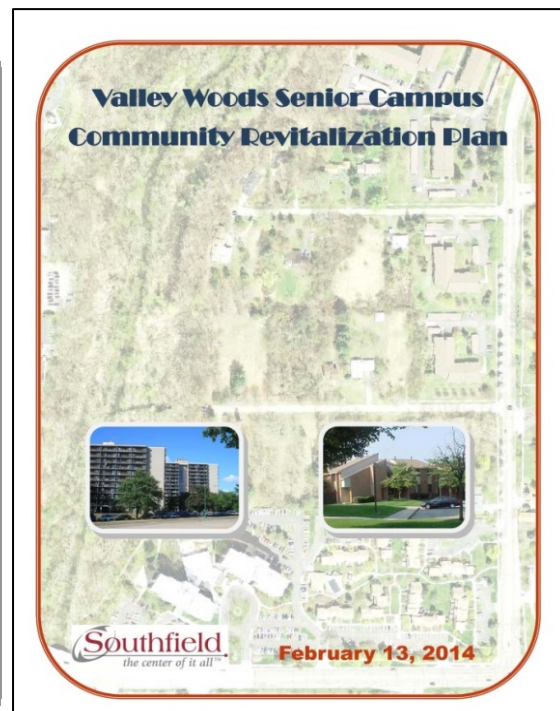
Marketing

- Promote the corridor as a regional employment center and target innovative or high-technology employers seeking a supporting environment.

Implementation

- Work with other communities, Oakland County and individuals with vested interest in the commercial success of the Telegraph Road corridor to ensure sufficient funding for marketing.
- Project the image/brand of the corridor as a safe and exciting place for business.
- Investigate the creation of a Special Assessment District (SAD), similar to the SAD in the area of north Telegraph Road and 12 Mile Road, to provide corridor-wide enhancements and promotion, with specific emphasis on the unique, innovative or cutting-edge users found in the area.
- Consider the establishment of a Corridor Improvement Authority to stimulate and support private investment to implement needed roadway, landscape and streetscape improvements

VALLEY WOODS SENIOR CAMPUS COMMUNITY REVITALIZATION PLAN



The Valley Woods Senior Campus Community Revitalization Plan (target area) is generally described as the area north of Civic Center Drive and east of Burgh Road with the addition of the Burgh Historic Park and parts of the River Rouge Corridor representing approximately 90 acres

The Valley Woods Senior Campus Community Revitalization Plan was unanimously adopted by City Council as a sub-area plan to the Comprehensive Master Plan on May 22, 2014.

PUBLIC INPUT

Public Workshop (4/16/14)

On April 16, 2014, the City of Southfield Planning Commission conducted a Long-Range Planning meeting pertaining to the Valley Woods Senior Campus Community Revitalization Plan with the primary intent of gathering input from area property owners and residents. The meeting/workshop was conducted in the McDonnell Towers Community room and garnered approximately 80 attendees.

The following comments were made by both residents of McDonnell Towers/River Park Place, nearby residents, & other Southfield seniors interested in future Valley Woods area development, the existing senior housing developments, the natural area abutting the existing development, and/or the construction of any future senior center or additional housing:

- *Would like to see additional senior housing and senior center on property to the north of McDonnell Towers and River Park Place.*
- *Exercise and activity area wanted with indoor and outdoor pool.*
- *Outdoor picnic area with gas BBQ (not charcoal) wanted.*
- *Concern with natural area being eliminated and hopes City will look at other areas in the city for the senior center.*
- *Wants centrally located senior center not necessarily adjacent to existing senior center/McDonnell Tower; is concerned that those in adjacent housing will feel more entitled to the senior center than those who are not adjacent residents.*
- *Wants flexible space and meeting rooms within the senior center.*
- *Whirlpool or hot tub with possible partnership with hospitals for therapy use.*
- *Wants adult daycare services.*



- Concerned with the cost of maintaining a new senior center and wants to know where the funding will come from because taxes are already high.
- Would like existing pool at McDonnell Towers to be manned with lifeguards.
- Interested in more organized activities such as sewing, arts and crafts, jewelry, ceramics classes.
- Would like extended hours of use of the community room and fitness room and use of the billiards tables.
- Convenience store prices too high and not enough products or variety of products.
- Provide enough drivers for transportation and possibly provide a Dial-a-Ride type service.
- Re-open the McDonnell Towers Community Room.
- Concern if the Community Room has been closed because of those wanting to use it for religious services.
- Kitchen cabinets and flooring need to be upgraded in apartments.
- Driveways and potholes need to be repaired.
- Russian translator in office is needed (several people agreed).
- Need upgraded TV in River Park Place.
- Would like a movie night (movies to be shown in the community room to be viewed with other residents).
- Provide outside stationary workout area.
- Individual apartment renovations needed.
- Wi-fi service in the building wanted.
- Provide smoke-free living option.
- Revitalize the natural area to the north.
- Protect wildlife habitats.
- Provide bike trail.
- Provide more benches outside and possible congregating areas for wheelchair users outside as well.
- Repairs to individual units (i.e. 24400: apartment #909 air conditioner broken; 24300 gas oven broken).
- Post "No hunting signs" throughout Valley Woods Park.
- Provide computer room with classes.
- Provide drinking fountain outside.



The meeting concluded with requests from the attendees to receive additional information regarding future meetings.

Public Hearing (4/23/14)

On April 23, 2014, the City of Southfield Planning Commission conducted a Public Hearing pertaining to the Valley Woods Senior Campus Community Revitalization Plan with the intent of gathering comments from area property owners and residents prior to the Commission making a recommendation to the City Council. The public had the following comments:



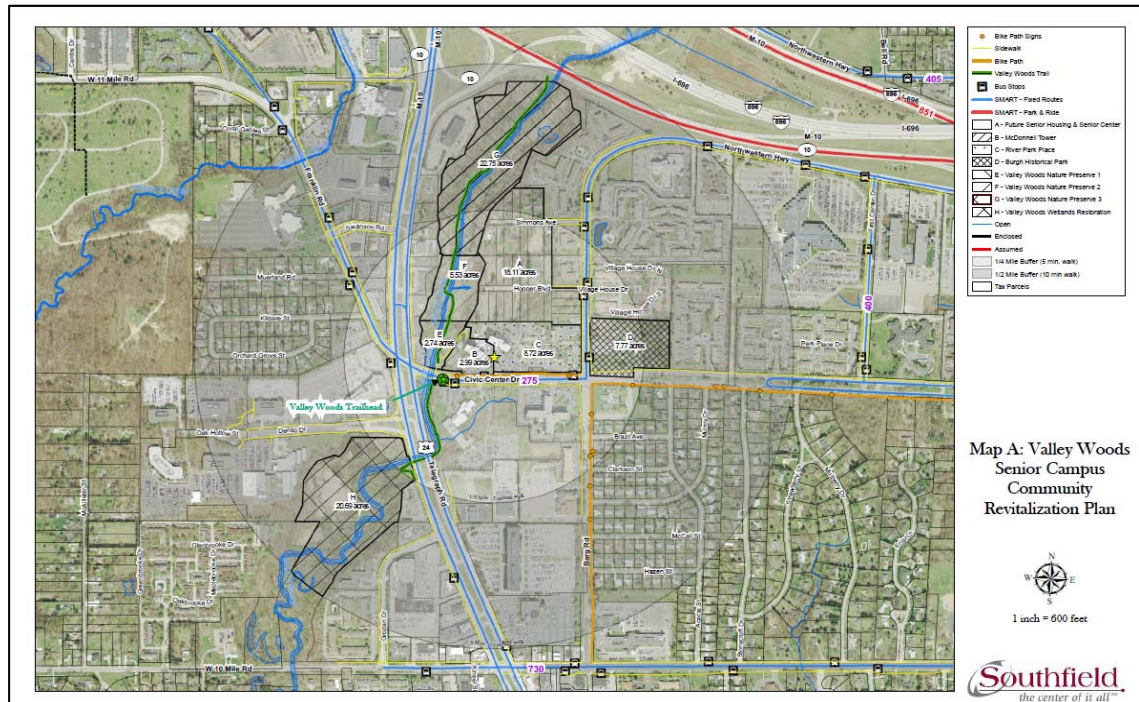
- *Access should be provided from Berg Road with a light.*
- *Provide adult daycare services.*
- *Plans are too big; won't be able to afford to maintain the facility.*
- *Welcome addition; COSA members want to be part of the process in determining needs of a senior center.*
- *Look at other options for location of a senior center; don't want to see the area torn up for new housing and buildings.*
- *Management can't take care of the current building, concern with how they will be able to manage a new one.*
- *Most seniors don't drive or take the bus so having a bus stop nearby doesn't matter.*
- *Management takes care of the seniors and they are pleased with them.*
- *Long range vision for seniors is good.*
- *Bus service is excellent.*
- *Beautiful wooded areas surrounding.*
- *Small gardens should be provided for senior to grow their own food.*
- *Additional landscaping should be installed to replace what has been removed to provide for more screening of Civic Center Drive and Telegraph Road.*

Description of the Significance of Proposed Project

The entire project area encompasses approximately 90 acres, including the following sub-areas:

A) Valley Woods Senior Campus (18.11 acres):

While the City has senior housing and services scattered throughout, there is a direct need for a specific neighborhood or campus for seniors of all ages and incomes to locate and "age in place". This plan provides for such a neighborhood – the Valley Woods Senior Campus.



Since 1988, the City of Southfield and the Southfield Nonprofit Housing Corporation have been buying parcels of land to the north of Civic Center Drive and west of Berg Road (immediately north of the McDonnell Tower and River Park Place Apartment complexes) for the purpose of establishing such a senior campus. The planned campus would cover a total of approximately 30 acres (exclusive of natural areas and the Burgh), and include the existing senior developments to the south - McDonnell Tower and River Park Place - as well as planned development (see Map A).

The idea for the campus was born out of the more immediate need for a new Southfield Senior Center. The current – and only – senior center in Southfield is located within the McDonnell Tower apartment complex on Civic Center Road. The existing 10,000 square foot complex offers limited space for senior activities, and has long been criticized by seniors that they do not feel comfortable utilizing the current space since the perception is that it is private property being a part of McDonnell Tower. There have consistently been complaints of insufficient parking as well at the current site. (Note: The Senior Center was temporarily relocated to the Parks & Recreation facility, Southfield Municipal Campus, in December 2015). The centerpiece of the campus will be the new Southfield Senior Center – a planned 30,000 square foot complex with primary access from Civic Center Drive via a boulevard running through the River Park Place apartment development. Secondary access will be via Berg Road. Residents of the campus will have access to walking paths, the Valley Woods Trail, the Burgh Historical Park as well as public

transportation via the SMART bus stops (along Civic Center Drive and Berg Road) and the TOSS program.

The Valley Woods Senior Campus will offer a number of housing options including independent with no services, independent/congregate with services, assisted living, and assisted living memory care. The campus will also target a minimum of 40% of the total units to affordable housing for seniors earning less than 60% of area median income, and a minimum of 5% of the total units to barrier free to service seniors and persons with disabilities. Housing will be offered in the form of high-rise, midrise and quad senior developments in a peaceful and scenic setting immediately adjacent to the Valley Woods Nature Preserve. A small mixed use development is also planned to provide campus residents with basic services. McDonnell Tower Apartments and River Park Place Apartments – comprising 344 units of affordable senior housing – will serve as the “anchor developments” for this campus.



- B) **McDonnell Tower Apartments (5.73 acres)** is an existing 162-unit, senior housing complex comprised of one 12-story building located on approximately 5.7 acres in the City of Southfield, and built in 1975. There are 154 one-bedroom units and eight two-bedroom units.

- C) **River Park Place Apartments (8.72 acres)** is an existing 245-unit, combined senior and family housing complex comprised of one 12-story senior building and eight family townhouse buildings located on approximately 8.7 acres in the City of Southfield. River Park Place was built in 1978.

The senior building is comprised of 182 units including 170 one-bedroom units and 12 two-bedroom units. The family townhouse buildings are comprised of 62 total units including 22 one-bedroom units, 32 two-bedroom units and 8 three-bedroom units.



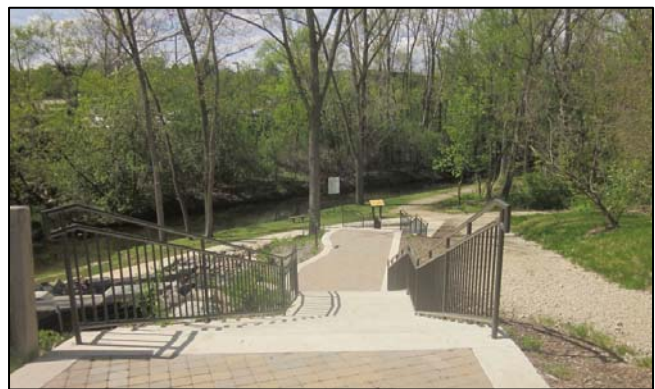
D) Burgh Historical Park (7.75 acres):



The Burgh Historical Park is the original center of Southfield's Village Center and features a restored historical town hall, fire hall, 1854 Methodist Church, and other historic homes of Southfield, some of which have been relocated to the site. "The Burgh" remains popular for weddings, concerts, and special events. In the past 5 years many of the historical buildings, such as the Simmons House, have received needed maintenance and restoration. The Parks House remains empty and is in need of full restoration and re-purposing. Extensive wedding bookings on the site indicate that restoring the house for use to support weddings and corporate events could be supported. The site also is in need of an outdoor covered pavilion for picnics and receptions. Finally, only about a third of the site is currently developed. The master plan for the property extends the gardens, walks and site furnishings eastward, expands parking, and provides a waste enclosure. This would increase the use of the site as a community destination and capacity for larger events.

E) Valley Woods Nature Preserve F & G (28.28 acres) & Valley Woods Trail:

Valley Woods Nature Preserve is one of Southfield's most significant properties, a 126-acre linear green way spanning two miles of the main branch of the Rouge River (one of Southfield's only water features). The preserve is located adjacent to the subject property along the length of its western boundary. A linear park, the first phase of trail development along the Rouge River was completed in 1995. Plans call for the extension of the trail system along the banks of the Rouge River from Ten mile to Twelve Mile. This would provide a unique setting for recreation and enjoyment of one of Southfield's only water courses. Trail improvements and an interpretive signage program would increase visitation to the park. A proposed canoe drop at



Twelve Mile with pick-ups at Civic Center, Ten Mile and again at Eight Mile Roads would provide a unique recreational opportunity in the City on a seasonal basis when water levels are high. Channel improvements for canoe and kayak navigation should be investigated along with improvements for fish habitat to improve water quality and fishing opportunities for Southfield residents. In 2011, a new trail head was installed on the north side of Civic Center Drive, east of Telegraph Road, which will improve pedestrian access to the corridor and remove an open storm water outfall into the river.

Acquisition of privately owned parcels within the floodplain and valley walls would help to preserve the river corridor, protecting natural resources and water quality. Future acquisition of flood plain and valley walls along the river corridor, including south of Ten Mile Road, would extend the corridor to protect and enhance critical natural resources. Other river corridor improvement projects, as identified in the Rouge Green Corridor Management Plan, for control of erosion and invasive species should be implemented when funds are available.

Summary of how the project contributes to and fits within the overall goals and strategies for redevelopment

The scope of the project includes an integrated senior community, which promotes healthy living in a “livable community”. A livable community is a place where all residents can live and participate in their community, no matter what their age, health, or physical ability (Source: AARP, formerly the American Association of Retired Persons). According to AARP, for Americans 50+, a livable community has:

- Affordable and appropriate housing,
- A variety of transportation and mobility options, and
- Supportive community features and services.

Together, they make personal independence and continued participation in the community’s civic and social life possible (See Maps B & C).

Description of Investments:

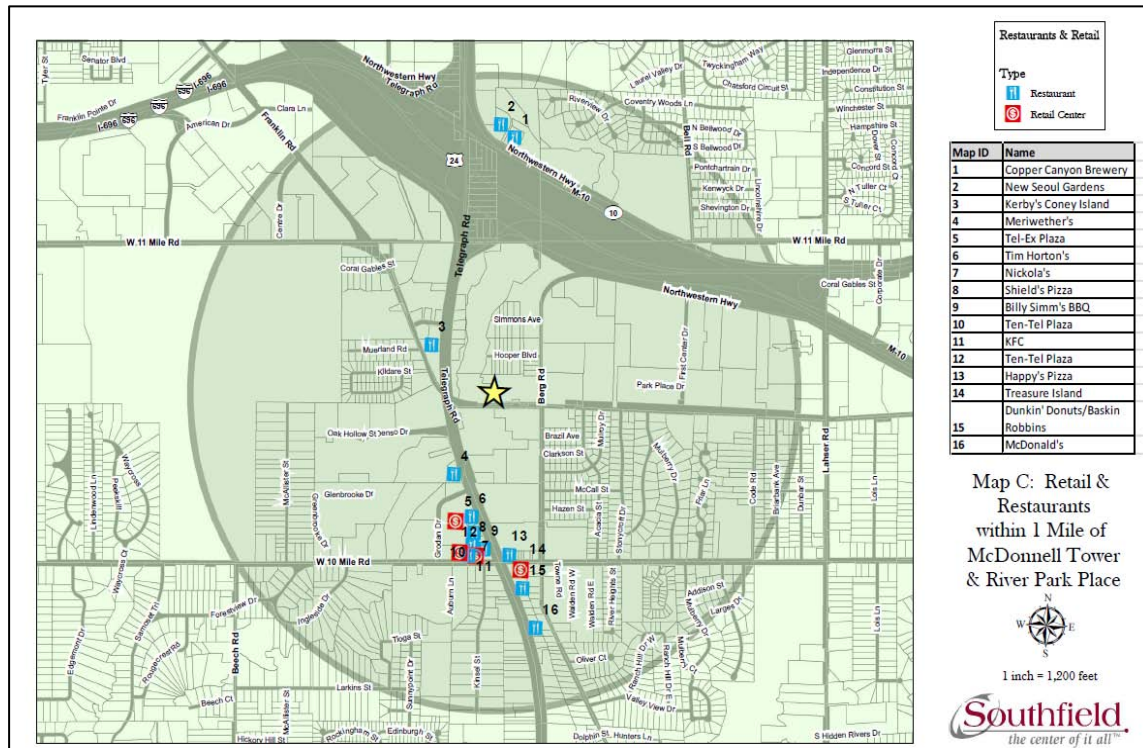
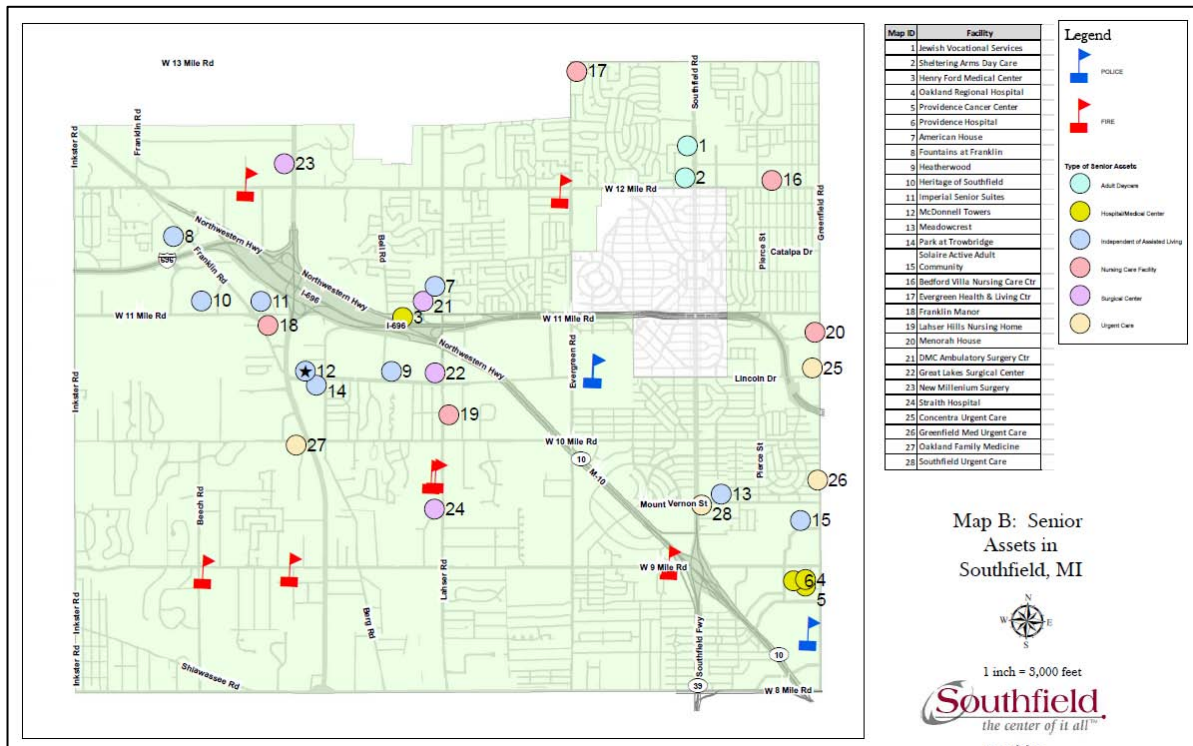
The City of Southfield’s proposed timeline is to implement the following plan elements within the next ten years:

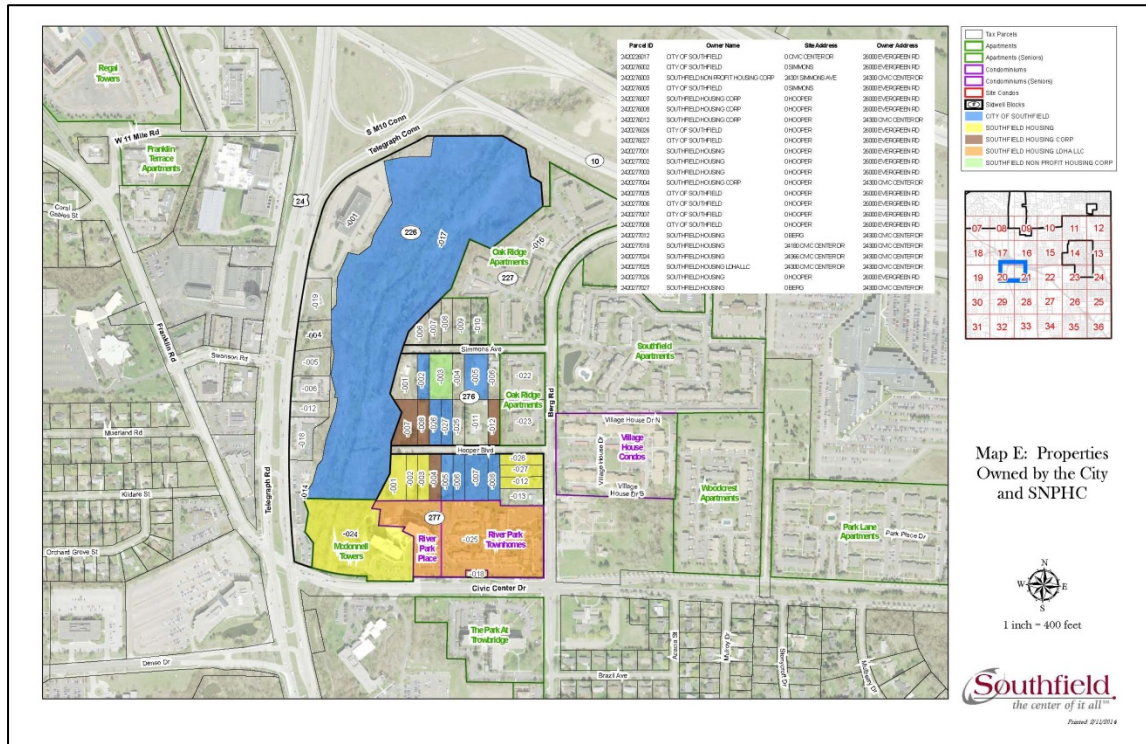
A) Future Senior Housing and Senior Center (18.11 Acres):

- This will be undertaken via proposed public/private joint venture(s) for the senior housing, and via City and/or Southfield nonprofit corp. funding of the senior center.
- Acquisition Strategy (See Map E): Since 1988, the City of Southfield and the Southfield non-profit Housing Corporation have acquired 20 separate parcels at an investment of approximately \$2.1 million to date. There are an additional nine parcels under private ownership in the project sub-area,

which the City/Non-Profit will continue to assemble as they become available on the market (2013 total cash value \$525,000).

- See Concepts A & B for long term planning discussions





- B) McDonnell Tower (5.73 acres) proposed joint venture with private developer.
- C) River Park Place (8.72 acres) proposed joint venture with private developer.
- Total rehabilitation of all McDonnell Tower and River Park Place apartment and townhouse units were completed June 2016 with \$37,000 to \$40,000 spent per unit for a total renovation cost of \$19.8 million. Unit renovations included new windows, doors, lighting, and flooring. Each bathroom and kitchen was updated with new fixtures, appliances, and cabinets. Additionally, building roofs, elevators, hot water heaters, and mechanical systems were replaced. Security systems were added to McDonnell Towers.
 - By December 2016, the lower level common areas will be converted into a multi-purpose recreation center with game, exercise, TV, meeting, and hobby rooms.
 - A 16-passenger van has been purchased to serve residents to supplement the TOSS program and SMART bus service. An activity director has been hired to plan activities and outings for the residents.
 - The Southfield Non-Profit Housing Board continues to acquire properties north of McDonnell Towers and River Park Place (on Simmons and Hooper Streets) for future low-income senior residential development.
- D) Burgh Historical Park (7.77 acres): Proposed public investment with grant funding.
- Cost Estimate: \$800,000-900,000 (as of 4/2014)
 - Town Hall & Art Center Restoration
 - Parking Lot Expansion
 - Picnic Pavilion

- e. Site improvements around the Parks House
 - f. Renovation of the Parks House
 - g. Site signage program
 - h. Enclose dumpster
 - i. Education and interpretive programs & signage
 - j. Development of the east side of site
 - k. Carousel and related site work
 - l. Flower gardens and Arbor
 - m. Secondary parking lot
 - n. Outdoor dining terrace
- E) Valley Woods Nature Preserve F & G: Proposed public investment with grant funding.
- a. Cost Estimate: \$850,000 (Acres 28.28)
 - b. Interpretive Signage program
 - c. Invasive species control program
 - d. Water quality/fish habitat improvement projects
 - e. Parking facilities at 12 Mile Road
 - f. Stream bank erosion control projects
 - Kayak drop-off/pick-up
 - g. Trail development between Ten and Twelve Mile
- F) Pedestrian Improvements
- a. Crosswalks: install decorative crosswalks at the intersection of Berg Road and Civic Center Drive
 - b. Respite stations: provide seating areas at strategic locations (Approx. \$5,000 each)
 - c. Pathways: infill gaps in system and make ADA accessible
- G) Transit Improvements
- a. Bus Stop Facilities: provide bus shelters, benches, trash receptacles, etc. at strategic locations (Typical \$10,000-15,000 each)
- H) Art & Sculpture
- a. Install freestanding art & sculpture pieces throughout project area (Foundations & Private Funding)

Concept Plans

Concept A: Includes 154 housing units of 4-plex independent senior living in one level flats (840 sq. ft. each); 77 housing units of 2-level townhomes (1,680 sq. ft. each); a freestanding 30,000 sq. ft. senior center (see Appendix); additional shared parking (290 spaces); open space and trail network linking to the Burgh and the

Valley Woods greenway. Opportunities exist for art, sculpture and pedestrian respite stations. (Preliminary Estimated cost \$40-42M)

Concept B: Includes 66 independent senior housing units of 4-plex living in one level flats (840 sq. ft. each); 33 housing units of 2-level townhomes (1,680 sq. ft. each); 140 unit mid-rise six-story residential building; 185 unit twelve-story high-rise residential building; an 8,000 sq. ft. mixed-use retail building; a freestanding 30,000 sq. ft. senior center (see Appendix); additional shared parking (290 spaces); a future deck parking structure for 100 cars per level; open space and trail network linking to the Burgh and the Valley Woods greenway. Opportunities exist for art, sculpture and pedestrian respite stations. Concept B includes a significant storm-water feature by day-lighting the Hooper Drain and creating a cascading storm-water pond with pedestrian bridge crossings, and potential kayak pond with livery. (Preliminary Estimated cost \$96-100M)

Future Senior Center: A freestanding, 30,000 senior center may include the following facilities and amenities: kitchen & dining; indoor/outdoor pool; shared parking; fitness & activity rooms; flexible space & meeting rooms; whirlpool or hot tub for therapy use; adult daycare services; community room; restrooms; craft rooms (sewing, arts & crafts, jewelry, ceramics, etc.); media room (Wi-Fi, computer, TV, movies, music, etc.); outside fitness stations; library; class rooms; picnic & seating areas; gazebo; trail connection; & senior community gardens.

Development Summary

- 154- 4-Plex Independent Senior Housing Units. 1 level flats @ 840 SF
- 77- 4-Plex Independent Senior Housing Units. 2 level townhomes @1680 SF
- 30,000 SF Senior Center



Concept A

Valley Woods Community Revitalization
Southfield, Michigan

- Install Community Garden for seniors
- Install additional landscape screening around existing towers
- Provide additional outdoor: seating, picnic areas, workout stations, drinking fountains, and more accessible areas



Illustrative, for discussion purposes only

Draft 5/5/14



Development Summary

- 66- 4-Plex Independent Senior Housing Units. 1 level flats @ 840 SF
- 33- 4-Plex Independent Senior Housing Units. 2 level townhomes @ 1680 SF
- 140- Mid- Rise Residential Units, 6 levels, 240,000 SF
- 185- High Rise Residential Units, 12 levels, 144,000 SF
- 30,000 SF Senior Center
- 8,000 SF- Mixed Use Shops / Cafe / Restaurant



Concept B

Valley Woods Community Revitalization
Southfield, Michigan

Illustrative, for discussion purposes only
Draft 5/5/14

- Install Community Garden for seniors
- Install additional landscape screening around existing towers
- Provide additional outdoor: seating, picnic areas, workout stations, drinking fountains, and more accessible areas

CHAPTER 9: PUBLIC INFRASTRUCTURE

Public Works Group

The Public Works Group is comprised of six divisions (Engineering, Streets and Highways, Water and Sewer, Transportation/Communications, Motor Pool and Facilities Maintenance) dedicated to the development, maintenance and operation of the complex infrastructure and support services required for the community and the City facilities. The goal of the group is to develop and implement both short term and long term plans to maintain, complete and improve the City's infrastructure while developing and implementing recent advances in technology, such as Geographic Information System (GIS), which assists all planning, engineering, and maintenance operations.

The Public Works Group is responsible for the maintenance of City owned properties, equipment and vehicles. It is also responsible for the operation of the physical infrastructure of the City that directly serves the community. These include water mains, sanitary and storm sewers, roads and bridges, sidewalks and bike paths, traffic control systems and street lights.

Water, Sanitary and Storm Sewer Systems

The Water and Sewer Department is responsible for the delivery of a safe, dependable public supply of drinking (or potable) water to all properties in the City as well as ensuring sufficient water supply to hydrants for firefighting. The operation and maintenance of an adequate sewer system, which serves our properties and protects the environment, is also the responsibility of the Department.



The 439-mile water system with about 22,000 customers will consume an estimated 460,416,000 cubic feet of water in 2015-2016.

Two major sewage disposal districts provide for the sanitary waste removal needs of the community via 249 miles of sewers, 5,442 manholes and 11 sanitary pump stations. The Evergreen/Farmington Sewage Disposal District provides sanitary sewer service for 80% of the City. In addition, the George W. Kuhn District services the remainder of the community with combination storm and sanitary sewers. The past expansion of the Evergreen/Farmington System has made sanitary sewer available for the western portion of the City, as well as providing relief to the system.

Storm Drains and Flood Plains

The Water and Sewer Department provides maintenance for over 291 miles of enclosed storm drains contributing flow to the waterway system of the City and participates in the annual Rouge River Cleanup.

Storm Drains

Storm drains prevent flooding of streets, highways, residential and commercial properties by quickly and efficiently transferring rain water into local creeks and rivers. Importance of managing storm water correctly: Traditional stormwater management has focused on removing quantities of water from our streets and neighborhoods, with the primary goal being to prevent flooding. Again, this water previously went untreated and was discharged directly into area waterways. Today we try and treat storm water in a holistic manner treating both quantity and quality of runoff before it reaches our local rivers and streams.

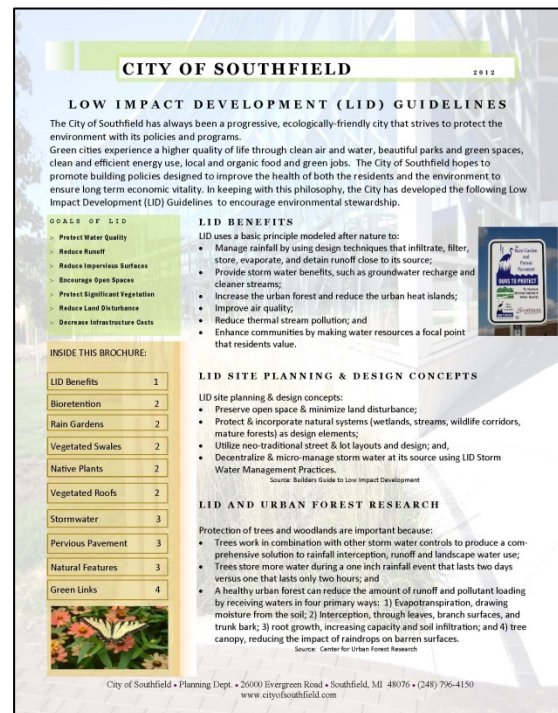


Stormwater is water resulting from rain or snowmelt that runs off surfaces such as rooftops, streets, and parking lots. The water may pick up and transport contaminants including motor oils, gasoline, antifreeze, dust, fertilizers and pesticides. The water eventually flows into our local streams, rivers or lakes, or into the City's storm drain until it is released untreated into a local water body.

Low Impact Development (LID) Guidelines

The City of Southfield has always been a progressive, ecologically-friendly city that strives to protect the environment with its policies and programs.

Green cities experience a higher quality of life through clean air and water, beautiful parks and green spaces, clean and efficient energy use, local and organic food and green jobs. The City of Southfield strives to promote building policies designed to improve the health of both the residents and the environment to ensure long term economic vitality. In keeping with this philosophy, the City has developed Low Impact Development (LID) Guidelines to encourage environmental stewardship.



LID Benefits

LID uses a basic principle modeled after nature to:

- Manage rainfall by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source;
- Provide storm water benefits, such as groundwater recharge and cleaner streams;
- Increase the urban forest and reduce the urban heat islands;
- Improve air quality;
- Reduce thermal stream pollution; and
- Enhance communities by making water resources a focal point that residents value.

LID Site Planning & Design Concepts

LID site planning & design concepts:

- Preserve open space & minimize land disturbance;
- Protect & incorporate natural systems (wetlands, streams, wildlife corridors, mature forests) as design elements;
- Utilize neo-traditional street & lot layouts and design; and,
- Decentralize & micro-manage storm water at its source using LID Storm Water Management Practices.

(Source: Builders Guide to Low Impact Development)

LID and Urban Forest Research

Protection of trees and woodlands are important because:

- Trees work in combination with other storm water controls to produce a comprehensive solution to rainfall interception, runoff and landscape water use;
- Trees store more water during a one inch rainfall event that lasts two days versus one that lasts only two hours; and
- A healthy urban forest can reduce the amount of runoff and pollutant loading by receiving waters in four primary ways: 1) Evapotranspiration, drawing moisture from the soil; 2) Interception, through leaves, branch surfaces, and trunk bark; 3) root growth, increasing capacity and soil infiltration; and 4) tree canopy, reducing the impact of raindrops on barren surfaces.

(Source: Center for Urban Forest Research)

Bioretention is the practice of using landscaped areas on parking lots and building sites to hold and infiltrate stormwater. Below are examples of Bioretention that the City of Southfield promotes:

Rain Gardens

- Planted with native vegetation, a rain garden soaks up about 30% more water than a conventional lawn.
- As part of the Evergreen Road reconstruction, the City installed a rain garden adjacent to the tennis courts to treat 32,000 cubic feet of runoff prior to the water being discharged into the Rouge River system.



Vegetated Bio-Swales



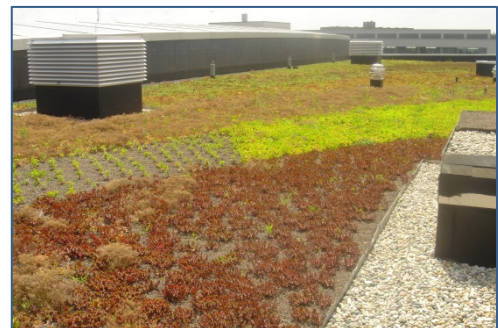
- A vegetated swale or bio-swale is an attractive landscape filter planted with native plants. Bio-swales are designed to absorb storm water run-off from impervious surfaces such as roofs and parking lots.
- Government studies have shown that up to 70% of the pollution in our streams, rivers, and lakes is carried there by untreated storm water. Keeping rain where it falls, by putting it into a beautiful swale or rain garden is a natural solution. (Source: www.raingardens.org)

Native Plants

- Native plants are plants that were historically growing in southeast Michigan. They need little or no fertilization or pesticides when grown in fertile soil with proper moisture.
- Native plants attract wildlife species such as songbirds and butterflies. They help maintain our natural heritage and local community identity. Many help enrich the soil. Their root systems help rainfall percolate into the soil, reducing erosion and runoff.

Vegetated Roofs

- Vegetated Roofs or “Green roofs” essentially convert roofs from impervious to pervious surfaces. Green roofs provide a 50%-90% annual runoff reduction; reduce heat island affect; provide reduction of conventional storm water infrastructure and detention basins and reduce energy for heating and cooling. In addition, green roofs can improve air quality- up to 85% of dust particles can be filtered out of the air. (Source www.cdfinc.com)



Pervious Pavement

- Porous paving systems (e.g. pervious asphalt, concrete, gravel, or pavers) reduce surface run off and increase groundwater recharge. These flexible paving systems also increase infiltration and detention capacity. There may be limitations to porous pavement. Consult the City's Engineering Department for more information. (Source www.cdfinc.com)



Now, federal and state regulations require localities to better manage the quality of the stormwater that is entering our creeks, streams, rivers and bays. These regulations require much planning and educational effort to be effective, but the benefits include cleaner surface water and a healthier environment!

Floodplains



Floodplains are areas adjacent to rivers, ponds, lakes, and oceans that are periodically flooded at different points in time. Floodplains are hydrologically important, environmentally sensitive, and ecologically productive areas that perform many natural functions. They contain both cultural and natural resources that are of great value to society. Flooding occurs naturally along every river. Floodplains are beneficial for wildlife by creating a variety of habitats for fish and other animals. In addition, floodplains are

important because of storage and conveyance, protection of water quality, and recharge of groundwater.

Riparian Corridor

Riparian corridors are the land adjacent to rivers and lakes. Additionally, the floodplain is the area adjacent to waterways where floodwaters flow. When these areas are naturally vegetated, they function like sponges, taking up excess water and infiltrating it to the soil and groundwater. These areas provide important value to Southeast Michigan, including protecting local rivers and lakes, providing habitat corridors to animals, offering access to local waterways, and providing the potential for recreation such as walking and biking trails. (Source: SEMCOG, the Southeast Michigan Council of Governments)

The floodplain ordinance (Section 5.49 of the Zoning Ordinance) has the following purposes: to apply special regulations to land located in the City which is subject to predictable flooding and frequent intervals; to protect storage capacity, groundwater recharge, and water purification of floodplains; to maintain the proper ecological balance; to protect public health; and to reduce financial burdens. The ordinance tells where to find floodplain and drainage district boundaries, tells how to appeal to modify the floodplain, establishes the floodplain zones and states the uses permitted within a floodplain.

WATER MASTER PLAN

Table 9-1: SOCWA Meter Connections and Boundary Conditions

Meter Number	Meter Description	Condition	Current Pressure (psi)
SO-1	10 Mile & Greenfield	active/open	53
SO-2	11 Mile & Greenfield	active/open	44
SO-3	12 Mile & Greenfield	active/open	52
SO-6	Webster & Greenfield	active/open	52
SO-7	8 Mile & Telegraph	inactive/open	
SO-8	Lamb Station	active/open	54
SO-9	9 Mile & Greenfield	active/open	52
SO-10	12 Mile Station	active/open	67
SO-11	11 Mile & Franklin	active/open	82
SO-18	12 Mile & Telegraph	active/open	54
SO-19	12 Mile, west of Lahser	inactive/open	
SO-20	12 Mile & Evergreen	active/open	40
SO-21	13 Mile & Southfield	active/open	46

Existing System

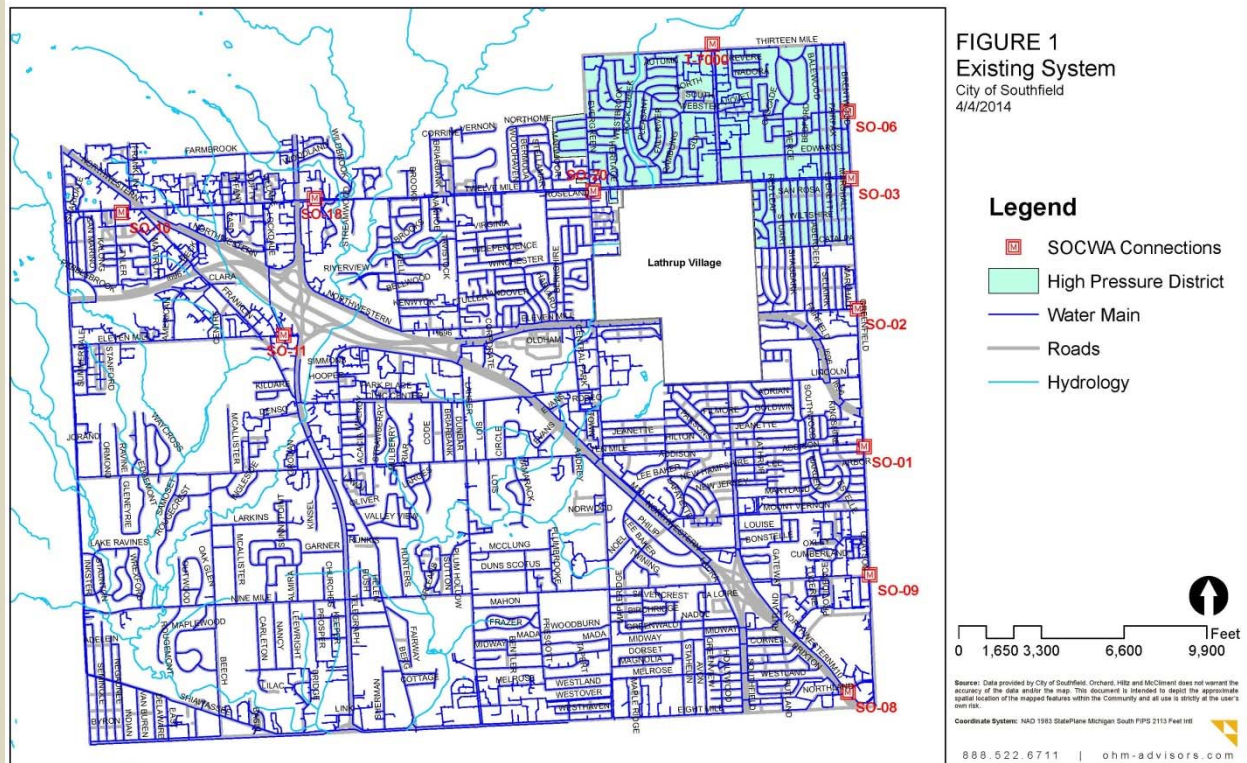
The City of Southfield existing water distribution system, as obtained by its most current GIS information, is shown in Map 9-1. The City's water needs are satisfied by the Southeastern Oakland County Water Authority (SOCWA). The water is obtained through eleven flow meters throughout the City, see Table 9-1. Two pressure districts exist in the City. The high pressure district is located in the northeast corner of the City.

Transmission and Distribution Mains

The existing distribution system is constructed of older cast iron or asbestos cement and newer ductile iron water mains. Water main sizes range from 2 to 36 inches in diameter. The transmission system that serves the City is owned and operated by SOCWA upstream of meter pits. Table 9-1 lists the SOCWA meter connections and the boundary conditions used for the current analysis. For the purposes of this analysis, the infrastructure improvements planned for 2014 were included in the model.

Based upon historical records of water purchased: The current average demand in the City is approximately 9.8 MGD, which is about 26% lower than the 13.3 MGD average for 1995-2006. Using the estimated daytime population of 176,443 the demand per person per day was found to be approximately 56 gallons. The historical demand data referenced in the Master Plan showed a decreasing water use trend. The current data aligns with that trend.

Map 9-1: City of Southfield Existing Water Distribution System

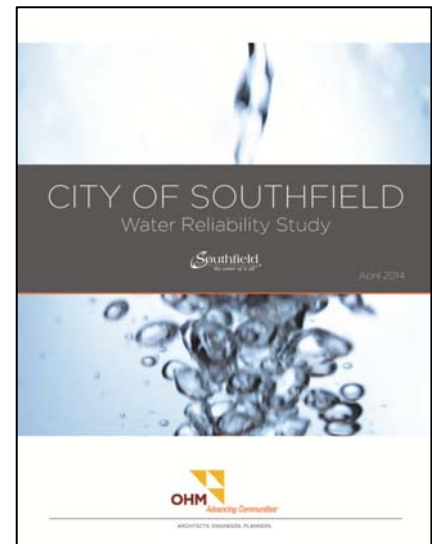


In the spring of 2014, the City prepared a Water Reliability Study (April 2014) with assistance from Orchard, Hiltz & McCliment, Inc. (OHM).

The purpose of the reliability study was to evaluate the existing municipal water transmission and distribution system within the City of Southfield and to make recommendations for improvements to the system necessary to meet current and future needs of the community. In addition, the report was intended to partially satisfy the water reliability study and general plan requirements of the Michigan Department of Environmental Quality (MDEQ).

The scope of the study included the following specific tasks:

- Compilation and reporting of current population, number of service connections, and number of Equivalent Residential Units (ERUs).
- Compilation and reporting of water production and consumption data for present, 5-year, and 20-year planning periods including average and maximum daily demands, peak hour demands, and fire demands.
- Data collection and review using the current water model, system mapping, and hydrant flow tests.



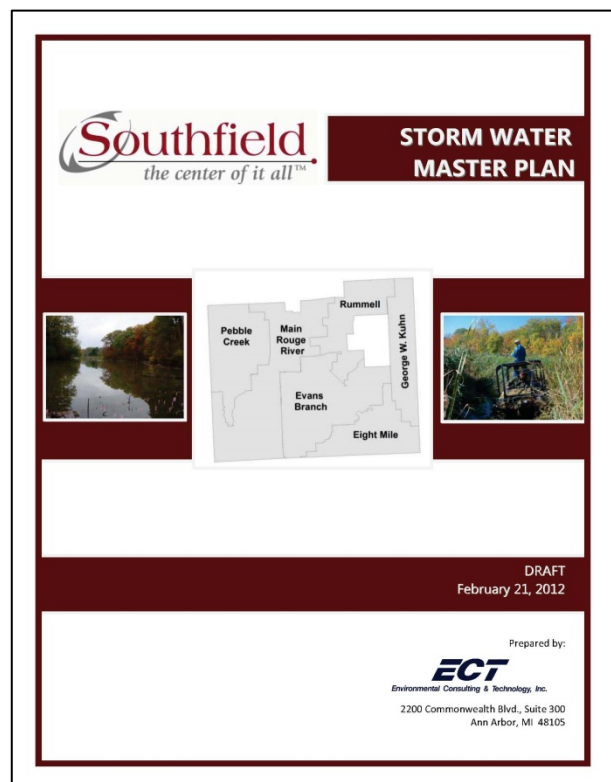
- Updating the water model to include system improvements and water demand allocation to represent the existing system.
- Water model analysis for average day, maximum day, peak hour, and fire protection using present conditions and proposed conditions for 5-year and 20-year planning periods.
- Identification of recommended system improvements and provide cost opinions

ANALYSIS OF FUTURE CONDITIONS

Based on the SEMCOG projections, the City of Southfield is not expected to experience significant growth. As the system continues to age, it is recommended that the City replaces its infrastructure based on a Capital Improvement Plan. For more detailed information on the City's water system, consult the City of Southfield's Water Reliability Study, as amended.

Storm Water Master Plan

Roughly ninety percent of the land area of Southfield, approximately 15,240 acres is within the Rouge River Watershed. The central and western portions of the City drain to the Main Branch of the Rouge River, which flows through the City. The Rouge River carries storm water from communities as far north and west as West Bloomfield Township and Washtenaw County down to Detroit. The Rouge River flows into the Detroit River, which flows into Lake Erie. The remaining area of the City, approximately 1,784 acres, is located within the Clinton River Watershed. Specifically this area is located in the George W. Kuhn (GWK) Drainage District (formerly known as the Twelve Towns Drainage District). The GWK Drainage District is a combined sewerage area which eventually flows to the Clinton River. The Southfield sewers within the Rouge River floodplain are separate systems.



The Rouge River Watershed has seen substantial improvements over the past 45 years and members of the Alliance of Rouge Communities (ARC) strive for continued improvements. In the most recent update of the Rouge River Watershed Management Plan (2011), four primary pollutants were identified as currently affecting the river: pathogens, flow rate and volume, sediment and nutrients. The watershed management plan outlines six goals that address the four primary pollutants:

- *Reduce sources of pollution that threaten public health;*
- *Reduce runoff impacts through sustainable storm water management strategies and programs;*
- *Inform and educate the public to become watershed stewards;*
- *Protect, restore and/or enhance natural features to maintain/improve river and watershed ecosystems;*
- *Maximize community assets related to the watershed; and*
- *Support regional partnerships for the implementation of the watershed management plan.*

Many of these goals are relevant to storm water planning in the City of Southfield. The City is working to enhance stormwater treatment on new development and redevelopment sites as projects occur. Previous storm water design standards in the City were not so stringent with the requirements for flood control or water quality control. Prior to adoption of a 100-year design storm for detention, sites were required to detain the 10-year, 24-hour design storm event without any provisions for enhanced water quality. And prior to that, no detention was required. Therefore, many areas of the City lack storm water detention or treatment, leading to localized flooding, water quality, and runoff management problems.

Today, the City's design standards for storm water management lay out the requirements for managing storm water from property during site development. A site is required to detain the runoff from a 100-year, 24-hour storm event such that the pre-developed runoff rate is not exceeded. All runoff must be accommodated and discharged in a controlled manner. Storm sewers generally must be designed to convey runoff from a 100-year, 24-hour design storm. The standards require that all upstream drainage must be accommodated onsite. Additionally, smaller storm events must be held on-site for a period of time to allow for sedimentation and reduced discharges during smaller storm events. Specifics for sites that cannot meet the detention requirements and re-development projects are considered on a case by case basis. The City prepared a Storm Water Master Plan update in 2012 with assistance from Environmental Consulting & Technology, Inc. (ECT).

The City of Southfield's Storm Water Master Plan exists to guide the management of storm water throughout the City. The first Storm Water Master Plan, developed in 1969, identified areas of the City that could be drained by a system of proposed storm drains. By the late 1990s, much of the original plan had been implemented or was no longer relevant. As storm water management priorities shifted from managing peak flows and controlling flooding, the City updated the Storm Water Master Plan in 2001 and committed to regular updates of the plan every ten years. Over the past ten years, the topic of storm water management has continued to evolve. The link between increased runoff volume (despite managing discharge rate and water quality) and degradation of downstream surface water bodies has become a key issue in managing storm water runoff. Low-impact practices (managing storm water at its source rather than on a site or regional-wide basis) have become a preferred method for managing storm water. Very similar in nature to low-impact development (LID) techniques, green infrastructure (GI) practices are gaining support from the U.S. Environmental Protection Agency (EPA) for

managing wet weather. EPA defines GI as practices that infiltrate, evapotranspire, capture and reuse stormwater to maintain or restore natural hydrologies.

In development of the 2012 Storm Water Master Plan update, it is important to recognize what has been accomplished from the previous plan. The 2001 Storm Water Master Plan accomplished the following:

- *Developed updated drainage district maps.*
- *Developed a storm water model to identify flooding and conveyance problems.*
- *Developed a list of prioritized problems and recommendations.*
- *Established Engineering Standards and Policies.*
- *Identified funding sources.*

Since that time, the City and other entities (including Oakland County and MDOT) have implemented a number of the recommendations from the 2001 Storm Water Master Plan along with additional improvement projects that have helped to reduce flooding and improve storm water quality.

While identifying priorities for updating the Storm Water Master Plan in 2012, it was determined that updating the storm water model would not provide substantial new information. Rather, input from City staff could be used to more efficiently and effectively identify problem areas within the City. Additionally, it was important to create a document with components that could easily be updated as storm water management priorities and funding opportunities evolve.

The goals of the 2012 update of the Storm Water Master Plan are as follows:

- *To identify and prioritize stormwater problems and provide guidance and recommendations for how to resolve them.*
- *To encourage the use of LID and GI practices where practical.*
- *To improve overall watershed health and quality.*
- *To create a living document that can evolve as the topics of storm water management and watershed restoration and priorities of funding agencies continue to change.*

The overall purpose of the Storm Water Master Plan is to provide a long-range strategy for managing storm water runoff in the City and improving the overall health of the watershed. In support of the overall goals for the Storm Water Master Plan, specific objectives include:

- *Identify existing flooding, conveyance and erosion problems within the City and provide recommendations to resolve these problems.*
- *Protect Southfield and downstream communities from the detrimental effects of uncontrolled storm water flows.*
- *Work with upstream and downstream communities to reduce the impact of storm water runoff (pollution, volume and peak flows) within shared districts.*
- *Improve storm water quality, reduce storm water runoff volumes and reduce*

impacts of storm water flows through better storm water management policies, engineering design standards and operational practices.

- *Improve overall watershed health quality, including habitat restoration, monitoring and recreational opportunities.*
- *Prioritize projects to make efficient use of the City's financial resources.*
- *Identify mechanisms and opportunities and for funding storm water projects.*

While specific recommendations for increasing conveyance capacity of existing drains are provided, many of the recommendations focus on the need to reduce the volume of storm water runoff generated within the City as a whole. Any improvements made with the goal of restoring natural hydrology to the watershed will help to alleviate flooding, erosion and conveyance problems. Additional recommendations for inspection, maintenance and programmatic/policy improvements are also provided.

Some recent examples of improving Urban Ecosystems in Southfield include:

Carpenter Lake Restoration Project

The purpose of the Carpenter Lake Restoration Project was to restore Carpenter Lake, a five-acre impoundment in the City, located in the Rouge River watershed.

As one of Southfield's largest community parks, Carpenter Lake Nature Preserve is a critical piece of City owned open space. The project incorporated innovative storm water techniques and improved public recreation and wildlife habitat. The existing dam, which was undersized and breeched, was reconstructed to prevent failure. The lake and dam restoration vastly improved conditions by removing invasive fish and aquatic species and creating lake structural and ecological habitat to foster increase wildlife/fish populations.

Over 30,000 cubic yards of sediment was removed to reshape and provide depth to the lake. Wetland fringe areas and structural habitat were created to provide habitat for native fish and wildlife. An invasive fish removal program was conducted within the lake and upstream river portion to help establish a better native/sport fish population.

The lake's storm water controls will now also help control urban flood events, which in the past had severely damaged downstream ecology. Additionally, a new 42-acre nature preserve with a trail system and interpretive signage was developed around the restored lake.

This project was named "2009 Project of the Year Award-Environmental less than \$5 million" by the American Public Works Association (APWA), Michigan Chapter.



Green Infrastructure (GI)

Many of the flooding, conveyance, erosion and water quality problems within the City of Southfield are a result of excessive runoff generated from developed spaces. Green infrastructure practices (GI) reduce the total volume of runoff through infiltration, evapotranspiration or capture and reuse. City owned property, including road Rights-Of-Way provide an opportunity to increase GI coverage and reduce storm water runoff. Examples of GI practices that could be incorporated into public Rights-Of-Way include:

- Native plantings or grow zones in lieu of maintained turf grass;
- Bio-swales in lieu of traditional ditches;
- Rain gardens;
- Street trees; and
- Porous pavements for sidewalks, shoulders and/or roads with light traffic

It is recommended that road improvement projects maximize the use of GI practices. Incorporation of these techniques could help to secure grant funding and would reduce the need to provide relief drainage in areas with restricted conveyance. Additionally, the City may look for retrofit opportunities. Conversion of maintained lawn space to a grow zone can reduce long term maintenance cost for the public Rights-Of-Way.

Grow Zones & Native Species Restoration

Installation of native plantings, often called grow zones, to replace maintained lawn space or impervious surfaces reduces the volume and peak flow rate of stormwater runoff and helps to restore natural hydrology. Native plants improve the infiltrative capacity of soil and further reduce runoff through evapotranspiration. Grow zones also improve habitat for wildlife. When installed adjacent to surface water courses, the grow zones create a riparian buffer and help to control stream bank erosion. The Rouge River Watershed Management Plan includes acreage goals for grow zone installation within each sub-watershed. In support of this goal and to improve water quality within the City of Southfield, grow zones should be installed where possible on City-owned property.

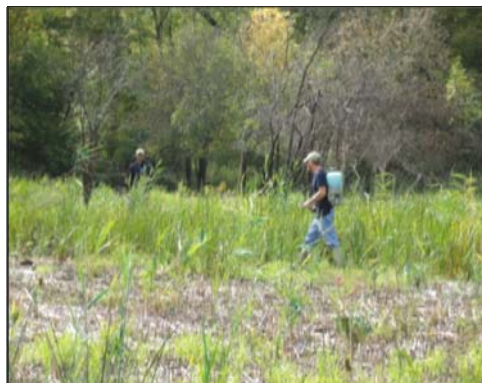
Areas previously identified by the City for restoration of native species and grow zones include: along Thirteen Mile Road, along Lahser Road, North Berberian Woods and the Preserve near Bridge Street. Opportunities for additional grow zone installation should be further explored. As noted above, the cost of long term maintenance of grow zones is lower than that of a manicured lawn.

Some recent examples of improving Storm Water in Southfield through Green Infrastructure include:

Valley Woods Wetland Restoration and Storm Water Improvement Project

The Valley Woods wetland is recognized for its State-significant plant community and has a floodplain plant community that is better than average undeveloped land within the State. Many pre-settlement species and plant communities are present. The wetland restoration project restored seven acres of wetland habitat.

Prior to implementation, Valley Woods wetland consisted of large areas of phragmites and reed canary grass. Additionally, three existing ditches had formed as a result of erosive storm water forces, which were affecting the wetland's hydrology, as well as discharging sediment into the Rouge River.



The phragmites and reed canary grass were chemically treated and a controlled burn was performed in the open wetland area to provide optimum conditions for the establishment and restoration of native wetland vegetation. This was the first controlled burn in Southfield! The manmade storm water ditches were filled in order to allow the wetland to function naturally. Afterwards, native plant species and wetland seeding and plugs were installed.

A second project at the 128 acre Valley Woods Nature Preserve, was to create an attractive and functional storm water structure as a component of a new park entrance to the Rouge River trail system.

The project improved storm water quality and conveyance from surface streets and provided a safe and aesthetic access point to the Valley Woods Nature Preserve. The existing open concrete channel adjacent to the Civic Center Drive overpass was inadequately sized and ran straight down the slope to a small culvert under a walkway, directly into the river. During frequent storm events the channel overflowed onto the adjacent steep slope, flooding the pedestrian walkway.

Trenches were excavated for the weir wall footings, and the new wall footings were formed and poured. Boulders and riprap were then placed at the pools. In addition, interpretative signage, a staircase and porous paver walkway and landing were installed. Finally, native plants for both the wet areas in the pools and the drier areas outside the pools were installed.

This project was named “2014 Project of the Year Award-Environmental less than \$5 million’ by the American Public Works Association (APWA), Michigan Chapter.

Inglenook Park Storm Water Improvement Project



The Inglenook Park storm water improvement project included the installation of pervious pavement parking lot and bio-swales. The project increased the parking capacity of the existing parking lot while providing capture and treatment of the storm water runoff generated for both the new and existing parking lots. The bio-swales capture polluted storm water runoff and treat and allow it to filter into the soil prior to discharging to the City storm drain system. This

project was named “2015 Project of the Year Award-Environmental less than \$5 million” by the American Public Works Association (APWA), Michigan Chapter.

Educational Signage

City parks provide an opportunity for education and outreach to residents through passive signage. Signage and/or kiosks installed in the City Parks and Preserves can help to educate park users on habitat, the Rouge Watershed, the Rouge Green Corridor and other storm water and watershed management issues



Storm water management and watershed planning will likely continue to focus on the need to restore natural hydrology within urban watersheds for improving overall watershed health, reducing flooding and erosion and improving water quality. It is also expected that regulatory agencies will continue to increase expectations and specific requirements for communities to better manage their storm water in a way that works to restore natural hydrology and improve the quality of surface waters. For more detailed information on storm water management, consult the City of Southfield’s [Storm Water Master Plan](#), as amended.

Roads and Bridges

Safe streets and neighborhoods was the most highly rated attribute when choosing a place to live. “Walkable streets”, “affordable living” and “safe streets” appeared on the top ten list for all three types of cities (downtowns, suburbs, and small town/rural). (Cool Cities Initiative, MEDC, 2004)

As of October 2015, the City of Southfield owned and maintained approximately 246 centerline miles (540 lane



Mindmixer Highlight: *The number one response on Community Priorities (Week 1, Question 1) was the need for improved street construction and maintenance. Although respondents did confirm that the level of local services provided justifies the taxes paid, they also indicated that Road Maintenance was a City service that needed improvement.*

miles) of public roadway. This road network has a replacement value of \$540,000,000 (using average cost of \$1 million per mile per lane). Current and future roads & bridges projects can be found in Table 9-2.



Managing an asset this large and complex requires a systematic approach of capital improvements and maintenance to maximize the network service life.

An organized and balanced approach to pavement maintenance is imperative to realizing the maximum service life of the road network. Often, a “worst-first” methodology is adopted, spending much of a road budget on full reconstruction of the pavements in the worst condition. However, the more balanced approach includes maintenance of pavements in “fair to good” condition. This maximizes the overall service life of the road network and protects the investment of past construction projects. A good rule of thumb is that for every dollar spent on maintenance procedures, six dollars of future reconstruction costs are saved.

Because the overall condition of the road network is dynamic, an effective maintenance program must be reviewed and revised on an annual basis. The entire road network should be surveyed annually and the maintenance program should be updated as required. A capital maintenance program that adjusts as needs are identified will be much more effective in maximizing the overall condition of the road network. (Source: *Pavement Maintenance Program*-February 2009)



\$99 M Street Improvement Bond Approved in 2014

On November 4, 2014, the City of Southfield voters approved a \$99 million road construction bond for up to 2.58 mills (two dollars and fifty-eight cents per \$1,000 of taxable value) to be

paid over eleven years. For example, a resident with a home worth \$100,000 will pay around \$11.35 per month, or \$136.20 per year.

The proposal was overwhelmingly approved by 65% of the voters. The funding will be used for future road construction, maintenance or repair. At the time of the vote, 66 miles of the City's 246 miles were rated as being in poor condition requiring reconstruction. A portion of the funding will also be used to perform maintenance of roads that are not yet in poor condition. This will increase the remaining life of these roads and offset the need for more costly repairs.

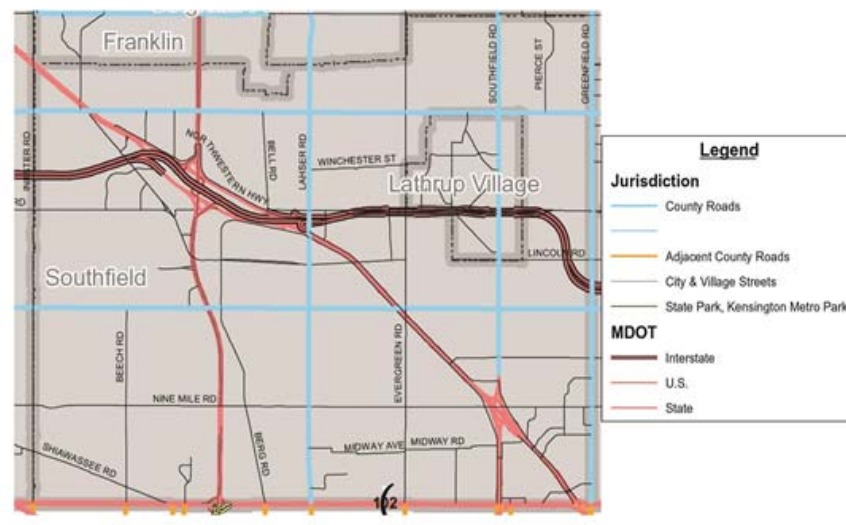
Street Classification

The Michigan Department of Transportation (MDOT) classifies streets according to the National Functional Classification (NFC). Street classes are generally designated based on a number of factors such as daily and peak-hour traffic volume, capacity, location in relation to other streets, and the primary traffic served (through or local). The hierarchy recognizes that certain streets are intended to accommodate through traffic at higher speeds and volumes while others are intended to handle local traffic in smaller volumes and at lower speeds. Southfield's streets are classified by MDOT into five primary categories: Freeways, Principal Arterials, Minor Arterials, Collectors, and Local Streets. These classifications are summarized below and Map 9-2 illustrates the current street classification.

Freeways

Freeways or expressways are designed to carry very high volumes (70,000 – 183,000 vehicles average per day) of through traffic over long distances at high speeds. Freeways in Southfield include I-696, M-10 east of 12 Mile Road (Northwestern Highway & Lodge Freeway), and M-39 south of M-10 (Southfield Freeway).

Map 9-2: Road Jurisdictions



Source: Road Commission of Oakland County

Principal Arterials

Principal arterials are major through streets that carry high traffic volumes (20,000 –93,000 vehicles average per day) through the City and to major local destinations at relatively high

speeds. These streets often link traffic to freeways, providing local access to the regional roadway system. Principal arterials typically have five or more lanes or a median, and because of their high traffic volumes often are fronted by commercial and office uses. The traffic movements for these uses can conflict with the primary purpose of a principal arterial to move through traffic. The principal arterials in Southfield are:

- Telegraph Road (US-24)
- 8 Mile Road
- 12 Mile Road
- Greenfield Road
- Southfield Road (north of M-10)
- Northwestern Highway (M-10, west of Telegraph Road)

Minor Arterials

Compared to the streets classified above or below, minor arterials serve moderate traffic volumes (10,000 – 40,000 vehicles average per day) over moderate lengths and are designed to accommodate slower speeds than major arterials but higher than local streets. Minor arterials often link the major arterials. Minor arterials in Southfield include:

- Inkster Road
- Lahser Road
- Evergreen Road
- 9 Mile Road
- 10 Mile Road
- 13 Mile Road
- Franklin Road
- Civic Center Drive
- 11 Mile Road (certain portions)

Collector Streets

Collectors are so defined because these are streets that “collect” traffic from a series of local streets and connect with the arterials. Collectors may resemble local streets in appearance but usually have a wider right-of-way, wider pavement, and higher speed limits than local streets. Southfield streets classified as collectors include:

- Berg Road
- Beck Road
- Shiawassee Avenue
- Central Park Drive
- Lincoln Avenue
- Mount Vernon Avenue

Local Streets

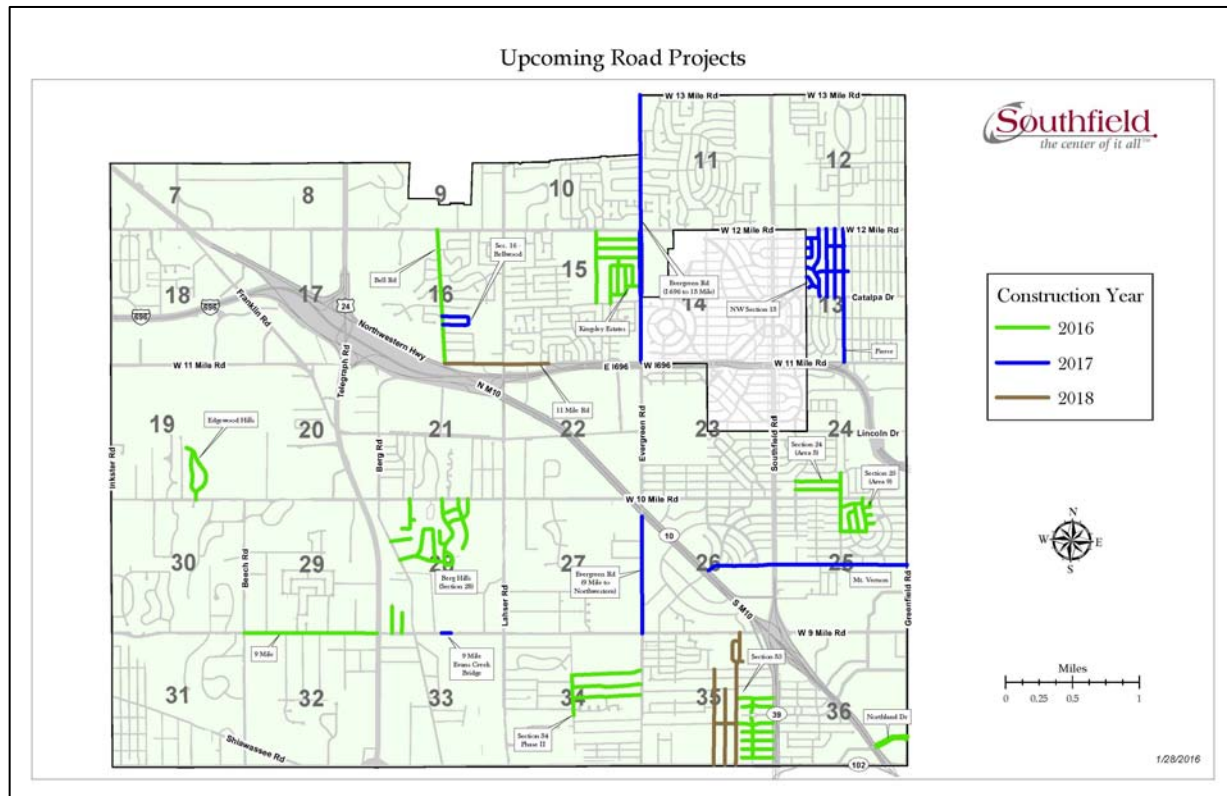
The majority of streets in Southfield are local streets. These streets connect individual properties and homes to the larger transportation system. Local streets are not intended to serve through traffic. These streets include typical public subdivision streets as well as certain private streets. Maintenance, upkeep, and the eventual reconstruction of the many private streets are the responsibility of the individual or homeowners groups.

Table 9-2: FY 2015/16-FY 2020-21 CIP Roads & Bridges Projects

City of Southfield									
Capital Improvement Program									
E. Roads & Bridges									
i. Southfield									
a. Southfield Maintenance									
i. Major Street Maintenance									
	Year	1	2	3	4	5	6		
Project Description		15-16	16-17	17-18	18-19	19-20	20-21	Total Projected Cost	Estimated City Share
Bridge Street Bridge Monitoring		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000	\$30,000
Evergreen Rd (11 Mile to Winchester)		\$0	\$104,669	\$0	\$0	\$0	\$0	\$104,669	\$104,669
Evergreen Rd (9 to NW Hwy)		\$0	\$1,682,842	\$0	\$0	\$0	\$0	\$1,682,842	\$1,682,842
i. Major Street Maintenance Subtotal		\$5,000	\$1,792,511	\$5,000	\$5,000	\$5,000	\$5,000	\$1,817,511	\$1,817,511
ii. Local Street Maintenance									
	Year	1	2	3	4	5	6		
Project Description		15-16	16-17	17-18	18-19	19-20	20-21	Total Projected Cost	Estimated City Share
Local Street Concrete Repair (Slab Repair/Replace)		\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$250,000	\$1,750,000	\$1,750,000
Section 11 Concrete Patching		\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000
ii. Local Street Maintenance SUBTOTAL		\$3,300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$250,000	\$4,750,000	\$4,750,000
a. Southfield Maintenance SUBTOTAL		\$3,305,000	\$2,092,511	\$305,000	\$305,000	\$305,000	\$255,000	\$6,567,511	\$6,567,511
b. Southfield Capital Construction									
iii. Local Street Capital Construction									
	Year	1	2	3	4	5	6		
Project Description		15-16	16-17	17-18	18-19	19-20	20-21	Total Projected Cost	Estimated City Share
Greenfield Alley (San Rosa to north)		\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000	\$60,000
Resurf. Washington Heights Sub, NWD to Sfld Rd		\$0	\$1,280,000	\$0	\$0	\$0	\$0	\$1,280,000	\$1,280,000
Southfield Estates Safe Routes to School		\$500,000	\$400,000	\$0	\$0	\$0	\$0	\$1,000,000	\$500,000
SE Corner of Sec 35 Reconstruction		\$0	\$1,404,000	\$0	\$0	\$0	\$0	\$1,404,000	\$1,404,000
Section 12 Meadowvale Sub WM/Paving		\$1,490,000	\$0	\$0	\$0	\$0	\$0	\$1,490,000	\$1,490,000
Section 13 Cambridge Village WM /Paving		\$0	\$5,360,000	\$0	\$0	\$0	\$0	\$5,360,000	\$5,360,000
Section 34 (Phase II) Tapers Baseline Evergreen		\$1,559,344	\$0	\$0	\$0	\$0	\$0	\$1,559,344	\$1,559,344
Section 35 (Phase II) W Magnolia Sub Water Main/Pavi		\$1,667,069	\$0	\$0	\$0	\$0	\$0	\$1,667,069	\$1,667,069
Section 28 Improvements (Green Valley/Berg Hills)		\$0	\$1,835,894	\$0	\$0	\$0	\$0	\$1,835,894	\$1,835,894

Section 15 - Kingsley Estates		\$0	\$5,155,885	\$0	\$0	\$0	\$0	\$5,155,885	\$5,155,885
Section 35 (Phase III) "W" Streets		\$0	\$0	\$1,284,000	\$0	\$0	\$0	\$1,284,000	\$1,284,000
Section 19 - Peekskill & Waycross		\$0	\$400,000	\$0	\$0	\$0	\$0	\$400,000	\$400,000
Section 16 - Bell Road		\$0	\$675,264	\$0	\$0	\$0	\$0	\$675,264	\$675,264
iii. Local Street Capital Construction SUBTOTAL		\$5,216,413	\$16,571,043	\$1,284,000	\$0	\$0	\$0	\$23,071,456	\$22,611,456
iv. Major Street Capital Construction									
	Year	1	2	3	4	5	6	Total Projected Cost	Estimated City Share
Project Description	15-16	16-17	17-18	18-19	19-20	20-21			
Eleven Mi Rd. Inkster to 2200' East	\$0	\$925,000	\$0	\$0	\$0	\$0	\$0	\$925,000	\$925,000
Northland Drive Reconstruction	\$2,149,125	\$0	\$0	\$0	\$0	\$0	\$0	\$2,149,125	\$2,149,125
Thirteen Mi. Rd., Southfield to Evergreen, 4-5 L	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$1,500,000
Traffic Signal Modernization	\$0	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$0	\$425,000	\$425,000
Bridge/Hilltop (Industrial Park Sub)	\$1,232,000	\$568,000	\$0	\$0	\$0	\$0	\$0	\$1,800,000	\$300,000
Eleven Mile (Franklin to Cul-de-Sac)	\$250,000	\$610,000	\$0	\$0	\$0	\$0	\$0	\$860,000	\$288,000
NB Northwestern Hwy (8 to 9 Mile Rd)	\$1,692,000	\$1,918,000	\$0	\$0	\$0	\$0	\$0	\$3,610,000	\$2,192,000
Nine Mile Rd (Beech to Telegraph rd)	\$0	\$1,900,000	\$0	\$0	\$0	\$0	\$0	\$1,900,000	\$1,900,000
Providence Drive (JLH to Greenfield Rd)	\$1,400,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$1,700,000	\$1,050,000
SB Northwestern Hwy (Berg to Evergreen Rd)	\$3,018,000	\$0	\$0	\$0	\$0	\$0	\$0	\$3,018,000	\$1,456,000
Evergreen (12 to 13 Mile Rds)	\$0	\$560,000	\$0	\$0	\$0	\$0	\$0	\$560,000	\$560,000
Sec. 34 Plum Hollow Estates Road	\$0	\$0	\$0	\$0	\$2,370,000	\$0	\$0	\$2,370,000	\$2,370,000
Pierce Rd (11 Mile to Catalpa)	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
Mount Vernon (M10 Service Dr to Greenfield)	\$0	\$0	\$4,500,000	\$0	\$0	\$0	\$0	\$4,500,000	\$4,500,000
Sec. 35 Hyde Park/Roseland Road	\$0	\$0	\$0	\$0	\$4,270,000	\$0	\$0	\$4,270,000	\$4,270,000
Nine Mile Bridge over Evans Creek	\$0	\$0	\$4,943,700	\$0	\$0	\$0	\$0	\$4,943,700	\$1,106,840
iv. Major Street Capital Construction SUBTOTAL	\$9,741,125	\$8,366,000	\$10,528,700	\$0	\$0	\$0	\$0	\$35,530,825	\$25,991,965
b. Southfield Capital Construction SUBTOTAL	\$14,957,538	\$24,937,043	\$11,812,700	\$0	\$0	\$0	\$0	\$58,602,281	\$48,603,421
1. Southfield Roads SUBTOTAL	\$18,262,538	\$27,029,554	\$12,117,700	\$0	\$0	\$0	\$0	\$65,169,792	\$55,170,932

A complete inventory of the City's roads, road jurisdiction map and more detailed information can be accessed on the City Web site at www.cityofsouthfield.com.



Sidewalks and Bike Paths (Non-Motorized Pathways)



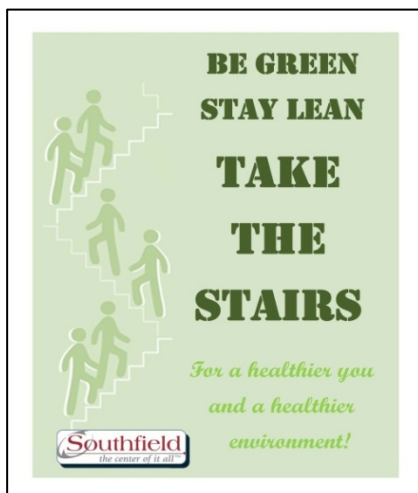
The City of Southfield has an opportunity to create a unified non-motorized pathway system, which will encourage more pedestrian activity and support healthy living.

The American Heart Association promotes a movement that encourages all Americans and their employees to create a culture of physical activity and health to live longer, heart-healthy lives through walking. Just 30 minutes of

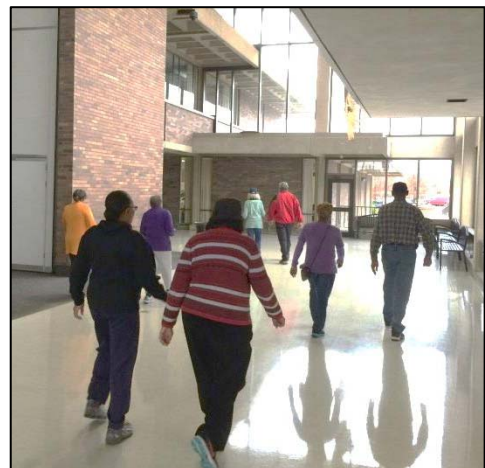
walking a day will put our residential and corporate citizens on the road to better health. Walking paths encourage people to get outside, enjoy an affordable form of physical activity and interact with neighbors.



Physical activity impacts overall wellness including the entire body and mind. Being fit improves a person's appearance, which makes them feel better about themselves. Weight loss, toning, stress management, decreased depression/anxiety, improved sleep habits and relaxation are all benefits of active living. According to the American Heart Association, for every hour of regular, vigorous exercise we do, such as brisk walking, we can increase our life expectancy by two hours!



To promote walking and increase physical activity, the City encourages employees and visitors to take the stairs, walk indoors within the Pavilion (9 ½ times around = 1 mile) or walk around the front lawn loop (3 ½ times around = 1 mile). As a matter of



fact, the former Northland Mall walkers have now relocated to the Southfield Pavilion for their morning walks!

In addition, creating a unified non-motorized pathway system improves the economic viability of the City by making it an attractive place to locate a business, while helping to reduce public and private health care costs associated with inactivity.

Non-motorized pathways, including sidewalks and bike-paths, are developed for one or more modes of recreation or transportation travel, such as walking, hiking, running, bicycling, of roller-blading. Safety paths or connector trails, including sidewalks, are multi-purpose pathways that emphasize safe travel for pedestrians to and from parks, schools, public transit stops or stations, and to other destinations within the City. Park trails may be constructed as multi-purpose trails located within greenways, parks and natural resource areas. Focus is on recreational value and harmony with the natural environment. New pedestrian pathways implemented since 2011 can be found on Map 9-3.



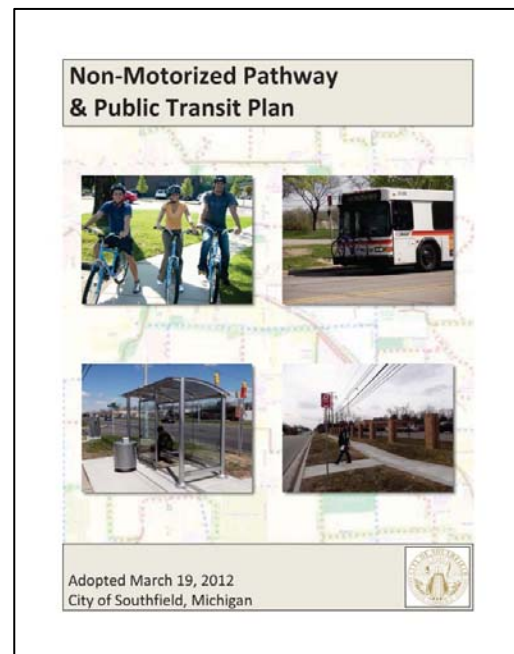
Mindmixer Highlight: *Pedestrian and bike path connectivity was the suggestion most frequently mentioned overall. It ranked #3 for top priorities in the City (Week 1, Question 1), but it was mentioned in at least ten other questions as a significant issue that must continue to be improved upon and that is important to Southfield's viability.*



especially with high gas prices in recent years. A number of people in Southfield, including

residents, students and office workers currently rely on non-motorized modes of travel to commute to work, school, recreation amenities, retail establishments and other places. However, the current system is fragmented and incomplete. A multi-year capital improvement plan for the development of sidewalks and bike paths will encourage more pedestrian usage, create a safer environment, improve air and water quality, promote healthy living and add to the quality of life in Southfield.

Bicycle travel has played an historic role in transportation. Increasingly, transportation officials throughout the U.S. are recognizing the bicycle as a viable transportation mode,



Ultimately, the goal is to provide a more energy efficient and sustainable multi-model transportation system. To that goal, the City of Southfield adopted the Non-Motorized Pathway & Public Transit Plan (March 19, 2012).

One goal of the Non-Motorized Pathway & Public Transit Plan is to provide a high-quality system that provides safe and efficient access to all areas of the community for a wide variety of users, such as drivers, pedestrians, bicyclists and public transit riders. Developing an efficient transportation system that meets the needs of various users requires an evaluation of existing conditions, needs and opportunities.

The transit plan included a review of existing and proposed non-motorized pathways and public transportation. Developing a transit plan for the City was important for the following reasons:

Encourage an active and healthy lifestyle

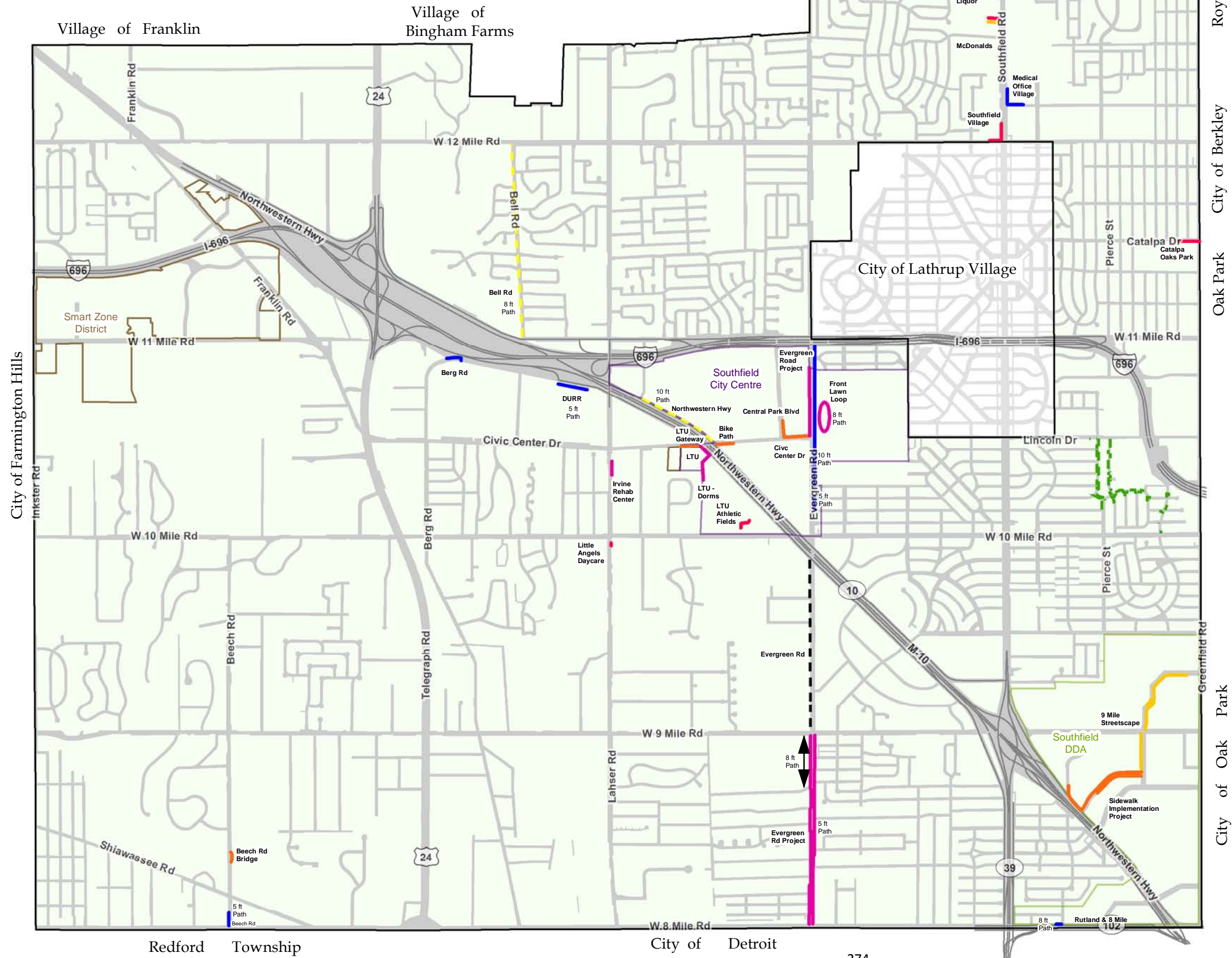
- *Reduce fossil fuel energy consumption*
- *Provide a more pedestrian friendly and accessible environment*
- *Improve safety for pedestrians*
- *Link destinations through non-motorized pathways*
- *Foster economic development*
- *Increase the use of public transit facilities*
- *Increase the “Quality of Life” for residents, businesses and visitors of Southfield*
- *Leverage State and Federal funding sources*
- *Offer mobility options for seniors, persons with disabilities and low income families*
- *Create a “Sense of Community” by encouraging pedestrian interaction*

The following recommendations and next steps were part of the Non-Motorized Pathway & Public Transit Plan:

The following “next steps” are recommended for the City:

- *Evaluate bicycle and pedestrian focused corridors to determine what type of improvements are feasible in the near, mid and long-term*
- *Evaluate proposed trails for feasibility and environmental impacts*
- *Field check Neighborhood Connector Routes*
- *Identify ways to improve existing freeway crossings*
- *Determine most appropriate type of crossing improvements on the primary roads (taking into account the requirements of the Jewish Orthodox Community)*
- *Evaluate and make recommendations for policies and programs regarding:*
 - *Maintenance*
 - *ADA Compliance*
 - *School Transportation*
 - *Complete Streets*
 - *Safe Routes to School (SR2S)*

- *Bike Safety*
 - *Pedestrian and Bicycle Advisory Committee*
 - *Transit Oriented Development (TOD)*
 - *Ordinance and code standards that ensure future sidewalks and pathways will not have conflicts*
 - *Infill Non-Motorized Pathway Plan*
- *Purchase energy efficient vehicles for the TOSS program*
- *Provide additional Q'Straint training for TOSS drivers*
- *Determine the most effective education and outreach efforts*
- *Create ways to make existing strip development more walkable, bikable and have a sense of place*
- *Develop detailed non-motorized pathway & public transit plans for the Southfield DDA and City Centre districts*
- *Update City's Taxi Ordinance to allow pick-up and drop-off to and from outside communities*
- *Develop a bike share program*
- *Continue to implement bike parking infrastructure*
- *Install pedestrian crossings at strategic locations along Telegraph Road for businesses*
- *Provide connections to Telegraph Rd. and Eight Mile Rd. (bus stops) by breaking up the large block of industrial development along these corridors*
- *Work with the Police and Fire Departments to provide bicycle safety training classes for both the motorist and bicyclist*
- *Review sidewalk and pathway conditions for necessary improvement or new installation with any future road resurfacing or rehabilitation project*
- *As bridges come up for repair or replacement, ensure that they are widened to accommodate pedestrian crossings*
- *Install pedestrian amenities (e.g. pathways, benches, trash receptacles, bike racks, bike lockers, bus shelters, signage, etc.) in strategic locations throughout the City*
- *Work with DDOT and SMART to evaluate existing and future bus routes to meet the needs of Southfield residents, businesses, and visitors*
- *Upgrade and install new signs (e.g. wayfinding, route identification, and interpretation) along bike routes*
- *Increase police enforcement of speeding in school zones and yielding to pedestrians at crosswalks*
- *Utilize the City's Cable 15 channel to educate and inform residents about the non-motorized pathway system and bike safety*
- *Prepare bike route brochure and map*
- *Establish a pedestrian/bicycle hotline-website to report problems and identify resources*



Sustainable Southfield

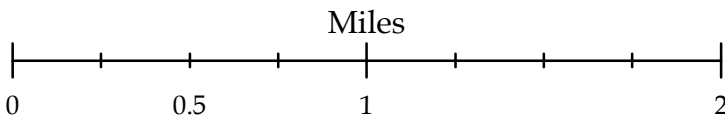
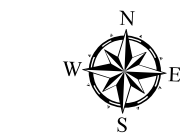
Map 9-3: New Pedestrian Pathways Since 2011

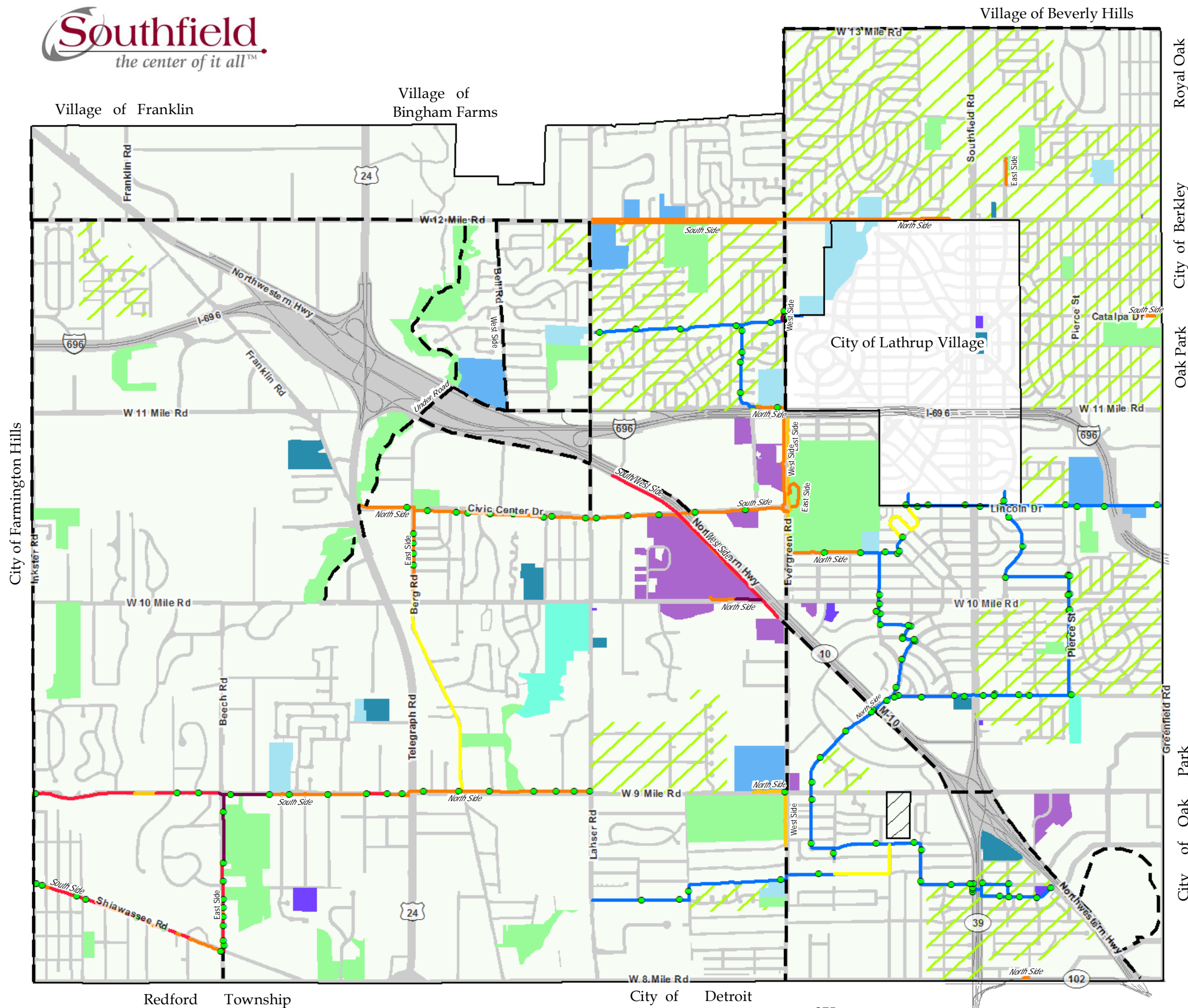
Completed (Feet/Miles)

- 2011 (3,676 ft. / 0.696 mi.)
- 2012 (6,661 ft. / 1.262 mi.)
- 2013 (2,057 ft. / 0.390 mi.)
- 2014 (15,306 ft. / 2.899 mi.)
- 2015 (7,151 ft. / 1.354 mi.)

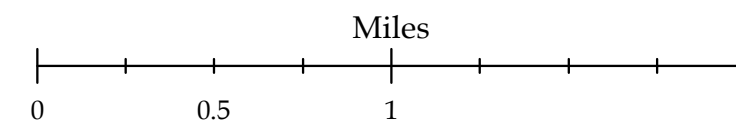
Proposed

- 2016
- 2017
- 2018
- Southfield City Centre
- Southfield DDA
- Smart Zone District





- Bike Route Signs
- ### Bike Routes
- Bike Path (10 ft wide)
 - Multi-Use Path (5-10 ft wide)
 - Paved Shoulder / Bike Lane
 - Road Route
 - Road Route (no signs)
 - Sidewalk Route (5 ft wide)
 - - - Proposed
 - Parks
- ### Education Facilities
- Southfield Public Schools Administrative Center
 - Early Childhood Development
 - College / University
 - Private School
 - Private School (Charter)
 - Public School
 - Closed
 - Neighborhoods with Sidewalks



1 inch = 2,863 feet 6/20/16

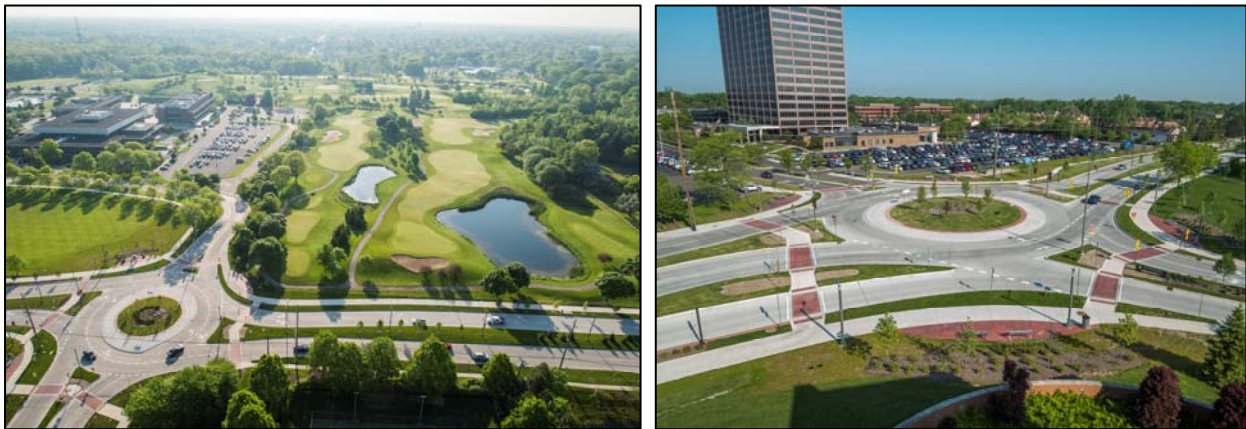
For more detailed information, consult the City of Southfield's [Non-Motorized Pathway & Public Transit Plan](https://www.cityofsouthfield.com/Portals/0/docs/Planning/Non-Motorized.pdf), as amended. <https://www.cityofsouthfield.com/Portals/0/docs/Planning/Non-Motorized.pdf>

Safe Routes to School (SR2S)

The Safe Routes to School (SR2S) program, program administered in Michigan by the Michigan Department of Transportation (MDOT), provides funding to create safe routes to school, encourage children to ride, and to teach kids how to walk and bike to school. The City of Southfield, in partnership with Thompson International Academy, Yeshiva Beth Yehudah School and Beth Jacob School (Oak Park), applied for funds through MDOT from the Safe Routes to School program to construct certain infrastructure projects in and adjacent to Section 24 in the City, including sidewalks, crosswalks, pedestrian traffic signals, ADA improvements, signage, etc. to enable and encourage children to safely walk and bike to school.

Traffic Control & Street Lights

In 2015, the City of Southfield installed its first two round-a-bouts and more energy efficient "Light-Emitting Diode" (LED) street lights as part of its \$12.1 million major reconstruction of Evergreen Road, from 10 Mile to the I-696 Service Drive.



The incorporation of roundabouts will greatly improve traffic flow in the corridor while also reducing the number of serious accidents. The many benefits of roundabouts include improved safety resulting in a 90% reduction in fatalities; 76% reduction in injuries; and a 35% reduction in all crashes. Studies have also shown that accidents that do occur are typically less serious and that roundabouts are safer for pedestrians and bicyclists. Roundabouts have also been proven to greatly improve traffic flow by reducing congestion, decreasing traffic delays and increasing traffic capacity. They are also more environmentally friendly — reducing pollution with fewer stops and hard accelerations — resulting in less vehicle emissions, fuel consumption and noise. Roundabouts are also generally considered to be more aesthetically pleasing than traditional intersections — enhancing and defining corridors and cities.

The City also had its first Speed Table installed in 2015 at the vacated portion of Jeanette Street near Evergreen Road as part of the Civic Centre II mixed-use development. The purpose of the speed table is: 1) to be used as a traffic calming measure; 2) allow pedestrian access to and from the neighborhood; and, 3) limit passenger vehicles access but allow access for public service and public safety vehicles.



Innovative Transportation Opportunities

Innovations linked to connected vehicles and infrastructure, autonomous vehicles, intelligent transportation systems, and new mobility services are constantly changing the transportation sector. Notably, the future deployment of connected vehicles and autonomous vehicles has the potential to profoundly affect travel behaviors. A better understanding of the potential changes in travel patterns is essential for the City to adapt to these new developments in a sustainable manner.

The arrival of these technologies on the market may render necessary changes in street design, parking and may require investments in roadside equipment. However, the full implications of the adoption of these new technologies in transportation are far wider than these few examples. As connected and automated vehicles broadly reach the market in the next ten to fifteen years, the City needs to be proactive in understanding the impacts of these technologies in order to determine the best actions to take, both in terms of planning and investments. Finally, these technologies will also be able to provide valuable data on real-time travel. Through partnerships with mobility providers, these data represent an opportunity to have a deeper understanding of the mobility needs within Southfield, to improve traffic management, and to develop better policies and investments to cater to mobility needs.

Facilities Maintenance Department

The Facilities Maintenance Department is responsible for maintaining and upgrading all of the City of Southfield owned structures. The department is composed of three divisions: Custodial Maintenance which cleans and stocks all of the buildings; Building Maintenance which includes

structural and finishing trades; and Physical Plant Maintenance which encompasses mechanical and electrical trades. In total the department maintains 52 structures located at 20 sites with a building area of over 831,000 square feet.

Management Systems

The Technology Services Department (TSD) is responsible for the acquisition, implementation and support of computing and other technology related resources necessary for the City's day-to-day business operations.

TSD manages a wide variety of technology related components and is consistently evaluating and analyzing new technology and services available in the marketplace while balancing these needs against the fiscal challenges facing the City.

In addition, the Technology Services Department is responsible for data and voice services for all City departments including Police, Fire, and Public Works. The department's core competencies include network security, application and hardware support, network infrastructure, voice services including Cisco Call Managers and E911 services. The Technology Services Department also assists City Departments in reengineering City processes and procedures to improve services provided to City residents.



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CHAPTER 10: PUBLIC FACILITIES & SERVICES

Introduction

The City of Southfield offers a range of public facilities to its residents and businesses. The quality, availability, and cost of these elements are among the factors influencing growth and redevelopment in the City. Residential, commercial, and especially industrial users, make location decisions based, in part, upon the ability of a municipality to meet their present and future needs in the most cost effective way possible. As competition for new development between communities grows and as technology advances, residents and business owners will expect more from local governments. To keep pace with these demands, Southfield must continually upgrade and diversify its facilities and services.

Public facilities and services include educational and religious institutions, library facilities, public safety, parks (discussed in Chapter 2 Healthy Living), sewer and water (discussed in Chapter 9 Public Infrastructure), all of which are provided to serve the needs of residents and businesses in Southfield. These are all organized and operated on a daily basis by City departments. Residents also influence these services through participation in commissions, boards and election to City Council.



City Government

The basic form of local government in Southfield is Council-Administrator. The Administrator is responsible for overseeing the everyday mechanics of City government and reports directly to the seven-member City Council. City Council is the local legislative body which determines City policy, makes decisions on zoning, ordinances, and legislative

matters. The Mayor, the ceremonial head of City government, makes recommendations to Council and is the City's representative to all other legislative bodies.

City Departments

The City of Southfield Municipal Campus, including City Hall, is located at 26000 Evergreen Road in the Southfield City Centre district. The Campus (See Map 10-



1) houses offices for most City Departments, including Parks & Recreation, Senior Center, Public Safety (Police), 46th District Court, Public Services, City Administration, Clerks and Treasurer, and boards and commissions. At the time this plan was prepared, the City had thirty-one departments under the Mayor, City Council and the City Administrator. Many of those departments will have a direct or support role in implementation of this plan.

Boards and Commissions

Southfield has an active resident population that participates in a number of different boards and commissions. Residents may become members of these groups either through appointment or by election. At the time the plan was prepared, these bodies included, but are not limited to:

○ Arts Commission	○ Housing Commission
○ Board of Review	○ Library Board
○ Brownfield Redevelopment Authority	○ Library Building Authority
○ Building Authority Commission	○ Local Development Finance Authority
○ Building Code Board	○ Local Officers Compensation Commission
○ Citizens Police Advisory Board	○ Mechanical Code Board of Appeals
○ City Centre Advisory Board	○ Parks and Recreation Commission
○ City Council	○ Planning Commission
○ Civil Service Commission	○ Plumbing Code Board of Appeals
○ Commission on Senior Adults	○ Retiree Health Care Benefits Plan and Trust Board
○ Downtown Development Authority (DDA)	○ Tax Increment Finance Authority
○ DDA Citizens Area Council	○ SERS Board
○ Economic Development Corporation	○ Total Living Commission
○ Electrical Code Board	○ Veterans Commission
○ Fire & Police Retirement System Board	○ Zoning Board of Appeals
○ Historic Designation Advisory Board	
○ Historic District Commission	

Other Agencies and Jurisdictions

Southfield includes a host of outside agencies that require on-going coordination and communication. Two key agencies are the Michigan Department of Transportation (MDOT) and Oakland County. The County interacts with the City in many facets including the drain and road commissions, parks and recreation and planning and economic development departments, and court system. <http://www.michigan.gov/mdot>; <https://www.oakgov.com>

PUBLIC SAFETY

The City of Southfield Public Safety Group includes the police and fire departments and is committed to providing the best possible service, protection and prevention by providing

ongoing training for personnel and keeping current with community needs. As a result, Southfield's Public Safety response system is considered one of the best in Michigan.



Fire Department

The Southfield Fire Department was the first in Michigan to offer advanced life support (paramedic) when it initiated the service in 1972. Since then, it has continued to be a leader in emergency medical service, with the most modern training and equipment available. Southfield offers a full-service Fire Department which has the dual ability to fight fires and provide paramedic service. It also supplies

technically trained special rescue teams such as hazardous materials, high-rise, confined space and trench rescue. The Department is among the busiest in the county and still manages to maintain an average response time of less than four minutes to any address.

Fire Station

A fire station supports the needs of the fire department and the community in which it is located. It must accommodate extremely diverse functions, including housing, recreation, administration, training, community education, equipment and vehicle storage, equipment and vehicle maintenance, and hazardous materials storage. While it is usually only occupied by trained personnel, the facility may also need to accommodate the general public for community education or outreach.



Fire stations will vary somewhat in design depending on specific mission (e.g. the types of emergencies that will be responded to or the types of fires that will be fought). Usually, the facility differences relate to the size of the firefighting apparatus and facility location.

SOUTHFIELD FIRE DEPARTMENT MISSION

"..to provide the citizens and visitors of Southfield with the highest quality fire prevention, emergency medical care, and fire protection available. We accomplish this mission by intense training, thorough preparation, prompt professional response, and a positive, caring attitude toward those we are sworn to protect."

In 2015 there were five fire stations, two located on 9 Mile, two on 12 Mile, and one on Lahser Road as depicted on Map 10-2, Community Facilities.

Changing Direction

It is perceived by many fire service leaders that fire departments across the United States will see a shift from just emergency service

response to a comprehensive community risk reduction and management focus. This statement is becoming more and more common as we sit and talk with other fire service leaders from across our nation. At the National Fire Academy Executive Fire Officer (EFO) Research Center, documents are being developed and presented on this very topic. It was recently a topic of discussion at the International Association of Fire Chief's (IAFC) strategic planning meeting. So why do we need to change directions?

The fire service already responds and reactively handles the majority of emergencies and crisis within the community. The Southfield Fire Department will be focusing on a proactive approach. With this being said, this would allow for a safer community which works towards improving the quality of life for our residents. If we are able to prevent most incidents from occurring, then costs to individuals and the community will be significantly reduced, quality of life will be improved, and the potential for economic sustainability is increased. As government budgets continue to shrink, stress on the fire departments ability to provide service will continue. The impact of these cuts is witnessed almost daily in the fire service across our country, with browning out of fire stations, closing of fire stations, staff reduction through attrition, and yes even critical staffing reductions through layoffs.

The fire service has reached a new era in its history. As we enter this new era we must adapt our philosophies, strategies and even adjust our tactics. The builders and engineers that design and construct disposable buildings will need to focus their efforts on fire codes that require automatic fire suppression systems as well as early detection systems in all properties including residential properties, these systems have to be mandatory. Builders who fail to embrace new technology set communities up for increased risk, which will force the fire service to employ new tactics and develop a new Risk Management Plan.

To keep pace with societal changes, the Southfield Fire Department must continually review our mission and determine if that mission will meet the community's demands into the future. The old mission of simply "saving lives and protecting property" may no longer have the depth or scope necessary to meet future challenges and the expectations of the public. If the mission must change, fire service leaders must take steps now to meet the challenge of this change. This will require innovation, courage, and the commitment of fire service leaders at all levels, both career and volunteer. In fact, embracing change may be the single greatest challenge facing the fire service in the next century.

The Southfield Fire Department has been and will continue to be a regional leader in areas of fire suppression, EMS, high-rise firefighting, technical rescue, hazmat, public education, and technology.

- Their major accomplishment is that there have been no life-threatening firefighter injuries or firefighter deaths in the City of Southfield, in an occupation that has on average 100 firefighter deaths and thousands of serious injuries annually.
- 2014 busiest year in the history of the Southfield Fire Department.
 - Total Incidents: 13,470
 - Medical Incidents: 11,284
 - Fire Incidents: 2,186
- The Southfield Fire Department continues to take advantage of Grant opportunities.
 - In 2013 the fire department applied for and was granted Assistance to Firefighter Grant (AFG) Received \$ 39,000 to purchase 60 new fire helmets and physical fitness equipment
 - Implementation of Firefighter Physical Fitness Program
 - Six (6) new commercial treadmills
 - Five (5) new stair climbers

Emergency Medical Services (EMS) Patient Transporting Program continues to provide the highest quality service to our residents. Since we began transporting in 2005, the fire department has brought in net revenues of \$20,800,000.00 over the last ten (10) to assist in supporting services. SFD has received over \$2.5 million dollars in grants over the last 5 years.

The Fire Departments involvement in MABAS, Oakway Technical Rescue, Hazmat and Training has worked toward meeting the City's objective of greater "regionalization":

Membership and Divisional Leadership in the State of "Michigan Mutual Aid Box Alarm System" (MABAS) – MABAS is a user-driven system designed to streamline the requesting and providing of emergency and fire service resources across the State of Michigan, and the Great Lakes Region for events such as major fires, train derailments, tornadoes, hazardous materials incidents, wild land fires, domestic or foreign terrorism and other events that may overwhelm a local fire department.

MABAS-MI is one of four states that are piloting the deployment of Mutual Aid Net, a software application that is designed to serve as a resource database and mutual aid deployment tool.

The Southfield Fire Departments has exceptional expertise and experience in the area of **technical rescue** and continues to provide training to multiple fire departments and fire personnel across Southeastern Michigan.

Increased Collaborative efforts within Region 2 (Oakland, Macomb, Washtenaw, Wayne and Livingston Counties). The Southfield Fire Department hosted multiple training exercises utilizing our technical rescue training field and other sites within the City of Southfield.

Innovations

The Medical field is continuously changing with innovative equipment and procedures always on the horizon. EMS is often the first step in the chain of patient care and the Southfield Fire Department's actions are a pivotal point in determining ultimate patient outcome. Hence, we are acutely aware of these changes and readily adapt as required. Southfield Fire Department EMS has always been on the forefront of adaptation.

Current examples include:

- Electronic EMS reporting (improves documentation and billing).
- Intra-osseous capability (enables vascular access through bone).
- CO monitoring (measures patient and FF Carbon Monoxide levels).
- Res-q-Pod (CPR airway adjunct, increases blood flow to brain).
- King Vision Laryngoscope (Increases successful ET intubations).
- CPAP (Continuous Positive Airway Pressure, used to treat severe DIB).

Table 10-1: Public Safety Training Figures

CPR/AED/ First Aid Training: (No Charge to City Residents and Employees)	
General Public	800
Police Department	100
Dispatch	15
S-L High (Medical Academy)	30
TOTAL Trained Annually	945

In 2013 the fire department implemented the **"Child Safety Seat Installation Program"** This program teaches community members how to install child safety seats according to the manufactures recommendations.



Mindmixer Highlight: The top response on "Why do you choose to live in Southfield?" (Week 12, Question 2) was "Good City Services". Other responses throughout the 20 weeks indicated that providing good City services makes Southfield a sustainable and competitive community and that the Southfield Police and Fire Departments excel at what they do.

Future Plans

- Achieve and retain a diverse fire service workforce
- Continue to take advantage of State and Federal Grants to help reduce some of the financial strain on the community
- Increase community education in the areas of risk reduction, fire safety and emergency medical services (EMS). Technological advances in EMS

have enabled enhancements in patient care that have improved outcomes and shorter hospital stays for our patients.

- *Implement a “Citizens Fire Academy” that will focus on the day-to-day operation of the fire department.*
 - *Topics*
 - *Administration of the Fire Department*
 - *Tour of Facilities and Dispatch Center*
 - *Fire Behavior/Ladder Operations*
 - *Fire Engines / Ambulance Familiarization*
 - *Hazardous Materials Program*
 - *Vehicle Extrication*
 - *Fire Hose and Ventilation*
 - *Fire Prevention and Code Enforcement*
 - *Fire Safety Education and CPR Training*
 - *Portable Fire Extinguishers ABC Fires*
 - *Incident Command System*
 - *Ride Along*
- *2 Week Summer Fire Camp for High School Kids.*

Homeland Security and Emergency Preparedness

The Homeland Security and Emergency Preparedness Division have been in Southfield for many years. Formally termed Emergency Management, Homeland Security and Emergency Preparedness was designed to meet the current needs of the City with regard to Preparedness, Mitigation, Response and Recovery in the event of a man-made or natural disaster .While many communities rely upon County and State agencies, Southfield has an independent, State recognized program to serve its residents directly.

The continued effort to safeguard the lives and property within Southfield requires a commitment of continual planning, training and exercising of the response capabilities for any type of threat or disaster that may occur. Paramount to how well we respond to such an event is how well we are prepared. Preparedness is a whole community approach; we have implemented a “Do 1 Thing” initiative that encourages families to take small steps each month toward becoming better prepared for emergencies and disasters. Every step individuals make to becoming prepared will help first responders, their loved ones and others in the community. The goal of the Homeland Security and Emergency Preparedness Division is to continue to partner with our residents, our business community as well as; County, State and Federal Agencies to ensure Southfield remains a disaster resilient community.

Closed Point of Dispensing (POD)

Whether caused by an accident, disease outbreak, or terrorist attack, an emergency could occur requiring the public to receive immediate, life-saving medication. CDC’s Public Health Emergency Preparedness (PHEP) cooperative agreement provides funding to state and local

public health departments to support their effective response to a range of public health threats. One of the requirements of the cooperative agreement is for states and localities to develop plans for receiving, distributing, and dispensing medication from the Strategic National Stockpile, a national repository of critical medication and supplies that are available to supplement state and local resources during a public health emergency. The goal in a large-scale emergency is to get medication to the entire population in a short, clinically relevant timeframe (e.g., the release of anthrax into a community would require the public receive medication within 48 hours).

The City of Southfield has partnered with the Oakland County Health Department to establish a Closed Point of Dispensing (POD). Operating a Closed POD in a public health emergency will provide our organization the assurance of timely distribution of medications to our employees and their family members. The establishment of this POD complements our emergency preparedness plans, improves employee health and safety, helps the City maintain a continuity of operations and aids in becoming more resilient during and after an emergency.

Community Emergency Response Team (CERT)

The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community. (Source FEMA)

The City of Southfield currently has 31 active CERT members. They assist the City in the following areas. Annually they volunteer approximately 1,200 hours at City events, training and exercising. In the event of an emergency, Southfield CERT is readily available to assist in multiple functions.



Police Department

The City of Southfield Police Department is an integral part of the Public Safety Group. The department, based out of the Municipal Campus, provides a full range of quality services which include marked and unmarked patrol units, investigative staff, and crime prevention services.

The Southfield Police Department is continually striving to maintain the highest level of commitment, dedication and service to the

residents of Southfield and its visitors. The Department takes great pride as a leader in law enforcement throughout the State. They strive to ensure the Department remains exceptional and deserving of the trust and confidence of the community through community oriented policing, continual comprehensive training, and selection & retention of quality personnel who will best represent the police profession.

Direction of the Police Department

Community Policing and customer service remain at the forefront of the Department's core philosophies in delivering services to the community. Emphasis is placed on police problem-solving by their personnel when their services are requested. This not only empowers their staff, thereby creating ownership of resolutions, but it demonstrates commitment to the Southfield community in resolving issues before they evolve into an enforcement matter. This partnership extends to other agencies, schools, businesses, homeowners, private security and other City departments, allowing for additional "eyes and ears", which ultimately assists the Department's goal of reducing criminal activity and continue to make the City of Southfield a preferred place to live, work, play and learn. Adaptation is necessary in today's society, due to the numerous and varied calls for service that our department is called upon to respond. Through their training and acquisition of the best equipment, they remain vigilant and confident in their ability to respond to any incident to serve, protect and safeguard lives.

SOUTHFIELD POLICE MISSION

"We believe in the dignity and worth of all people. We stand for providing fair and equal enforcement of the law for all. We are committed to a professional approach to law enforcement and supporting the needs of our community. We shall strive to make our department exude the trust and confidence of the community through community-oriented policing, continual comprehensive training, and by selection and retention of quality personnel who will best represent the police profession."

A monthly review of the Department's policies and procedures are conducted in order to ensure services provided are what are needed. Maintaining a cutting edge approach to addressing the needs and wants of the community they proudly serve is paramount in building community partnerships and keeping with the community policing model. Additionally, the creation of the Citizens Police Advisory Board allows an even further collaboration in their customer service approach. This allows residents to voice their concerns and issues as they relate to their neighborhoods and immediate area that they frequent, directly to the Chief of Police. This open line of communication enhances transparency and trustworthiness on the part of the community that their issues are important and will be addressed in a timely and proper manner. This proactive approach is a change in "how things use to be done", and allows for solving issues through channels other than enforcement. This, in turn, fosters the core philosophies of customer service and community policing to the residents of Southfield that they are committed to.

Police Department accomplishments (2014-15):

- *Completed the renovation of the police lobby. Building security was enhanced and the environment is now more customer-friendly for visitors.*
- *Four police officers were honored by Mothers Against Drunk Driving for their contributions in arresting individuals driving under the influence of drugs or alcohol.*
- *The police department joined a county-wide consortium in which agencies train together to learn best practices in addressing active shooter incidents.*
- *State of the art recording equipment was purchased for the Detective Bureau interview rooms.*
- *The police dispatch center was completely redesigned and updated radio console equipment was installed.*

Reduced Crime

The Southfield Police Department has seen part one crimes decrease significantly from 2006 (1,041 in 2006 to 230 in 2014). In 2006, Southfield had a violent crime rate per capita of 1,359 per 100,000 residents. In 2014, Southfield had the fourth lowest violent crime rate per capita in the Southeast Michigan metropolitan area of 314 per 100,000 residents. The most recent data shows violent crime dropped 12% between 2013 and 2014 (see Table 10-2).

This reduction in major crime was accomplished by the dedication of the men and women of the Southfield Police Department, who are committed to serving the residents of Southfield. The direction and leadership of the executive staff and implementation of innovative programs and units proved instrumental in the overall reduction in part one crimes.

Table: 10-2 , Crime Statistics, 2012-2014

Type of Crime	2012	2013	2014
Violent Crime	357	262	230
Murder and non-negligent manslaughter	2	2	3
Rape (revised definition)	59	39	33
Robbery	141	121	85
Aggravated Assault	155	100	109
Non-violent Crime			
Property Crime	2,549	2,150	2,150
Burglary	545	443	321
Larceny-theft	289	1,393	1,471
Motor-vehicle theft	402	284	358

For up to date crime data within the City of Southfield and surrounding areas, refer to www.crimemapping.com

Library Facilities



The Southfield Public Library is located within the Municipal Center complex on Evergreen Road. The library has been a dependable community resource and center for information since 1960. The library has grown steadily ever since and now offers an unsurpassed collection of over 250,000 print and media resources; all easily accessed in a world class building constructed in 2003.

All residents of Southfield and Lathrup Village are eligible for a Southfield library card which includes access to the library's electronic offerings such as e-books, downloadable audiobooks and research databases. The library is part of TLN (The Library Network), a consortium of 65 communities which have formed reciprocal borrowing agreements to allow residents access to each other's libraries.

The Southfield Public Library offers a full array of modern library services; including books, magazines, newspapers, DVDs, CDs, public computers, WI-FI, audiobooks and wonderful programming. Below is a sampling of the types of amenities available at the Southfield Public Library:

- Vibrant Children's Library
- Imaginarium Children's Garden
- Group Study Rooms
- Drive-Up Services
- Friends Book Sales
- Auditorium and Large Meeting Room

- Foreign Language Collections
- Literacy Collection
- Quiet Study Areas
- Small Business Start-Up Center

Southfield Human Services Department (SHSD)

The Department of Human Services offers short-term support services for Southfield residents who may be experiencing hardship. The program is a “hand-up” and not a “hand-out”, as it provides temporary emergency resources and assistance while helping residents develop strategies to successfully resolve their hardships. The Department’s goal is to help residents overcome personal hurdles to achieve a satisfying and productive quality of life.

SHS promotes advocacy and awareness of quality-of-life issues that affect seniors and the physically challenged. SHS utilizes numerous services to give a helping hand to those who experience hardship. SHS also provides programs or facilitates program assistance for a broad range of community-related, quality of life items.

Services

Southfield Human Services provides a number of programs and services all designed to meet the specialized needs of Southfield residents. These include Legal Aid, Social Work Outreach Services, Social Work Older Adult Services, Services for the Physically Challenged, & Educational Programs.

Location

The SHSD is located at 26080 Berg, Southfield, in the Simmons House within the Burgh Historical Park.

Hours of Operation: 8:00 AM-5:00 PM, M-F

Challenges:

- Affordable housing and addressing needs of homeless
- Increase percentage of senior population and low-income population



SOUTHFIELD HUMAN SERVICES DEPARTMENT MISSION

“We strive to offer services and opportunities to promote personal growth, independence, dignity and respect for the citizens of Southfield. Helping people to help themselves, each other and the community.”

- Dependable, quality, public transportation – especially for seniors
- Increase of foreclosures and domino effect on surrounding property values
- Financial assistance for residents experiencing hardship circumstances
- Population with mental illness

VISION 5-10 YEARS

Goal: *Diverse Community - Promote recognition and respect for multicultural differences and lifestyles; demonstrate care for all residents to promote a sense of inclusiveness*

Action: Provide outreach to ethnic populations, assist in developing translations of City service materials; develop community care/wellness approach in identifying and responding to community social service needs

Goal: *Choice of Quality Homes - Assist families in keeping and purchasing homes suited for their needs and financial ability*

Action: Assist in development of community based budget and financial planning initiatives, explore resident's housing responsibilities regarding upkeep of properties if receiving housing related financial assistance, explore/expand opportunities for CHORE program to support /enhance City's curb appeal initiative

Goal: *Opportunities for Lifelong Learning - Develop and promote educational opportunities and resources that will assist our residents in achieving a higher and healthier quality of life*

Action: Develop opportunities to bridge/support educational needs of seniors consistent with their developmental stage; develop and/or support initiatives to assist seniors whose cognitive abilities are compromised; explore opportunities to educate the public and enhance maternal awareness of prenatal and neonatal concerns in order to optimize infant health and early learning capacity.

Goal: *Increase collaborations /partnerships with other agencies to provide services through Human Services*

Action: Provide workshops, seminars on finances/budgeting, foreclosure prevention, homebuyer education, legal consultations, e.g. Community Housing Network, Legal Aid and Defender Association, Lighthouse of Oakland County

Goal: *Explore alternative funding sources to Human Services to assist low-income residents*

Action: Coordinate services with various agencies and religious organizations to maximize the efficiency of all providers, e.g. churches, nonprofit organizations, Tone Up for Tune Ups, Southfield Goodfellows, Southfield Veterans Commission

Goal: *Work with the Commission On Senior Adults (COSA) Committee*

Action: Develop a more effective method of information distribution among Southfield's senior adult population; expand and support the efforts of the COSA's Homes for the Aged Subcommittee to inspect and evaluate Southfield's long-term care facilities.

Southfield Michigan Works

Southfield Michigan Works! Service Center of Oakland County is a Division of the City of Southfield Department of Human Services in cooperation with Southfield Public Schools. Funded by the Workforce Development Agency, State of Michigan (WDA, SOM) through the Oakland County Workforce Development Board to administer the following programs for job seekers and employers:

- Employment Services
- Workforce Investment Act (WIA)
- Trade Adjustment Assistance (TAA)*
- Partnership, Accountability, Training, Hope (PATH)*

Southfield Michigan Works! is one of eight Service Centers in Oakland County. As a One-Stop Center, they have designed their programs to fit local needs, working together with the Business Development Department, Southfield Area Chamber of Commerce and schools to fulfill the WDA, SOM Mission Statement “to develop a system that produces a workforce with the required skills to maintain and enhance the Michigan Economy.”

Its major premise is that all major workforce development and economic development services should be available through a single point of entry. *Southfield Michigan Works!* focus is to help ensure that Michigan’s employers hire better educated and better trained employees.

Location

21030 Indian, Southfield, MI 48034, located in the John Grace Community Center, between Beech and Inkster Roads, two blocks north of 8 Mile Road just minutes away from I-696, Grand River or I-75. Note: The Southfield Works office is scheduled to relocate into the SmartZone in October 2016.

Hours of Operation: 8:00 AM-5:00 PM, M-F

EDUCATIONAL FACILITIES

Public Schools

The Southfield Schools District is located in the suburban communities of Southfield and Lathrup Village. Situated 15 miles northwest of the Detroit Civic Center, the district comprises approximately 27 square miles in southeastern Oakland County, Michigan. The Southfield/Lathrup Village communities have a combined population of 79,787 (Source: SEMCOG Dec. 2014 estimate).



For more than 60 years, the community has supported public schools by approving nearly every millage and bond issue that has been put before the public for a vote. This support allows the district to spend approximately \$10,800 per pupil.

The majority of Southfield residents, and all of Lathrup Village, are served by Southfield Public Schools. A small segment of the population in the northeast corner of the City attends Birmingham Public Schools, while some in the southeast corner attend Oak Park Schools (see Map 10-1, School District Boundaries).

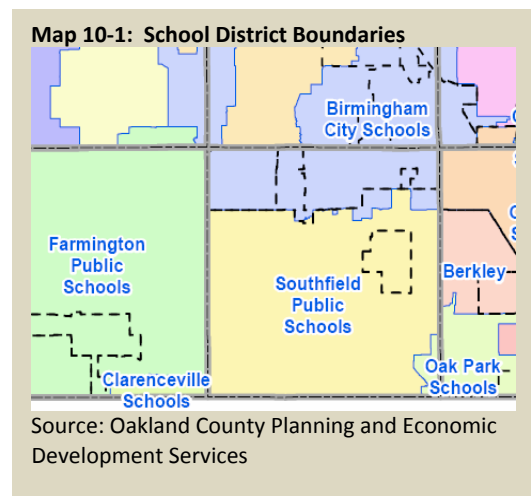
In 1969, the Southfield Public School district had an enrollment of 16,350, which has dropped to 6,942 students in 2014. The estimated student population forecast for school year 2019-20 is 5,552-5,565 students.

The reduction of student population can be attributed to many State and national trends:

- The 'baby boomlet' population bubble has graduated
- Michigan birth rates are down
- The number of school- aged children in Michigan continues to decline (1.75 million in 2002-03 to 1.56 million in 2013-14).
- Michigan is still recovering from the out-migration during the great recession/economic crises of 2008-2013.
- The overall population of Southfield has declined from a high of 78,322 in 2000.
- Fewer people are living in each household.
- Housing crises and falling property values, which result in residents remaining in their homes longer.
- A large inventory of vacant houses in the City of Southfield.
- Rise in Charter School enrollment.
- Oakland County Open Enrollment-more students opt-out than opt-in.
- Rise in homeless students.
- Increase in Orthodox Jewish residents who send their children to religious schools.

In 2015, the Southfield Public School district had fourteen school sites (reduced from 17 in 2009) located near and within the neighborhoods and accessible by school bus or walking and biking including:

- [Morris] Adler Elementary School
- [Alice M.] Birney Middle School
- Brace-Lederle Elementary School
- Bussey Center for Early Childhood Education
- [John F.] Kennedy Elementary School
- [Glenn] Levey Middle School



- MacArthur Elementary School
- [Helen] McIntyre Elementary School
- Southfield High School
- Southfield-Lathrup High School
- [Adlai] Stevenson Elementary School
- [Mary] Thompson Middle School
- University High School
- [Arthur H.] Vandenberg Elementary School

A further reduction of school sites is expected in the 2016-17 school year.

Table 10-3: Southfield School District Statistics

2012-13 Student Enrollments		General Fund Budget (Expenditures)	
Elementary	2,715	2011-12	Est. \$98,599,470
Middle School	1,819	2012-13	Est. \$95,609,917
High School	2,750		
Total	7,284		

2012-13 Millage Rate		2011-12 Projected Pre-K Enrollment	6,908
General Operating	16.9868 mills	2011-12 Drop Out Rate	8.04%
Debt Retirement	3.5000 mills	2011-12 Graduation Rate	88%
Total	20.4868 mills	2012 SEV	\$2,460,585,500

Cultivate the Genius in Your Child

Southfield Public Schools offers a robust college prep curriculum, integrated with exceptional programs to help cultivate each student's unique abilities.

- Three comprehensive high schools, with career academies that help prepare students for specific industries
- An alternative school (awarded by the Michigan Alternative Education Organization as the top alternative high school in 2011)
- An early childhood Head Start Program, which is nationally accredited
- AP preparation programs and enrichment activities starting in elementary school. The district offers more than 30 AP courses per year.
- An ELA school. Students at this school speak 32 languages from 27 countries around the world.
- International Baccalaureate Program for Kindergarten through 12th grade
- Saturday school enrichment and academics classes, covering mathematics, foreign languages, electives and more
- An examination school, University High, which offers a small private school setting and requires all students to take AP classes.

- A Dual enrollment program, through which 54 students earned high school and college credits for courses taken at U of M Dearborn, Wayne State and Oakland Community College campuses, with all costs covered by the district.
- Spanish, art, music & physical education classes in the elementary schools
- Mandarin Chinese language instruction
- Support services in speech pathology, social work & psychology
- Full high school athletics program and music programs

Teaching Staff

Southfield recognizes the importance of teacher preparedness. The district encourages teachers to earn advanced degrees and provides a myriad of opportunities for staff development. Collectively, the SPS teaching staff is enrolled in thousands of hours of professional development each year, with 85 percent holding a master's degree or higher.

Twenty-First Century Technology

All of Southfield's school facilities are modern and up-to-date, meeting all current fire, safety and barrier-free standards. A modern instructional and administrative technology system is in place. The district provides one computer for every three students. Additionally, all classrooms have access to lap tops, LCD Projectors and iPads for elementary students. Our technology focused classrooms also utilize the NEO, SMART Boards and USB microscopes.

The Curriculum

Their award winning curriculum is comprehensive and designed to thoroughly prepare students for the rigors of college and professional pursuits. It is tied to the Michigan Core Standards Curriculum and the Southfield Vision Statement, Mission Statement and Profile of a Graduate.

External Recognition

Over the years the Southfield Public Schools has received numerous recognitions for excellence, including:

- Exemplary School designations from the Dept. of Education for Southfield High School, Southfield-Lathrup High School, Brace-Lederle School, Levey Middle School, McIntyre Elementary, Stevenson Elementary School and Thompson Middle School.
- The District is one of only three districts in Oakland County to be accredited by the national accreditation agency Advanced-Ed.

Other recent recognitions include:

- 2012 "Winners Circle Award" from the Michigan Association of School Administrators for the implementation of the IB program. (SPS Superintendent Dr. Wanda Cook-Robinson)

- 2012 American School Board Journal “Magna Award” for our Differentiated Instruction Curriculum
- 2012 American School Board Journals Magna Award for Differentiated Instruction. (Vandenberg Elementary)
- 2011 SRAC named Michigan Alternative School of the Year
- 2011 Michigan Assn. of School Boards Excellence in Education Award for Adler Community Garden Program and Southfield High Journalism Program
- 2011 McIntyre designated a Steven Covey “Leader in Me” School
- 2011 Southfield Lathrup designated as an International Baccalaureate School
- Michigan Interscholastic Press Assn. Spartan Award (Southfield High 2001-2010)

School & District Accreditation

In 2008, Southfield Public Schools became the sixth school district in Michigan to receive district accreditation from the AdvancED/North Central Assn. of Colleges & Schools. All regular K-12 schools in the Southfield School District are fully accredited by NCA. The Bussey Center is accredited by the National Association for the Education of Young Children. This means that Southfield schools meet nationally recognized standards for quality.

Class Size

The ratio of professional staff to students in the Southfield Public Schools is 1:15. Class sizes are relatively small. Maximum class sizes* are as follows – Kindergarten-grade 1, 27; grades 2-3, 28; grades 4-5, 29; grades 6-8, 30; and grades 9-12, 32 students.

(* Occasionally, a class will exceed the numbers stated above – a teacher assistant is assigned to classrooms above the stated maximums.)

Early Warning Legislation

In July 2015 “Early Warning” legislation was signed into law by Governor Snyder, which is a Michigan law (P.A. 109 of 2015) that requires schools to submit a balanced budget with a 5% fund balance for the two most recent years. This legislation requires the Southfield Public School district to show a two-year balanced budget. If this threshold is not met, the State requires the school district to enter into an enhanced deficit elimination plan. If the district fails to submit or comply with this plan, the State may appoint an emergency manager and transfer control of the district’s finances over to the Department of Treasury.

In 2015, the Southfield Public School District realized that their current model was unsustainable and needed to act proactively to restructure in order to stay solvent. The district lost 38% of its revenue over the past 10 years due to declining enrollment. In fact, enrollment is down across the State due to reduced birth rates. In addition, revenue has been severely affected by the loss of State revenue and the expansion of charter schools.



Imagine 2020 is the restructuring of Southfield Public Schools to enhance academic quality, improve student performance and ensure the financial strength of the district. This initiative increases educational opportunities for students, implements a preschool program at all elementary schools, enhances the environment for English Language Learners and special education students, reduces district expenditures and consolidates resources.

Effective in the 2015-16 school year, the district froze new hires, vacancies, wage increases, purchases (not necessary for core instructional and operational maintenance), technology refreshes and non-grant travel (unless approved by the superintendent).

Restructuring

Restructuring of the district will occur in 2016-17 (see Map 10-2, Community Facilities). The proposed changes include:



- Closing Adler and Brace-Lederle schools. Adler and Brace-Lederle were selected to close based on how much of their buildings were being used for core instructional classes, a facilities usage report prepared by Plante Moran CRESA, and other factors. Students affected by these closures will be assigned a new home school according to revised boundaries (extended southward by approx. 1.5 miles). Parents will also have the option to select a school of choice based on availability. Note: Adler will be kept open through the 2016-17 school year and be re-evaluated on a year to year basis.
- Combining Southfield High and Southfield-Lathrup into one comprehensive high school serving the students of Southfield and Lathrup Village at the building Southfield High School currently occupies. The community will have input into the name, color and mascot selection for the new comprehensive high school. However, Southfield Public School students will be allowed to make the final selections.
- Launch the first cohort of students into the Accelerated College Experience (ACE) Early College program with Oakland Community College.
- Launch an ROTC program in partnership with the United States Air Force.
- Moving University High School Academy, UPREP and MacArthur (2nd -8th grades) to the building Southfield-Lathrup H.S. currently occupies.
- Moving MacArthur (K-1st grades) into the building Bussey Center currently occupies.
- Relocating the Bussey Center into the building MacArthur currently occupies.
- Create a secondary 6-12 English Language Learners (ELL) magnet at the new K-12 campus.
- Move the Next Step program at Levey to the Kennedy Learning Center.
- Expand focus on early childhood by placing one preschool class in all K-5 schools.
- Maintaining all current programs.

- Unifying the two athletic programs to expand opportunities for all students.
- Elementary and middle school students who live more than a mile from school and high school students who live more than a 1 ½ miles will receive transportation as usual. School of choice students will not receive transportation according to district policy.

Imagine 2020 is estimated to save the district approximately \$8.3 million per year.

Finally, there may be opportunities to repurpose closed schools or redevelop closed school sites into single family, multi-family or mixed-use development.

Private and Charter Schools

In addition to the public schools, there are a number of other charter, private and parochial schools at all levels in the area. At the time this plan was prepared there were 15, not including early childhood centers.

Charter schools in Southfield enrolled over 5,000 Southfield students in the 2013-14 academic year, while nearly 1,300 Southfield students attended private schools both in the City of Southfield and across the Metro Detroit area.

Colleges and Universities

The City of Southfield is home to many institutions of higher learning, including these two notable higher educational institutions:

Lawrence Technological University (LTU)



“Lawrence Technological University’s major focus at this time is the creation of additional space to accommodate emerging fields in engineering, the life and other sciences, and architecture. Looking ahead, it is likely that the University will continue to consider additional on-campus student housing and the building out of amenities that address needs for student recreation and athletics, conference and meeting spaces, campus beautification, applied research, and a host of other scholastic and academic needs.”

Lawrence Technological University (LTU), www.ltu.edu, is a premier private university providing superior education through innovative programs, cutting-edge technology, small class sizes, and a commitment to its motto, “theory and practice.” Lawrence Tech offers more than 100

undergraduate, master's, doctoral and professional certificate programs in Colleges of Architecture and Design, Arts and Sciences, Engineering, and Management.

PayScale lists LTU among the nation's top 100 universities for return on undergraduate tuition investment, which is the highest in the Detroit metropolitan area. It is also listed in the top tier of Midwestern universities by *U.S. News and World Report* and the Princeton Review.

Lawrence Tech enrolls 4,500 students during the course of an academic year. Its three residential halls have a combined capacity of over 750 students.

The university was founded in 1932 with the support and encouragement of Henry Ford. A Lawrence Tech education strives to explain not only *why* something works, but *how* it works in real situations and applications. Established to meet the educational needs of business and commerce, LTU has continuously maintained close ties to industry in a multitude of projects in a wide variety of fields.

Many LTU academic programs require participation in professional projects that seek to solve real problems facing practicing architects, engineers, managers, scientists, and others. Students also gain hands-on experience through co-op jobs and internships. Professional organizations provide additional opportunities to network with industry leaders. Many students participate in applied research projects as early as their freshman year. Lawrence Tech students regularly earn top awards in international competition with other leading colleges and universities.

LTU graduates report, in numbers well above national norms that they arrive in the workplace feeling prepared and ready to do their jobs. Even in challenging economic times, 90 percent find career positions within six months of graduation.

Lawrence Tech's student body is diverse with more than 40 nations represented on campus. The University's Study Abroad program is open to all students, and various cultural events and celebrations focused on diversity are held annually on campus. Lawrence Tech also maintains relationships and partnerships with universities worldwide.

Lawrence Tech was Michigan's first wireless laptop computer campus and has been ranked among America's top 50 "unwired" universities. All undergraduates receive their own University-issued personal computer loaded with their field's industry-standard programs – valued up to \$15,000. No other university in the nation offers 24/7 access to computing power like Lawrence Tech's LTuZone.

The A. Alfred Taubman Student Services Center consolidates all student support services – from admissions through career services – into a convenient one-stop center. This innovative 42,000-square-foot building, which utilizes many energy-efficient and environmentally friendly features and technologies, serves as a "living laboratory" and is part of a region-wide stormwater management effort. LTU's Center for Innovative Materials Research is a state-of-the-art

laboratory for the research, development, and testing of materials for defense and infrastructure applications.

Lawrence Tech features a comprehensive Leadership Program, integrated into all bachelor's programs. At every level of their academic career, undergraduates are exposed to leadership experiences that nurture critical thinking, teamwork, communication skills, and measured risk taking.

Lawrence Tech offers an undergraduate honors program for highly motivated and qualified students. The Quest Program in the College of Arts and Sciences encourages students to go above and beyond their studies and explore their interests on a deeper level. The Academic Achievement Center and the Scholars Program ease the transition from high school to college by providing support services.

In addition to exceptional educational opportunities, Lawrence Tech offers an exciting student life. A growing number of men's and women's varsity athletic programs are offered. Lawrence Tech is a member of the National Association of Intercollegiate Athletics and the American College Hockey Association. More than 60 student clubs and organizations, including student government, fraternities, sororities, honor societies, and student chapters of professional groups, sponsor a variety of activities during the year.

LTU has a "Town & Gown" relationship with the City of Southfield and works closely with the City to create a viable community for students, visitors, residents and businesses. For more information on future plans of LTU, see Chapter 8, Southfield City Centre (SCC) District sub-area plan.

Oakland Community College (OCC)

With eight campuses in Southeast Michigan, OCC has an enrollment over 70,000. The Mission, Vision and Strategic Priorities of the College are as follows:

Mission

OCC is a student-centered institution that provides high-quality learning opportunities and services for individuals, communities and organizations in an accessible and affordable basis.



Southfield Campus

The Southfield Campus, located at 22322 Rutland Drive (west of Providence Hospital, south of Nine Mile Road), within the Southfield Downtown Development District.

The OCC Southfield Campus offers college readiness, degree and transfer programs, and serves as a major resource for the primary and continuing education of health professionals. State-of-the-art laboratories support an array of health professions programs, including:

- Diagnostic Medical Sonography
- Nuclear Medicine Technology
- Nursing
- Radiologic Technology
- Respiratory Therapy Technology
- Surgical Technology

Approximately 4,000 students attend the Southfield Campus each fall. Nearly half of Southfield students are pursuing an OCC degree or certificate, followed by approximately 42 percent of students seeking to transfer to a four-year institution. Programs with the largest enrollment at the Southfield Campus are nursing followed by business administration.

The campus, one of five in the OCC system, offers easy entry to the Lodge and Southfield Expressways, and is on public transportation routes to provide students convenient access. Its urban setting is central to Berkley, Beverly Hills, Oak Park, Southfield, and the border of Wayne County.

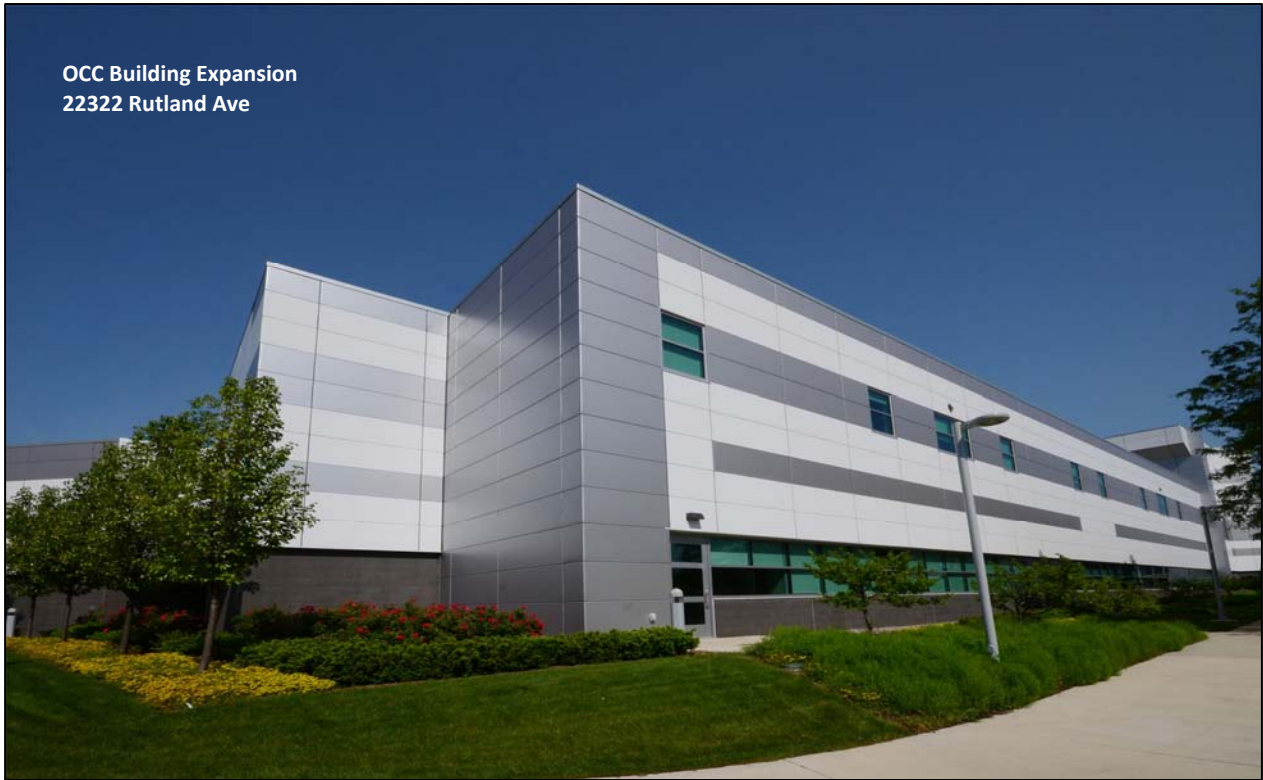
Strategic Priorities

Strategic priorities are performance areas where investments of resources will add the most value to advancing student success and achievement of our vision.

- College Readiness (Developmental Education)
- Employment Readiness (Career and Technical Programs)
- Transfer Readiness
- Financial Accountability

Vision

OCC is a comprehensive institution of higher learning that effectively meets community needs and student interest in a measureable manner, promoting student success.



Religious Institutions

Southfield has a diverse population with varied spiritual interests. As a result, the City contains over fifty religious institutions and places of worship.



RECOMMENDATIONS

City Government

The City currently offers a well-organized structure to handle the demanding daily issues of a mature community. The responsibility of implementing various recommendations will fall on different departments and include different jurisdictions. In the years following adoption of the plan it will be important that all of the departments coordinate on a regular basis regarding the implementation status of this plan. These efforts should be organized in a way so everyone is communicating efficiently and duplication of efforts is avoided. A Capital Improvements Plan (CIP) is a means of coordinating the long-term projects of each department with a priority level and funding source. CIPs typically cover six-year periods and are updated annually.

There will be occasions where strategies and recommendations are inconsistently defined or interpreted, therefore it is important that regular communication sessions are held between Department heads. These sessions will help to ensure consistent interpretation of goals, brainstorming implementation strategies and conflict resolution.

Public Safety

The fire and police departments are important resources in implementing this plan and building upon the assets and quality of life in the City. Both departments should continue to use their current programs and services to improve neighborhood and business safety and increase the feeling of safety throughout the community.

The Southfield Police Department has specific priorities for the future including:

- Continue implementation of non-traditional police management concepts, or the private sector approach to governmental management. That is, increase the level of service by viewing the public and police employees as customers and addressing their needs.
- Develop and encourage a leadership style that will support a high level of service by retaining and developing our personnel.
- Continue community policing programs, partnerships between police, business, schools, and residents, designed not only to solve crime, but to help solve related problems.

For all public safety elements, it is important to remember that the more open and visible these departments and efforts are to the public, the more at ease residents will feel. This will, in turn, garner long-term stability amongst residents and business owners and assist with residential and economic growth.

Southfield Public Schools

Early Childhood is an essential time for children to learn as this is when the foundation of learning is cemented for the rest of their lives. Children benefit developmentally, socially, and

academically from participating in high-quality early care and education (ECE) programs. A plethora of research studies have indicated that high quality early education promotes school readiness, literacy/numeracy skills, and other positive short and long term outcomes. (Source: *“The Short and Long Term Impacts of Large Public Early Care and Education Programs”*)

There may be opportunities to repurpose closed schools or redevelop closed school sites into single family, multi-family or mixed-use development. A strong and solvent school system is important for a healthy and vibrant community.

Library, Educational and Religious Institutions

Institutional resources such as libraries, schools and places of worship enrich the lives of residents and are important in attracting new businesses and residents to the region.

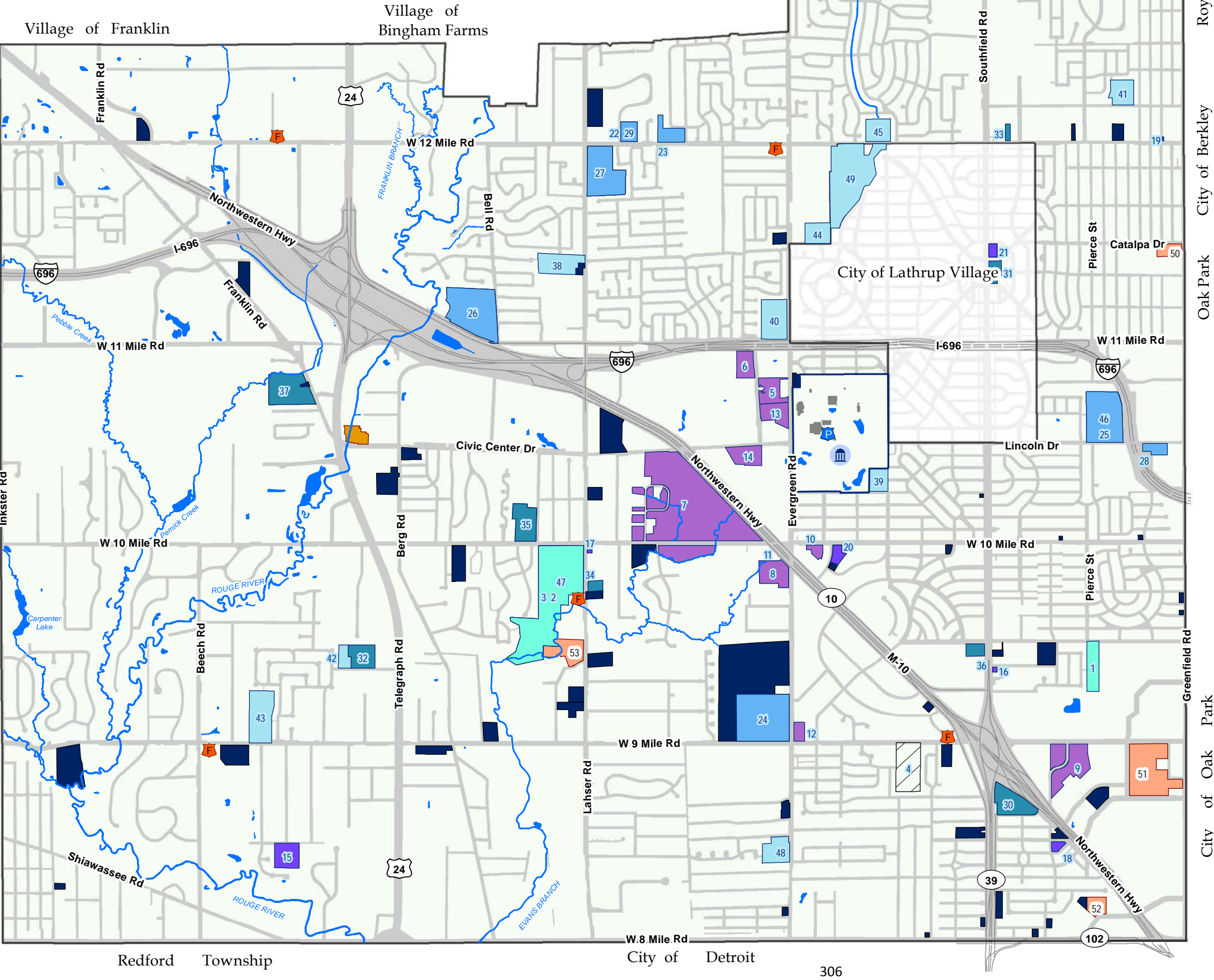
Institutional resources should be showcased consistently as this plan is implemented. Most importantly, the City of Southfield should work to highlight these facilities in promotional materials to help market the City.



Sustainable Southfield

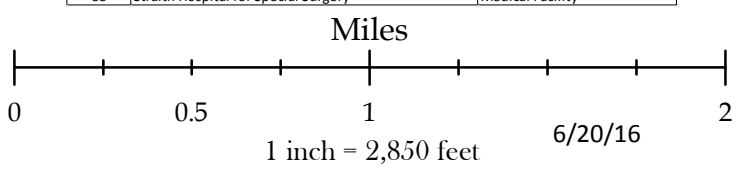
Map 10-2: Community Facilities

City of Farmington Hills



- Southfield Municipal Campus
- Fire Station
- Police
- Water
- Southfield Public Schools Administrative Center
- Early Childhood Development
- College / University
- Private School
- Private School (Charter)
- Public School
- Closed
- Religious Institutions
- Medical Facilities
- Public Senior Housing (McDonnell Towers)

LABEL	NAME	TYPE
1	John F. Kennedy Learning Center	Administrative Center
2	John W. English Administrative Center	Administrative Center
3	Technology Center (Southfield High Annex)	Administrative Center
4	Brace-Lederle K-8 School	Closed
5	Central Michigan University (Southfield Campus)	College / University
6	DeVry University (Southfield Campus)	College / University
7	Lawrence Technological University	College / University
8	Marygrove College (Southfield Center)	College / University
9	Oakland Community College (Southfield Campus)	College / University
10	Siena Heights University (Southfield Center)	College / University
11	Siena Heights University (Southfield Center)	College / University
12	Specs Howard School of Media Arts (Trade School)	College / University
13	University Of Phoenix (Southfield Learning Center)	College / University
14	University of Phoenix (Town Center Learning Center)	College / University
15	Bussey Center For Early Childhood	Early Childhood Development
16	Eagle's Nest Montessori	Early Childhood Development
17	Little Angels Child Care	Early Childhood Development
18	Magnolia Center	Early Childhood Development
19	Summer School	Early Childhood Development
20	Victory Learning Center	Early Childhood Development
21	Village Early Learning Center	Early Childhood Development
22	Agency for Jewish Education	Private School
23	Akiva Hebrew Day School	Private School
24	Faith Christian Academy	Private School
25	International Montessori Acadmey	Private School
26	Sharrey Zedek Hebrew School	Private School
27	Southfield Christian School	Private School
28	Yeshiva Beth Yehudah	Private School
29	Yeshivas Darchei Torah	Private School
30	A.G.B.U. Alex & Marie Manooagian School	Private School (Charter)
31	Academy Of Lathrup Village	Private School (Charter)
32	Bradford Academy	Private School (Charter)
33	Crescent Academy	Private School (Charter)
34	Laurus Academy	Private School (Charter)
35	Oak Montessori / Woodmont Academy	Private School (Charter)
36	PACE Academy	Private School (Charter)
37	Taylor International	Private School (Charter)
38	Adlai Stevenson Elementary School	Public School
39	Adler Elementary School/Planitarium	Public School
40	Alice M. Birney Middle School	Public School
41	Arthur H. Vandenberg Elementary School	Public School
42	Bradford Academy High School	Public School
43	Glenn Levey Middle School	Public School
44	Helen McIntyre Elementary School	Public School
45	Macarthur K-8 University Academy	Public School
46	Mary Thompson Middle School	Public School
47	Southfield High School	Public School
48	Southfield Regional Academic Campus	Public School
49	University High School Academy	Public School
50	Oakland County Board of Health	Medical Facility
51	Providence Hospital	Medical Facility
52	Salvation Army	Medical Facility
53	Straith Hospital for Special Surgery	Medical Facility



CHAPTER 11: IMPLEMENTATION

Each of the following master plan themes and goals has a list of action items towards achieving implementation.

1. Livable Built Environment

Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.

- 1.1 Plan for multimodal transportation. Provide transportation options--like public transit, biking, and walking-- that help reduce traffic and air pollution.
- 1.2 Plan for transit-oriented development.
- 1.3 Coordinate regional transportation investments with job clusters.
- 1.4 Provide complete streets serving multiple functions.
- 1.5 Plan for mixed land-use patterns that are walkable and bikeable.
- 1.6 Plan for infill development.
- 1.7 Encourage design standards appropriate to the community context.
- 1.8 Provide accessible public facilities and spaces.
- 1.9 Conserve and reuse historic resources.
- 1.10 Implement green building design and energy conservation.
- 1.11 Discourage development in hazard zones.
- 1.12 The City should create a Green Infrastructure plan for the Rouge River Corridor

2. Harmony with Nature

Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.

- 2.1 Restore, connect, and protect natural habitats and sensitive lands.
- 2.2 Plan for and where appropriate in new development and redevelopment require the provision of green infrastructure in development, redevelopment, public projects, and retrofits.
- 2.3 Encourage development that respects natural topography and protects healthy vegetation and trees.
- 2.4 Enact policies to reduce carbon footprints.
- 2.5 Comply with state and local air quality standards.
- 2.6 Encourage climate change adaptation.
- 2.7 Provide for renewable energy use.
- 2.8 Provide for solid waste reduction.
- 2.9 Encourage water conservation and plan for a lasting water supply.

- 2.10 Protect and manage streams, watersheds, and floodplains.
- 2.11 Maintain and improve the quality of the air, water, land and sensitive resources for the long term.
- 2.12 Understand the risks and undertake measures to protect residents from pollution and potentially polluting industries and land uses, including but not limited to the exploration and development of hydrocarbon resources including oil, natural gas and the handling and use of associated wastes and inputs.

3. Resilient Economy

Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets.

- 3.1 Provide the physical capacity for economic growth.
- 3.2 Plan for a balanced land-use mix for fiscal sustainability.
- 3.3 Plan for transportation access to employment centers.
- 3.4 Promote green businesses and jobs.
- 3.5 Encourage community-based economic development and revitalization.
- 3.6 Provide and maintain infrastructure capacity in line with growth or decline demands.
- 3.7 Plan for post-disaster economic recovery.
- 3.8 Use public art, banners, landscaping, and distinctive street lighting to brand these mixed use subareas as desirable destinations.
- 3.9 Continue to improve fiber optics network coverage, which is a critical in attracting investment.

4. Interwoven Equity

Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all residents and groups.

- 4.1 Provide a range of housing types.
- 4.2 Plan for a jobs/housing balance.
- 4.3 Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.
- 4.4 Plan for improved health and safety for at-risk populations.
- 4.5 Provide accessible, quality public services, facilities, and health care to minority and low-income populations.
- 4.6 Upgrade infrastructure and facilities in older and substandard areas.
- 4.7 Plan for workforce diversity and development.
- 4.8 Protect vulnerable populations from natural hazards.

4.9 Promote environmental justice.

5. Healthy Community

Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.

- 5.1 Reduce exposure to toxins and pollutants in the natural and built environments.
- 5.2 Plan for increased public safety through reduction of crime and injuries.
- 5.3 Plan for the mitigation and redevelopment of brownfields for productive uses.
- 5.4 Plan for physical activity and healthy lifestyles.
- 5.5 Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.
- 5.6 Plan for access to healthy, locally grown foods for all neighborhoods.
- 5.7 Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.
- 5.8 Promote mixed land use and land use density that supports short distances between homes, workplaces, schools, and recreation so people can walk or bike more easily to them.
- 5.9 Expand pedestrian and bicycle infrastructure, including sidewalks and bike paths that are safely removed from automobile traffic, as well as good Rights-Of-Way (ROW) laws and clear, easy-to-follow signage.
- 5.10 Make the healthy choice the easy choice for all community members regardless of age, income, ability, or cultural custom.
- 5.11 Conduct a Health Impact Assessment (HIA) on a regular basis, which is a step-by-step process that brings potential public health impacts and considerations to the decision-making process for plans, projects, and policies that fall outside of traditional public health arenas, such as transportation and land use.
- 5.12 Continue to promote and support annual Healthy Initiatives with local health care professionals and organizations.
- 5.13 Promote healthy and active lifestyle challenges at the City's parks, recreational facilities, and civic buildings.
- 5.14 Support AHA "Fit-Friendly" Worksite- creating a healthy work environment in municipal facilities.
- 5.15 Integrate a public health checklist into the site plan review process to promote and encourage a healthy and active lifestyle.

6. Responsible Regionalism

Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.

- 6.1 Coordinate local land-use plans with regional transportation investments.
- 6.2 Coordinate local and regional housing plan goals.
- 6.3 Coordinate local open space plans with regional green infrastructure plans.
- 6.4 Delineate designated growth areas that are served by transit.
- 6.5 Promote regional cooperation and sharing of resources.
- 6.6 Enhance connections between local activity centers and regional destinations.
- 6.7 Coordinate local and regional population and economic projections.
- 6.8 Include regional development visions and plans in local planning scenarios.
- 6.9 Encourage consistency between local capital improvement programs and regional infrastructure priorities.
- 6.10 Strive to work with neighboring jurisdictions to protect the environment.
- 6.11 Collaborate with neighboring local government units to plan shared-use trail systems and greenways.

7. Active Living

Promote active living by making it safer to walk or bike to daily activities like shopping, work, school, and recreation.

- 7.1 Link destinations that promote health, such as schools, parks, grocery stores, and work places, via a transportation network that facilitates safe travel for pedestrians, bicyclists, public transportation users, and automobile occupants.
- 7.2 Adopt and promote Safe Routes To School (SR2S) Programs.
- 7.3 Promote easy and accessible options for routine physical activity, such as walking to and from schools, parks, recreational facilities, retail centers and religious facilities.
- 7.4 Require pedestrian pathways and connections from business entrances and parking lots to the public pathway system.
- 7.5 Adopt a complete streets policy.
- 7.6 Promote use of public transit systems by providing enhanced pedestrian amenities (such as key walks, benches, bus shelters, bus signs, etc.) and pathways.
- 7.7 Fill gaps in the pedestrian pathway and bike network in the higher density residential areas and non-residential destinations.

7.8 Continue to support and build bike facilities, including but not limited to: bike pathways, bike routes, bike lanes, bike parking & storage and bike maintenance facilities.

7.9 Consider the health impact of land use decisions by seeking advice from public health professionals on the potential health effects of a project or policy before it is built or implemented.

7.10 Keep in mind the needs of children as well as elderly and disabled residents when planning for facilities and infrastructure.

7.11 Develop trails and walking paths in our parks, nature preserves and along the Rouge River corridor to promote active living.

7.12 Make arterial roads more walkable by installing sidewalks on both sides of the road and crosswalks every 600 feet (or about the length of a downtown city block).

7.13 Build median refuge islands in roads where appropriate and plant street trees to slow motor vehicle traffic.

7.14 Implement “road diets” to accommodate bicyclists, where appropriate.

7.15 Establish funding mechanisms to further develop pathways, common open spaces, such as parks, greenways and trails.

8. Low Impact Design

Require Low Impact Design elements to be incorporated into all new development and major redevelopment sites.

8.1 Incorporate wetlands into watershed planning; apply techniques such as soil amendments and bio-retention; harvest rooftop rainwater, and use permeable pavement to better deal with stormwater runoff, and restore ecologic water balances.

8.2 Filter water naturally through the soil, trees, green roofs, or rain gardens to improve the quality of our drinking water, and our lakes, rivers and streams.

8.3 Reduce urban heat island effects by: creating more passive parks, green rooftop parks, gardens and green spaces; making building energy-efficient, and minimizing the use of dark surfaces that absorb heat and re-radiate that heat during the evenings, when the cities would otherwise cool down.

8.4 Require manmade and natural landscape features to handle storm water as a resource rather than a waste product.

8.5 Support and require Green Infrastructure (GI) techniques, including constructed practices such as rain gardens, bio-swales, native plant grow zones, permeable pavement, green roofs and even community gardens.

9. Social Capital

Promote and encourage individual and communal time and energy available for such things as community improvement, social networking, civic engagement, personal

recreation, and other activities that create social bonds between individuals and groups.

- 9.1 Encourage more communication between residents and home owner groups, condo associations, neighborhood organizations and multi-family complexes.
- 9.2 Encourage more participation in community events (and bringing more community events to the City in general).
- 9.3 Support mixed use development, which allows a community member to work closer to where they live, thus reducing their amount of commuting time and increasing their time for leisure and social activities.
- 9.4 Promote diverse housing options and price levels so that all persons regardless of income can live in the same community where they work, play and worship.
- 9.4 Allow diverse housing options and price levels so that all persons regardless of income can live in the same community where they work, play and worship.
- 9.5 Promote fair access to livelihood, education, and resources for all community members.
- 9.6 Encourage full participation in the political and cultural life of the community.
- 9.7 Create a community that ensures freedom of choice and supports bike lanes and paths, sidewalks, and transit stations and stops.

10. Smart Growth

Adopt Smart Growth policies, which is an approach to achieving communities (i.e. Southfield) that are socially, economically, and environmentally sustainable.

- 10.1 Preserve and enhance valuable natural and cultural resources;
- 10.2 Equitably distribute the costs and benefits of land development, considering both participants and the short- and long-term time scale;
- 10.3 Create and/or enhance economic value;
- 10.4 Expand the range of transportation, employment, and housing choices in a fiscally responsible manner;
- 10.5 Balance long-range, regional considerations of sustainability with short-term incremental geographically isolated actions;
- 10.6 Promote public health and healthy communities;
- 10.7 Apply up-to-date local and regional performance measures of successful urban and regional growth;
- 10.8 Encourage compact, transit-accessible (where available), pedestrian-oriented, mixed-use development patterns and land reuse; and,
- 10.9 Increase collaboration and partnerships to advance place-based and regional goals and objectives, while respecting local land-use preferences and priorities.

11. Urban Agriculture

Adopt policies and regulations that promote and support urban agriculture activities to ensure various forms of agriculture are appropriately integrated into Southfield.

- 11.1 Engage residents, home-owner groups & associations, growers and organizational stakeholders directly to help identify which of the many forms and scales of urban agriculture are best suited to which neighborhoods or zones.
- 11.2 Survey community-owned land to identify and categorize potential sites for urban agriculture activities.
- 11.3 Review ordinances to assess whether home, community and commercial gardening activities, including keeping of animals, may present conflicts.
- 11.4 Amend the Zoning Ordinance to expand urban agriculture where appropriate, consistent with Sustainable Southfield and the Future Land Use Plan.
- 11.5 Explore if and where structures associated with urban agriculture, including tool sheds, rainwater catchment and harvesting systems, hoop houses and barns, may be allowed even without a primary residential or commercial building on site and designate them as permanent, temporary or accessory in ways that are supportive of farm and garden activities.
- 11.6 Ensure municipal services, such as sewer, water and trash pick-up are available to market gardens and commercial urban farms in the same way that such services would be made available to other commercial or industrial uses.
- 11.7 Provide direct municipal support for urban agriculture through community departments, or community-run programs.
- 11.8. Support composting programs that offer compost to urban agriculture sites or permit household and commercial composting to occur while also ensuring nuisances are not created as a consequence.
- 11.9 Review leases, easements, trusts or other conveyances of community-owned land to promote the long-term and secure practice of urban agriculture where such a use is consistent with the master plan and does not place an undue burden on cities to maintain under-utilized urban infrastructure (e.g., roads, water, and sewer constructed to serve more intense residential, commercial, or industrial uses).

12. Food Systems

Promote easy access to healthy food, which is good for human health. Sustainable food systems are essential for healthy, sustainable communities.

- 12.1 Expand and increase innovative methods to bring healthy foods to underserved areas as well as strategies to encourage their consumption.

12.2 Improve school (& public facilities) food environments and reduce school sales of low-nutrient, high-sugar, high-fat and calorie-dense foods through snack and vending machines or competitive food sales.

12.3 Maximize use of current public benefit programs for vulnerable populations, especially children and seniors, and link them with strategies for healthy food access.

12.4 Provide outreach, training and technical assistance to launch new grocery stores and improve existing stores to better serve underserved people in Southfield.

12.5 Establish food business districts, if necessary, to encourage food businesses to locate in the same area and to support their collaboration.

12.6 Use policy and planning strategies to increase access to healthy food in underserved areas.

12.7 Encourage institutions-including schools, hospitals, colleges and universities-to use their collective purchasing power to influence the food supply chain to provide healthier food and more foods grown, raised and processed in Michigan.

13. Aging in Community Policy

Promote and support policies to encourage aging in place with a continuum of care.

13.1 Actively Involve Older Adults and Engage the Aging Perspective in the Planning Process.

13.2 Ensure a Range of Affordable Housing Options is Available for Older Adults.

13.3 Ensure Access to Quality Transportation Options for Older Adults.

13.4 Use Land-Use and Zoning Tools to Create a Welcoming Southfield for Older Adults.

13.5 Support the Economic Well-Being of Older Adults and their Caregivers.

13.6 Strengthen the Community Assets of and Supports for Older Adults.

13.7 Review AARP's Livability Index to determine areas for improvement and develop an action plan towards implementation.

13.8 Develop a centrally located, modern and multi-purpose senior center.

14. Hazard Mitigation

Improve the City's preparedness, resilience and sustainability in the face of both natural and human-caused hazards.

14.1 Improve emergency response or operational preparedness.

14.2 Review FEMA's Mitigation Ideas: A Resource for Reducing Risk to Natural Hazards and develop an Action Plan to address mitigation to reduce natural hazards and disasters.

- 14.3 Adopt policies to reduce storm water runoff. Incorporate Flood Mitigation in Local Planning.
- 14.4 Map and Assess Vulnerability to Erosion. Promote or Require Site and Building Design Standards to Minimize Erosion Risk.
- 14.5 Reduce Urban Heat Island Effect.
- 14.6 Improve Flood Risk Assessment.
- 14.7 Improve Stormwater Drainage System Capacity. Conduct Regular Maintenance for Drainage Systems and Flood Control Structures.
- 14.8 Protect Infrastructure and Critical public facilities from flood events.
- 14.9 Preserve Floodplains as Open Space.
- 14.10 Increase Awareness of Flood Risk & Safety and Educate Property Owners about Flood Mitigation Techniques.
- 14.11 Conduct Winter Weather Risk Awareness Activities.
- 14.12 Protect vulnerable populations from the impacts of severe storms.
- 14.13 Conduct A Self-Assessment to Address Climate Change Readiness in Southfield.
- 14.14 Review the 2012 Oakland County Hazard Mitigation Plan (HMP) Update (Plan) to better understand significant Oakland County hazards and their impacts and to identify ways to mitigate those hazards.
- 14.15 Provide continuing training for potential hazmat emergencies.
- 14.16 Provide funding to continue to upgrade emergency equipment to deal with all types of emergencies.

15. Public Art

Promote the public welfare and serve the public interest, convenience, and enjoyment through the promotion of the arts in the City of Southfield, by establishing physical works of art in public places throughout the City.

- 15.1 Encourage and stimulate residents, developers, landowners, contractors and architects to provide and support displays of works of art for public enjoyment;
- 15.2 Develop and promulgate a comprehensive public art plan for the City.
- 15.3 Reinforce the City's place-making goals by commissioning works of art that are distinctive, yet particularly reflect and promote the City's identity or the identity of individual neighborhoods or business districts within the City;
- 15.4 Assure that within the overall public art program reasonable diversity is attained in style, scale, media, and materials represented;
- 15.5 Collaborate with the business community and private project development within the City to promote and enhance the inclusion of public works of art within the development, where appropriate;
- 15.6 Promote community identity through public works of art within neighborhood and business districts.

15.7 Promote the economic vitality of the City through a broad range of public art projects.

16. Economic Development

Focus on business attraction, business retention, creating jobs and growing the City's revenue base.

16.1 Retain, expand, and attract businesses Citywide, emphasizing **Innovation**;

16.2 Cultivate **Entrepreneurship** in Southfield;

16.3 **Create jobs** and Workforce Training opportunities for Southfield residents in diversified business sectors; and,

16.4 **Promote** Southfield, locally, regionally, nationally and globally, as an innovative and advanced place by reinforcing the strengths of our diverse residential, educational, cultural, and business communities.

16.5 Understand and implement "Placemaking" as a vital part of economic development.

16.6 Target three industries (Technology-Based Businesses; Health Care and Wellness Industries; and Automotive - Research & Development) that will drive diverse job creation, complement the strengths of our community, and promote a climate for growth.

16.7 Help Southfield residents gain a greater competitive edge for higher skilled and higher wage employment opportunities in the future.

16.8 Leverage greater leadership involvement, private and public sector investment and increased access to high quality business and job development opportunities for the City in the future.

16.9 Help existing Southfield business employers become more competitive, enabling them to expand and grow in the City.

16.10 Encourage and assist with the future diversification of the City's economic base in new, growing, and innovative industries and occupations.

16.11 Leverage economic development tools to attract and retain business.

16.12 Continue to grow the City's fiber optics network coverage to attract and retain business.

17. Housing

Provide a diverse and stable housing stock providing for a range of housing opportunities for all income groups and a quality living environment for all persons.

17.1 Conduct a residential target market analysis for housing to determine the types and quantities of housing needed in Southfield to be competitive now and in the future.

17.2 Continue to preserve, protect and enhance the integrity, economic viability and livability of Southfield's neighborhoods.

- 17.3 Provide greater housing choices and options to meet the changing residential needs of the market place.
- 17.3 Create a unique identity for all Southfield neighborhoods.
- 17.4 Southfield should use a variety of basic strategies/programs to improve the appearance and value of existing neighborhoods.
- 17.5 Continue to work in coordination with local lending institutions and realtors and explore the availability and application of neighborhood investment/reinvestment programs.
- 17.6 Meet annually with condominium associations to provide guidance on how to manage legal and maintenance issues.
- 17.7 Community awareness programs should be conducted on topics such as neighborhood blight, annual refuse collection, and comprehensive code enforcement efforts in and around residential neighborhoods.
- 17.8 Review the City's enforcement policies and procedures to identify ways in which to improve regulatory enforcement of and compliance with existing laws.
- 17.9 Implement a traffic calming program in neighborhoods that have problems with cut-through traffic.
- 17.10 Establish financing mechanisms for the purchase and redevelopment of foreclosed homes and residential properties.
- 17.11 Provide appropriate senior housing options with a continuum of care.
- 17.12 Plan for appropriate infill housing in areas of the City with vacant or closed schools, large lots with underdeveloped neighborhoods.
- 17.13 Work with Southfield Public School administration to come up with appropriate and context sensitive redevelopment plans, including housing options, for closed and vacant school buildings and sites.
- 17.14 Identify and designate one or more Neighborhood Enterprise Zones (NEZ), consistent with Public Act 147 of 1992, as amended.
- 17.15 Pass a housing inspection ordinance.
- 17.16 Adopt a statement of Southfield's goals, objectives, and policies relative to the maintenance, preservation, improvement, and development of housing for all persons regardless of income level living within the proposed NEZ.
- 17.17 Utilize CDBG funds to benefit low and moderate income persons, senior residents, and projects which facilitate compliance with the American with Disabilities Act (ADA) and/or historic preservation.

18. Land Use

Create a diversified and balanced mixture of land uses that will support the economic vitality, tax base, and livability of the City.

- 18.1 Complete the Land Based Classification System Inventory (LBCS) to add the following multiple dimensions to the existing land use inventory: Function, Structural Type, Site Development and Ownership.

18.2 Establish a land use pattern that characterizes the City's sub areas as unique destinations consisting of compatible yet diversified uses.

18.3 Continue to develop the City's sub-areas as unique mixed-use employment centers and destinations.

18.4 Offer unified, well-organized residential neighborhoods that provide a variety of housing options in a livable environment for the City's residents.

18.5 Provide for an appropriate amount of mixed-use commercial, office, and industrial uses, located for convenience and safety, resulting in aesthetic business areas in the City.

Sub-Area Plans

18.6 Focus on redeveloping older, outdated, and underdeveloped sites while integrating new construction, upgrading facades, increasing street appearance, parking lot screening & landscape enhancements, and pedestrian connectivity.

18.6 Develop reasonable site design standards and sign regulations for new development and redevelopment within pertinent sub-areas within the City.

18.7 Identify areas ripe for infill housing development and develop future land-banking strategies.

18.8 Plan for a safe, efficient circulation system that provides sufficient access by all modes of transportation between nodes of activity within sub-areas and adjacent residential neighborhoods.

18.9 Establish partnerships between the public sector and private sector for the purpose of understanding the mutual benefits of proposed redevelopment projects.

18.10 Create investment strategies that will increase tax base, and generate additional revenues to finance actions, which support the Plan's goals.

18.11 Provide creative incentives (i.e. Brownfield Redevelopment tools) to private sector participants in redevelopment projects and programs.

18.12 Expand the economic base of the sub-areas by retaining existing jobs while creating new diverse employment opportunities.

18.13 Promote effective communication and a cohesive, cooperative spirit among various public and private leaders in the three communities and County, using the venues and talents of existing civic organizations and committee.

18.14 Enhance the appearance of gateways and portals at strategic locations within sub-areas to include streetscape elements: landscaping, signage, way-finding and art installations.

18.15 Encourage low impact design and sustainable development.

18.16 Support street level uses that are pedestrian-oriented and contribute to the vibrancy of the street

18.17 Establish patterns of land use and circulation that promote the desired pedestrian character of the area.

18.18 Maintain/modify roads and pedestrian walkways, or regulate vehicular traffic or parking.

18.19 Acquire, maintain, and operate properties, off-street parking lots, or contract for such operation by others, where appropriate.

18.20 Construct, maintain, and operate public spaces with bus stops, information centers, and other buildings that serve the public interest.

18.21 Acquire, maintain, and operate real or personal property necessary to implement (re)development.

18.22 Promote economic activity in the sub areas, specifically by initiating market research, public relations campaigns, institutional promotions, and sponsorship of special events and related activities.

18.23 Levy special assessments against land or interests in land, or both; and

18.24 Issue bonds to cover the capital costs of projects, where appropriate.

18.25 Acquire (through purchase, lease, or gift), construct, improve, or operate park and planting areas; and plant and maintain trees, shrubs, and flowers within the sub areas, where appropriate.

18.26 Acquire, construct, clean, improve, or relocate sidewalks, street curbing, street medians, fountains, and lighting within the sub areas, where appropriate.

18.27 Develop and propose lighting standards within the sub areas, where appropriate.

18.28 Provide or contract with public or private entities for security services or purchase security-related equipment or technology, where appropriate (I.e. former Northland Mall site).

18.29 Promote economic activity in the sub areas (i.e. City Centre) by sponsoring cultural or recreational activities; recruiting developers and businesses; promoting and marketing businesses, retail, or industrial development.

18.30 Engage in public relations and market research.

18.31 Acquire, maintain, and operate real or personal property as required.

19. Redevelopment Ready

To be vibrant and competitive, Southfield must be ready for redevelopment. This involves planning for new investment and re-investment, identifying assets and opportunities, and focusing limited resources.

19.1 At least every 5 years after adoption of the Master Plan, the Planning Commission and City Council shall review the master plan and determine whether to commence the procedure to amend the Master Plan or adopt a new master plan.

19.2 Update and formally adopt a 6-year CIP on an annual basis.

19.3 Align the Zoning Ordinance with the goals of the Master Plan.

19.4 Streamline the Site Plan Review process, where feasible.

19.5 Update the City's Economic Development Strategy on a regular basis.

19.6 Repurpose contaminated, blighted, or functionally obsolete properties

19.7 Develop Design Guidelines and standards for various sub areas in the City.

19.8 Investigate the establishment of Neighborhood Enterprise Zone (NEZ) areas designated by the City.

19.9 Work to streamline and modernize the City’s regulatory documents and internal processes, making it easy and efficient to develop in Southfield.

19.10 Establish clear redevelopment goals and be proactive in reaching set goals. Engage community stakeholders for input, priority sites, and identify financial incentives.

19.11 Seek to continually advance the community by promoting “smart growth” principles, embracing cutting edge reinvestment tools, and making the redevelopment process more effective.

19.12 Advertise to developers that Southfield is committed to minimizing approval hurdles and willing to use financial incentives available.

19.13 Adopt a sidewalk improvement ordinance and/or program to install, repair, and/or upgrade sidewalk networks in a timely, orderly, and efficient manner.

20. Zoning Plan

After adoption of the Master Plan, Southfield will align the Zoning Ordinance with the goals of the master plan.

20.1 Conduct a technical review of the Zoning Ordinance text and maps to determine areas for update.

20.2 Review zoning district intent statements to reflect master plan land use recommendations.

20.3 Consider how form based zoning could help achieve community goals. Adopt design standards for appropriate sub-areas within the City.

20.4 Incorporate “Placemaking” elements in areas of concentrated development (sub areas), where appropriate.

20.5 Support the preservation of sensitive historic and environmental features.

20.6 Ensure that industrial districts allow for related compatible uses that serve new economy-type businesses.

20.7 Allow for a variety of housing types within Southfield, where appropriate.

20.8 Support transit oriented development, where appropriate.

20.9 Review flexible parking standards and make revisions where appropriate.

20.10 Update the City’s landscape, screening and design regulations.

20.11 Incorporate sign standards into the Zoning Ordinance to streamline the approval process.

20.12 Review Zoning Board of Appeals (ZBA) cases in the last several years to determine possible areas for Zoning Ordinance text and map amendments.

20.13 Update illustrations and provide photo examples throughout the Ordinance where appropriate.

20.14 Amend the Zoning Ordinance to expand urban agriculture where appropriate, consistent with Sustainable Southfield and the Future Land Use Plan.

Sustainable Southfield

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NOTES

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Sustainable Southfield

A Comprehensive Plan for Now and the Future

APPENDICES

Note: The Sustainable Southfield Appendices are bound in a separate report

