

Northland
Concept Vision
Redevelopment Plan

ACKNOWLEDGMENTS

PREPARED BY:

Southfield City Council

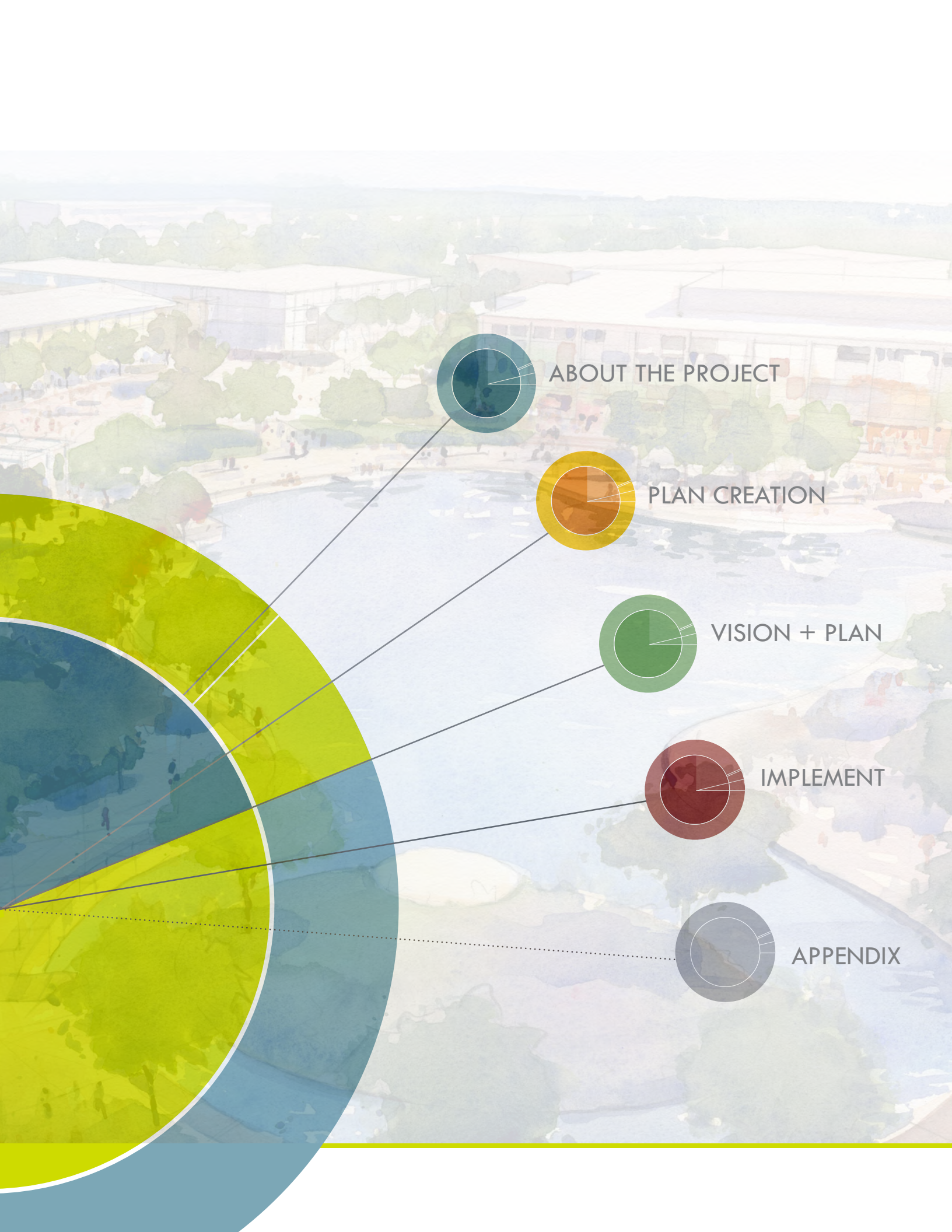
- Mayor - Kenson Siver
- Council President – Myron Frasier
- Council Member – Lloyd Crews
- Council Member – Daniel Brightwell
- Council Member – Donald Fracassi
- Council Member – Michael Mandelbaum
- Council Member – Tawnya Morris
- Council Member – Joan Seymour
- City Clerk – Nancy Banks
- City Treasurer – Irv Lowenberg

Northland Steering Committee

- Kenson Siver – Mayor, City of Southfield
- Myron Frasier (Chair) – President, Southfield City Council
- Lloyd Crews – Southfield City Council
- Donald Fracassi – Southfield City Council
- James Ralph – Chairman, SDDA Board of Directors
- David Farbman – SDDA Board of Directors
- Michael Wiemann – SDDA Board of Directors
- Al Aceves – Executive Director, SDDA
- Fred Zorn – City Administrator
- Sue Ward – City Attorney
- Terry Croad – City Planning Director
- Rochelle Freeman – Economic Development Director
- Nikki Lumpkin – City Purchasing Department
- Anita Preston (Secretary/Nonvoting) – DDA



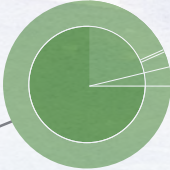
Completed: September 26, 2016



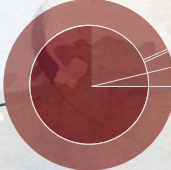
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APPENDIX



About The Project

OVERVIEW

Northland Center opened in Southfield, Michigan, in 1954. The Mall was designed by famed architect Victor Gruen. This was one of the first shopping “Malls” in the United States and at the time of construction, one of the largest in the world. Time, limited updates, and a rapidly changing retail shopping environment caused the mall to close in early 2015. In December 2015, the City of Southfield in cooperation with the SDDA (Southfield Downtown Development Corporation) acquired the 125-acre Northland Center with the goal of facilitating the coordinated development of the site.

In March of 2016, the City of Southfield initiated a process to create a redevelopment plan for the 125-acre Northland Center site (see figure 2). This process was a partnership between the City and the SDDA. The Redevelopment Plan and strategy is technically informed by a thorough analysis of the existing conditions of the property and market conditions, and intuitively informed by community insight. The technical analysis includes analyzing the existing conditions of the site, examining the building/structure, a review of environmental factors on the site, and an assessment of the market conditions and development potential in the effective market area. Local stakeholders and

“YOU NEVER CHANGE THINGS BY FIGHTING THE EXISTING REALITY.
TO CHANGE SOMETHING, BUILD A NEW MODEL THAT MAKES THE EXISTING
MODEL OBSOLETE.”

- BUCKMINSTER FULLER

FIGURE 1: REGIONAL CONTEXT MAP

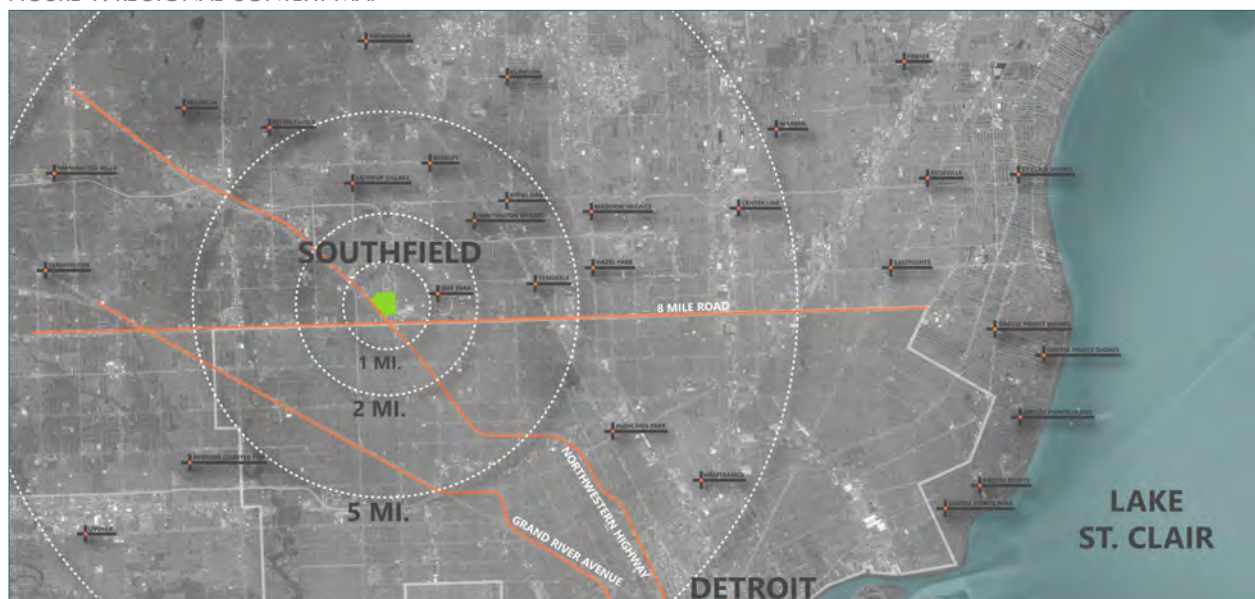


FIGURE 2: PROJECT STUDY AREA



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the general public were engaged throughout the process to share their ideas and aspirations for the redevelopment of this important community landmark.

WHAT IS THE PROJECT GOAL?

The overall goal of the project was to create a redevelopment plan to guide the coordinated development of the site, attract new investment, and create a signature development to serve the Southfield community. Specific goals of the project included:

- Create a new signature development in Southfield that grows the local economy
- Create a new destination for businesses and residents
- Create a shovel ready site by removing obsolete structures and addressing environmental factors on the site
- Reposition the property to its highest and best use in the market place
- Integrate new public space to serve existing and future community programming
- Create physical and social connections to adjoining businesses, neighborhoods, and local 'centers'
- Promote a new image and brand for the site within the community, and externally to future investors
- Build the excitement

WHY IS THIS IMPORTANT?

Creating a vision and plan for the mall site is the first step in guiding the redevelopment of the area. Without a vision/roadmap, it is difficult to identify what is desired, what can be supported by the marketplace, and what can be supported on the site by existing or improved infrastructure. This plan will specifically achieve the following:

- Create a blueprint for the future of the site
- Ensure development happens in a coordinated

manner and outlined and regulate the character and form of future development

- Guide important planning and policy decisions at the local level
- Serve as a marketing tool to communicate the development opportunity to the private sector by identifying the development potential and illustrating the community's vision

In summary, the vision, redevelopment plan and accompanying strategy is an important tool to ensure that this site becomes a successful and integral part of what makes the City of Southfield a great place to live, work, and play

WHO WAS INVOLVED?

The SDDA in cooperation with the City provided oversight in the creation of the redevelopment plan, and are tasked with facilitating the development of the property.

A national team of planners, designers, engineers, market analysts', and developers were engaged to assist in the development of the Redevelopment Plan. The diversity of the planning team worked to ensure every aspect of the redevelopment of the site, and plan herein, was comprehensive and reflected best practices and innovation in mixed-use planning and economic development.

PLAN ELEMENTS

There are five core elements of this planning document. The following is a brief description of the Plan elements and the contents therein.

About the Project

This section outlines the purpose and need of the project, as well as the process followed to create the Plan. The project Study Area is introduced and a regional context is provided for clarity.

Plan Creation

The Plan Creation section includes summaries of the main 'inputs' that informed the development of the Plan. This includes a summary of the public input, market assessment, and technical

site analysis. Collectively these inputs formed the foundation of the Redevelopment Plan.

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This section of the Plan is the primary blueprint for redeveloping the project study area. It contains a set of development principles, a redevelopment plan, district plans and descriptions, as well renderings which define the desired character and quality for future redevelopment. This should be the most referenced section of the Plan and should inform and guide policy, program, and project decisions decision making.

Implement

The implement section of the Plan includes a series of 'next steps' that should be followed to move the Plan from concept to a built project. This includes a list of action items, a phasing plan, and development perspectives.

FIGURE 3: THE ORIGINAL HUDSON'S BUILDING IS AN ICONIC STRUCTURE THAT WAS A FOCAL POINT OF THE MALL





Plan Creation

COMMUNITY INPUT

Engagement of the public is key to any successful plan as it generates ideas from unique perspectives and creates community buy-in. This, in turn, expedites the implementation of suggested policies as community members are more likely to champion and support a plan in which they had a part in creating.

As a crucial portion of this planning process, public participation followed a multi-pronged approach, soliciting ideas and opinions from a diverse community group of residents, stakeholders, and leadership. Each group is detailed below, along with the strategy used to engage the participants.

“DIVERSITY AND INDEPENDENCE ARE IMPORTANT BECAUSE THE BEST COLLECTIVE DECISIONS ARE THE PRODUCT OF DISAGREEMENT AND CONTEST, NOT CONSENSUS OR COMPROMISE”

- JAMES SUROWIECKI, THE WISDOM OF CROWDS

There were numerous levels of public involvement, hundreds of contributors, and thousands of ideas generated and considered as part of the Redevelopment Plan. This included the following:

- 7 Stakeholders Meetings (Property Owners, Developers, Neighbors)
- 5 Steering Committee Meetings
- 2 Public Meetings
- 2 City Council Meetings
- 1 Developer Round-table
- 1 Design Charrette
- Online Engagement

These various platforms for reaching the public revealed intuitive knowledge about the community and informed the overall Redevelopment Plan.

The following is a description of each public involvement step and the outcomes:

Steering Committee

A group of staff, leadership, and DDA representatives were gathered and formed the redevelopment plan steering committee. The committee was tasked with guiding the Plan at regular intervals throughout the process and representing the Plan publicly at stakeholder meetings, public meetings, and council presentations. The various members of the committee were selected for their unique perspectives, aptitude for representing different demographics of the community, and willingness to volunteer their time for this civic project.

During this five-month planning process, the

steering committee met a total of five times, not including any public or council meetings in which they may also have been in attendance. Steering committee members were presented with the existing conditions, solicited for community input, and discussed at length the potential benefits of various elements of the Redevelopment Plan.

Stakeholder Interviews

A group of more than 30 stakeholders was assembled through nominations by the steering committee, DDA, and city staff. The purpose of the stakeholder interviews was to gain strategic insight related to the redevelopment plan for key members of the community that may be significantly impacted by the Plan or have the ability to implement the Plan in the future.

Stakeholders included residents, business owners, brokers and developers, leadership from Providence Hospital and Oakland Community College, as well as area institutions. These stakeholders were interviewed in small group settings with the various groups focused on specific elements of the redevelopment plan and/or opportunity areas related to the plan outcomes. The following ideas were generated by the stakeholders during this process and are in response to the primary question, “What should be considered as part of the redevelopment plan”:

- Sense of Place and Community
- Walkable
- Safe and Clean
- Mixed-Generation
- Respect for the History of the Site
- Mixed-Use Work/ Life Experience
- Retail (at least one anchor)
- Housing (Owner occupied and Rental)
- Office
- Restaurants/ Eateries/ Craft beverages
- Fitness Facility
- Public Gathering Space
- Band Shell – Live Music
- Ice Skating

- People Watching
- Bike Path and Connections
- Programming in Green Space

Public Meeting #1

The first public meeting was held June 22, 2016 at the Southfield Library. The meeting was held in conjunction with the Southfield Family Fun and Safety Night for the purpose of meeting residents at an existing community event attracting hundreds of visitors in a fun and engaging format.

FIGURE 4: KEY OUTCOMES OF PUBLIC MEETING 1



At the meeting community members were engaged with the planning team in activities to gain their perspective on the redevelopment plan. This included asking the question “What do you imagine?” as part of the Redevelopment Plan, and a public space visual preference survey. The outcomes of the meeting informed the creation of the Redevelopment Plan, specifically the type and arrangement of public spaces.

Design Charrette

A design charrette was held as part of the planning process. The purpose of the charrette was to engage the steering committee, staff, and local leadership in a two-day design workshop to create the framework of the Redevelopment Plan. The outcome of the charrette was a draft framework of the redevelopment plan.

City Council Meeting 1

City Council was presented with a draft Redevelopment Plan on August 8, 2016. The purpose of the presentation was to update Council on the plan progress, and solicit feedback on the direction of the plan. Following the presentation, the Plan was updated to reflect the feedback and questions raised.

Developer Round Table

A developer round table was conducted on August 23, 2016 to share the draft redevelopment plan with the developer/broker community. The purpose of the meeting was to gain insight from participants regarding the overall Plan with a focus on the market potential for the various elements/uses contained within the Plan. The meeting also served as a way to raise awareness of the Redevelopment Plan in the marketplace.

Public Meeting 2

A second public meeting was held with the general public on August 23, 2016. At this meeting, a presentation was made to attendees which outlined the planning process, key findings from the public engagement and existing conditions analysis, and an overview of the final draft plan. The presentation was followed by an open house. During the open house, participants reviewed the plan elements and provided comments on the final draft plan. Two questions were posed to participants “what do you like best” and “what would you change”. The following are highlights of the feedback:

What do you like best...?

- The water feature
- Mixed-use and multipurpose design
- Greenspaces
- Pedestrian orientation and walking/biking opportunities
- Downtown spirit

What would you change...?

- Add a recreation center
- More places to eat
- Add an entertainment theater/complex
- More police presence/station
- Secure areas
- Creative adaptive reuse of water tower
- Active adult and age in place housing

FIGURE 5: PARTICIPANTS IMAGINING NORTHLAND AT PUBLIC MEETING 1 (IMAGE SOURCE CANDGNEWS.COM)

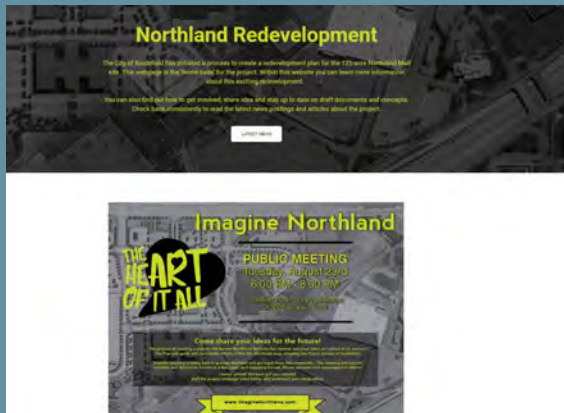


ONLINE ENGAGEMENT

- Online engagement was conducted throughout the planning project. A project website, imaginenorthland.com served as the ‘homebase for the project. On the website, community members and stakeholders could learn about the project, review draft documents and news articles, and provide input in an online public engagement format.

ONLINE FACTS

- 2,000+ Unique Visitors
- More than 4,277 page views



PUBLIC INPUT KEY FINDINGS

- Quality public space with a variety of activities
- Unique and varied opportunities for entertainment/dining
- A safe and clean environment
- Something for everyone: age, ability, interest
- Timeless architecture reflecting the local history (mid-century modern)
- A place that complements and promotes the stability and quality of adjoining neighborhoods and districts

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MARKET ASSESSMENT

Overview

The market study evaluated the level of market support and redevelopment potential of the existing, but closed, Northland Center Mall located in Southfield, Michigan. The market study represents a compilation of data gathered from various sources, including the properties surveyed, local records, and interviews with local officials, real estate professionals, and major employers, as well as secondary demographic material. Although we judge these sources to be reliable, it is impossible to authenticate all data. The analyst does not guarantee the data and assumes no liability for any errors in fact, analysis, or judgment.

Based on the characteristics of the Site Effective Market Area (EMA), a field survey of existing neighborhood retail development, an analysis of the appropriateness of the site for the proposed development, and an analysis of the Site EMA, support levels was established for additional retail, housing (market-rate, condominiums, student, and senior), lodging, and office development on the subject property.

Conclusions and recommendations are predicated on the development of a mixed use property containing, at the least, residential, office and sufficient retail to establish the mixed use “branding” of the property. Such mixed use creates a synergy that maximizes the marketability and rents that can be achieved.

Recommendations

Retail - It is anticipated that the retail component would require 100,000 to 125,000 square feet, including restaurant and entertainment categories. It is important to have sufficient retail space to give the development the credibility of being a mixed-use development.

Market-Rate Apartments - A market exists for multiple development alternatives within the integrated-use development. Residential development is critical to the success of a mixed-use development. It is equally attractive to both employees and employers. There are multiple types

of rental housing recommended for the subject site and each add to the concept of mixed-use. The number of units presented below represents the total units recommended. The recommended size of the units can be found in the appendix and is intended to be a guideline.

Rental housing recommendations include the following (see also Tables 1 - 8):

- Three- and four-story elevator building over storefronts – this component is critical to “branding” the mixed-use concept. It is not necessarily immersed into the core of the development and may be mixed with adjacent retail/commercial space.
- Free-standing three-plus story buildings adjacent to retail/commercial
- Townhouse streetscapes walkable to retail/commercial. These may be in a freestanding neighborhood or used to “clad” parking structures.
- A gated luxury development with large units and expanded personal amenities may also be included.

TABLE 1: RESIDENTIAL OVER RETAIL/COMMERCIAL

UNIT DESCRIPTION	NUMBER	SQUARE FEET	OPENING RENTS*
STUDIO	16	425	\$850
ONE-BEDROOM/1.0 BATH GARDEN	40	725	\$1,250
ONE-BEDROOM/1.0 BATH GARDEN	36	825	\$1,375
TWO-BEDROOM/2.0 BATH GARDEN	36	1,000	\$1,600
TWO-BEDROOM/2.0 BATH GARDEN	36	1,100	\$1,750
THREE-BEDROOM/2.0 BATH GARDEN	16	1,200	\$2,000
TOTAL	180		

TABLE 2: FREESTANDING MARKET-RATE APARTMENTS (SINGLE-STORY UNITS IN A MULTIFLOOR BUILDING)

UNIT DESCRIPTION	NUMBER	SQUARE FEET	OPENING RENTS*
STUDIO	24	425	\$775
ONE-BEDROOM/1.0 BATH GARDEN	44	750	\$1,125
ONE-BEDROOM/1.0 BATH GARDEN	32	860	\$1,300
TWO-BEDROOM/2.0 BATH GARDEN	48	1,000	\$1,450
TWO-BEDROOM/2.0 BATH GARDEN	40	1,150	\$1,550
TWO-BEDROOM/2.0 BATH GARDEN	20	1,250	\$1,600
THREE-BEDROOM/2.5 BATH GARDEN	24	1,400	\$1,850
TOTAL	232		

TABLE 3: TOWN HOME APARTMENTS

UNIT DESCRIPTION	NUMBER	SQUARE FEET	OPENING RENTS*
TWO-BEDROOM/2.5 BATH/ONE-CAR GARAGE	60	1,200	\$1,800
TWO-BEDROOM/2.5 BATH/TWO-CAR GARAGE	24	1,280	\$1,950
THREE-BEDROOM/2.5 BATH/ONE-CAR GARAGE	16	1,350	\$2,250
THREE-BEDROOM/2.5 BATH/TWO-CAR GARAGE	12	1,450	\$2,400
TOTAL	102		

TABLE 4: LUXURY APARTMENTS IN A GATED COMMUNITY

UNIT DESCRIPTION	NUMBER	SQUARE FEET	OPENING RENTS*
ONE-BEDROOM/1.0 BATH GARDEN	16	850	\$1,400
TWO-BEDROOM/2.0 BATH GARDEN	24	1,200	\$2,000
TWO-BEDROOM/2.0 BATH GARDEN	24	1,300	\$2,200
THREE-BEDROOM/2.5 BATH GARDEN	8	1,500	\$2,800
TOTAL	72		

TABLE 5 RESIDENTIAL SUMMARY

UNIT DESCRIPTION	UNITS	MODELS	RENT RANGE
APARTMENTS OVER COMMERCIAL	180	STUDIO, ONE-, TWO-, & THREE-BEDROOM	\$850 - \$2,000
STAND ALONE MIDRISE	232	STUDIO, ONE-, TWO-, & THREE-BEDROOM	\$775 - \$1,850
TOWNHOUSE	102	TWO- & THREE-BEDROOM	\$1,800 - \$2,400
GATED LUXURY	72	ONE-, TWO-, & THREE-BEDROOM	\$1,400 - \$2,800
TOTAL	586		

*Indicates 2018 opening rents

Student - The potential exists to construct a 100-unit (304 beds) student housing development in Southfield, Michigan (Oakland County). This recommendation is based on a spring/summer opening prior to the start of fall 2018 classes. It also assumes that the redeveloped Northland Center site would also be at least partially open. Based on our analysis of the Southfield Site Effective Market Area, interviews with area realtors and school representatives, analysis of school enrollment trends, and current market conditions, it is our opinion that a market exists for a student housing development which can include 174 beds, combined with the 304 beds recommended for the subject site, which increases the total purpose-built beds in the EMA to 478. This represents 6.4% of the potential resident base, recognized as an excellent penetration rate (see Table 6).

Senior - Based on the results of the demand analysis, there appears to be a deficit or unmet demand for a total of up to 734 assisted-living units and 438 memory care units in the Southfield EMA submarket (see Table 7).

Lodging - Three market segments (commercial, leisure, and meeting and group) provide support for lodging facilities in the area. The following is our estimate of support for the proposed hotel by market segment for the first 5 years of operation:

There is the potential for two hotel concepts to be developed at the subject site:

- A Midscale (such as a Sleep Inn or Wingate) lodging facility with at least 100 rooms and 20,000 to 25,000 square feet of conference and meeting space. Room rates would be in the \$125 to \$150 range. This facility should be integrated into the residential/office components of the development.
- The second facility would be an Upper Midscale facility (such as a Wyndham Garden Inn or Hyatt House). We would anticipate up to 108 rooms with an average rate of \$150 to \$160.

Office – As detailed within the market study section of the appendix, a market exists for up to 200,000 square feet of office space at the subject site assuming the project is developed as detailed in the report in the appendix. The market study suggests that Class B space integrated into the retail area of the redevelopment and is summarized as follows (see also Table 8):

- This would be second-and third-floor space. As with residential, office tenants are responding to the integrated-use developments as a vibrant work environment.
- Class B space adjacent to the retail center.
- Class B space remote from the retail area but in a campus environment.
- While remote, there is the potential that a Class A “signature” building could also locate in this area.

TABLE 6: PURPOSE-BUILT STUDENT HOUSING

UNIT TYPE	UNITS	# OF BEDS	SQUARE FEET	RENT PER BED	RENT PER BED
ONE-BEDROOM, 1.0 BATH GARDEN	16	16	650	\$1,200	\$1,200
TWO-BEDROOM, 2.0 BATH GARDEN	24	48	925	\$825	\$1,650
FOUR-BEDROOM, 4.0 BATH GARDEN	60	240	1,400	\$700	\$2,800
TOTAL	100	304			

TABLE 7: SENIOR HOUSING SUMMARY

SPACE CATEGORY	SITE EMA		DISTRIBUTION OF UNITS	SITE EMA
FACILITIES	3		SLEEPING ROOMS	38
UNITS	325		STUDIO	207
BEDS	345		ONE-BEDROOM	30
BEDS OVER \$3,500 (BASE)	104		TWO-BEDROOM	20
DEFICIT	734		TOTAL	325

TABLE 8 OFFICE SUMMARY

SPACE CATEGORY	SQUARE FEET	LEASE RATE FULL SERVICE
INTEGRATED W/ RETAIL	40,000	\$22.00
ADJACENT TO RETAIL	90,000	\$20.00
OFFICE CAMPUS	70,000	\$18.00
TOTAL	200,000	\$21.62

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TECHNICAL ANALYSIS

Northland Center has been in existence for more than 60 years. The historical and current conditions of the Mall and adjacent area provide important context which will help provide a foundation for the future redevelopment of this property. Extensive research and analysis was performed in order to create a redevelopment plan. The technical analysis for the Northland Redevelopment Plan includes several key components: a physical conditions site analysis, an adjacent property ownership review, a preliminary environmental assessment, a preliminary structural analysis of the mall structure (specifically the Hudson's/ Macy's), a view and access analysis as well as an initial review of the site for adaptive reuse opportunities (see Figure 6).

Context

The City of Southfield, MI is located approximately 14 Miles northwest of Detroit, MI. Based on 2012 census data, the population is slightly over 72,000 people and growing. Southfield initially developed as a relatively close residential and commercial community for the Detroit workforce. As growth around Detroit continued, other communities farther north and west became more appealing for population and job expansion. In recent years, Detroit has experienced a renaissance and the changing workforce location has again made the City of Southfield an attractive and proximate location for families and employers.

The City of Southfield is home to eight colleges including Lawrence Technological University, Everest Institute, and Oakland Community College (1). In addition, Southfield includes more than 100 Fortune 500 companies (2). As a key location for both higher education and successful businesses, Southfield is uniquely positioned to capitalize on the changing demographic and lifestyle preferences.

View Analysis

The existing Northland Center site is an expansive property with visual and physical adjacencies to Providence Hospital, several high-rise residential towers, commercial property along Greenfield Road, and several single-family neighborhoods to the east and west. Although the property is situated

very close to M10 (Northwestern Highway), due to the lowered design of the highway, the site is relatively high above the cavernous freeway with limited visual or auditory exposure. Although the freeway vertical separation could be perceived as a detriment for commercial development, as identified within the Market Analysis report, this does present opportunities for a unique mixed-use (residential, retail, office, and open space) development. There are several access point to Northwestern Highway in both the north and south directions.

Access

Northland Center is wedged between, and bounded on all sides by significant roadways. As discussed above, the site can be accessed from Northwestern Highway, at the 8 Mile Road exit. Greenfield Road provides primary North/ South access. To the south, 8 Mile Road, provides a historically significant connection to the Detroit area. 9 Mile Road, to the North is another important tie to the broader community. Although the site is not directly adjacent to 9 Mile Road, Providence Drive provides a recently reconstructed, attractive, and significant vehicular and pedestrian connection to the North and 9 Mile. In addition, J.L. Hudson Drive and Northland Drive offer existing signalized access for the Northland property. James Street and Miller Street to the east offer alignment and access opportunities which at least one of which should be utilized.

Pedestrian and non-motorized connections exist along Greenfield Road and to lesser extents, 8 and 9 Mile Roads to the north and south. While the site can be accessed by foot or bike, neither are currently well integrated into the Mall site.

Architecture

Architecture is a significant part of the history of the City of Southfield. Southfield contains a wealth of unique Mid-Century Modern architectural gems. The original Hudson's building, within Northland Center, is a direct reflection of the tie to Mid-Century modern architecture in the Midwest. The importance of conserving and reflecting on

this rich architectural traditional was reiterated throughout the public engagement process. Although a direct preservation of a complete structure is unlikely due to a dramatic change in generational lifestyle preferences, both the existing Hudson's structure and the main portion of the power plant and maintenance buildings are primary considerations for adaptive reuse on the site.

FIGURE 6: COMPREHENSIVE SITE ANALYSIS DIAGRAM



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ENVIRONMENTAL

Phase I ESA Findings

Former Northland Mall and Firestone Building

AKT Peerless completed a Phase I ESA of the former Northland Mall and Firestone Building on December 3, 2015 on behalf of the City of Southfield in conformance with the scope and limitations of American Society for Testing and Materials (ASTM) Standard Practice E 1527-13. Please refer to Figure 2 for building references and properties evaluated for the Phase I ESA. See the attached appendix for specific map locations referred to herein this section. The following recognized environmental conditions (RECs) were identified during AKT Peerless' December 2015 Phase I ESA:

- The results of previous subsurface investigations conducted on the subject property by various consultants between 1991 and 2005 have identified several volatile organic compounds (VOCs) (including tetrachloroethylene (PCE) and trichloroethylene (TCE)), polynuclear aromatic hydrocarbons (PNAs), and lead within on-site soil and groundwater samples collected from Parcels A and D (near and within Subject Buildings 2 and 3) exceeding the current Michigan Department of Environmental Quality (MDEQ) Part 201 Residential Cleanup Criteria (RCC). Based on these laboratory analytical results, the subject property meets the definition of a facility, as defined in Part 201 of the NREPA, Michigan Public Act (PA) 451, 1994, as amended.
- Subject Building 3 formerly operated as a filling/service station beginning in 1955 until the mid-1970s, and utilized at least two 10,000-gallon underground storage tanks (USTs), which were reportedly closed in place and remain at the site. This property also utilized fuel oil as a heating source prior to the connection to natural gas. Additionally, assessing records identified the possible presence of two 4,000-gallon USTs. It is unknown if the fuel oil was stored in above ground or below ground storage tanks.
- During AKT Peerless' site reconnaissance, significant oil staining was identified on the floor of the motor oil and used oil storage area of Subject Building 3. Based on a review of the historical reports provided to AKT Peerless, no sampling activities have been conducted within this area of Subject Building 3. The possibility exists that petroleum based oils/fluids, paints, and solvents have impacted subsurface conditions of the subject property.
- Parcel A historically utilized four 25,000 gallon-fuel oil USTs and two 2,000 gallon-gasoline USTs, which were removed from the subject property in 1989 and 1990. The two 2,000 gallon-gasoline USTs were replaced with one 4,000-gallon UST which currently remains at the subject property, near Subject Building 2. Additionally, Subject Building 2 formerly utilized an in-ground hydraulic hoist which has since been removed. Previous subsurface investigations were conducted near these USTs and hoist location, and identified both soil and groundwater contamination. AKT Peerless was not provided with full copies of these investigations which would identify all of the sample locations, sample depths, and analytical data reports. Additionally, an MDEQ inspection report noted that the dispensers located near Subject Building 2 do not contain dispenser sumps.
- The former J.C. Penny Auto Center is located on the eastern portion of Parcel A, on a separate parcel not included as part of this Phase I ESA. This parcel has been utilized for automotive repair operations since at least 1980, and formerly utilized at least four USTs as identified on the MDEQ Storage Tank Information Database. No information regarding UST installation and removal dates, business practices, or other environmental data was identified for three of the four USTs. The fourth UST was reported to have been removed from the ground.

This assessment also identified the following controlled recognized environmental condition (CREC):

CREC 1 - A Notice of Approved Environmental Remediation (NAER) was filed with the Oakland County Register of Deeds on June 26, 2001. This NAER states that a legally described portion of 21125 Greenfield Road (Parcel D), currently occupied by Firestone, is restricted to the commercial land-use category (non-residential) as defined in Part 201, based on the presence of documented soil and groundwater contamination exceeding residential and/or non-residential cleanup criteria.

Based on this information, AKT Peerless concluded that the subject property would require further investigation and/or assessment to determine the nature, extent, magnitude, and materiality of these identified conditions.

Former Target

AKT Peerless conducted a Phase I Environmental Site Assessment (ESA) for Target in accordance with United States Environmental Protection Agency (USEPA) Standards and Practices for All Appropriate Inquiries [(AAI), 40 CFR Part 312] and ASTM Standard Practice E 1527-13 (ASTM Practice E 1527). This Phase I ESA was performed for the City of Southfield (Client) in connection with an anticipated acquisition of the subject property.

The Phase I ESA revealed no evidence of known Recognized Environmental Conditions (RECs), Controlled Recognized Environmental Conditions (CRECs) or Historical Recognized Environmental Conditions (HRECs) in connection with the subject property. No additional environmental site assessment was recommended.

Phase II ESA Results for the former Northland Mall and Firestone Building

To further evaluate the RECs identified in AKT Peerless' December 2015 Phase I ESA, AKT Peerless conducted a subsurface investigation of the Northland Mall and Firestone Building on behalf of the City of Southfield in accordance with

ASTM Designation E 1903-97 "Standard Guide for Environmental Site Assessments: Phase II Environmental Site Assessment Process."

AKT Peerless' January 2016 Phase II ESA included: 1) a targeted ground penetrating radar survey, (2) the advancement of 12 soil borings, and (3) the collection of 12 soil samples, one groundwater sample, and two soil gas samples. The following samples were submitted for laboratory analyses:

- 12 soil samples for leaded gasoline parameters¹, light distillate oils (LDO), MTBE, VOCs, PNAs, Michigan metals, and/or PCBs.
- One groundwater sample for Michigan metals, LDO, leaded gasoline parameters, and MTBE.
- Two soil gas samples for VOCs.

Based upon on a review of AKT Peerless' soil and groundwater sample laboratory analytical results in conjunction with MDEQ, Public Act 451, Part 201 Cleanup Criteria and Screening Levels guidance document, AKT Peerless concludes that the soil and groundwater in the investigated areas at the subject property contains hazardous substances at concentrations that exceed the MDEQ Part 201 RCC for soil. Therefore, the subject property is a facility, as defined in Part 201 of the NREPA, Michigan Public Act (PA) 451, 1994, as amended. Refer to Figures 3A/B and 4A/B for site maps depicting the sample locations and contaminants that exceed MDEQ RCC.

Based on the analytical results obtained during AKT Peerless' January 2016 Phase II ESA, and during previous subsurface investigations of the subject property, AKT Peerless and others have identified the presence of select metals, PNAs, and VOCs in soil generally located west and north of Subject Building 2 (Powerhouse), on the eastern side of the former JC Penny Auto Center Building and within and surrounding Subject Building 3 (Firestone) at depths ranging from generally beneath the building slab to an approximate depth of seven feet bgs. In addition, lead and select PNAs and VOCs were also identified in groundwater from monitoring wells located within Subject Building 3

(Firestone), and within and near Subject Building 2 (Powerhouse). See Figures 3A/3B/3C, 4A/4B and Figure 5 for a Site Map with Laboratory Analytical Results Exceeding MDEQ RCC.

Current Due Care Recommendations and Completed Activities

Underground Storage Tank Removal

One 4,000-gallon gasoline underground storage tank (UST) designated "UST-8", two dispenser islands, and associated product piping were formerly located on the western exterior of the

Northland Mall Maintenance Building.

In May 2016, the City of Southfield retained AKT Peerless to conduct UST removal and oversight activities related to UST-8 and the associated UST system consisting of product piping and two dispensers. On June 23, 2016, under the supervision of AKT Peerless, HM Environmental removed UST-8 from the ground. AKT Peerless did not observe evidence of a release at that time and collected samples in accordance with Part 211, which applies if no release has occurred. The analytical results indicated concentrations of benzene, ethylbenzene, toluene, and xylenes (BTEX) above MDEQ Part 213 Risk Based Screening Levels (RBSLs) for drinking water and groundwater surface water interface RBSLs. Although the criteria exceeded is not applicable to the site, contamination detected above laboratory method detection limits triggers Part 213, meaning that a release must be reported within 24 hours. Based on the results and previous data collected, it is not anticipated any remedial action will be necessary.

The UST removal area has been backfilled. On August 30, 2016 a final survey of the UST removal was completed and a UST Closure report will be submitted to the MDEQ by September 23, 2016.

Firestone Building Sample Results and Hoist Removal

The results of previous subsurface investigations conducted on the Firestone property (21125 Greenfield Road) by various consultants

between 1991 and 2005 have identified several volatile organic compounds (VOCs) (including tetrachloroethylene (PCE) and trichloroethylene (TCE)), polynuclear aromatic hydrocarbons (PNAs), and lead within on-site soil and groundwater samples exceeding the current Michigan Department of Environmental Quality (MDEQ) Part 201 Residential Cleanup Criteria (RCC). Based on these laboratory analytical results, the subject property meets the definition of a facility, as defined in Part 201 of the NREPA, Michigan Public Act (PA) 451, 1994, as amended.

Additionally, during the Phase I ESA, AKT identified several hoists still existing at the Firestone Building. Several of the hoists contained hydraulic tanks/reservoirs. These could pose a future environmental concern associated with the property.

AKT Peerless conducted sub-slab soil gas sampling (AKT-SG1 and AKT-SG2) to address the soil vapor to indoor air inhalation exposure pathway. Based on the sub-slab soil gas laboratory analytical results, concentrations of tetrachloroethylene were identified at concentrations above the May 2013 Guidance Residential Vapor Intrusion Shallow Soil Gas (Sub-Slab) Screening Level within the Firestone building.

Currently, this property (21125 Greenfield Road) is zoned for commercial purposes and has a commercial land use restriction recorded with the Oakland County register of deeds, which requires that the property only be utilized for non-residential operations. Additionally, the site is vacant and not in use. Based on the current zoning as Non-Residential and no occupants reside in the building, the contaminants detected do not pose an unacceptable risk. However, the tetrachloroethylene concentration within AKT-SG1 was more than 10x the respective soil gas screening level. The MDEQ guidance document referenced above, recommends that for sites where a known source of vapors remains (which is currently present beneath the Firestone building) and the intent is to show that there is no risk of those vapors causing a VI condition, a total of four sampling events that include full quality assurance/quality control (QA/QC) would be needed to adequately address the

seasonal and temporal variability. Additionally, the MDEQ criteria for vapor intrusion is anticipated to change in 2017. AKT Peerless recommends addressing the VI condition in more detail when a developer has an interest to purchase the site.

The previous owner requested to remove the existing hoists and all hydraulic fluid at the Firestone Building. On August 11, 2106, AKT Peerless observed the removal of hydraulic tanks/reservoirs from each of the two-post hoists that had removable tanks and from the four-post hoist. All remaining hydraulic lines were drained of hydraulic fluid. Any fluids that were drained were removed from the site with the hoist components and will be re-used when the hoists are re-installed or will be recycled. AKT did not witness the removal of any of the hoists themselves, after all hydraulic components were removed, the hoists were unbolted from the concrete slab and prepped for removal. AKT was not present for the removal of the hoists themselves as there was no potential environmental concerns with this portion of the removal.

Redevelopment Environmental and Incentive Recommendations and Activities

The following are recommended next steps prior to redevelopment that are necessary to evaluate redevelopment costs, identify potential incentives and market the site to developers. The following items are not necessarily current due care obligations required by MDEQ for the City of Southfield at the subject property.

UST Removal Area, Firestone and Former JC Penny Auto Center

Currently the City of Southfield has no additional due care obligations associated with the UST removal area, Firestone or JC Penny Auto Center, based on the laboratory results and report summaries identified above. However, it should be noted that future owners and redevelopment of these areas may require additional due care obligations based on the ownership structure, proposed new use and site plan design.

Asbestos and Hazardous Material Survey and Specification Preparation

As part of the due diligence activities completed at the subject property, AKT Peerless was provided with an Asbestos Survey Report prepared for the subject property by Innovate Environmental Solutions, Inc. on behalf of Earth Tech, Inc. in August 2000. A review of this report identified that numerous asbestos samples were collected at the subject property; however, maps identifying sample locations were not provided with the report.

Because the facility is potentially slated for demolition, it is subject to Environmental Protection Agency (EPA) National Emission Standards for Hazardous Air Pollutants (NESHAP) standards. According to the NESHAP, a ‘thorough’ survey must be performed and suspect materials must be delineated and sampled.

Additionally, during Phase I ESA activities, AKT Peerless noted several polychlorinated biphenyl (PCB)-containing transformers within the Powerhouse. Prior to any demolition or renovation activities, a hazardous material (HM) survey should be completed at the subject property to identify hazardous building components and materials including universal hazardous wastes that are required or recommended to be removed from Type II general refuse and Type III demolition debris waste streams for recycling or special disposal procedures. These materials include universal hazardous wastes and regulated materials/wastes such as PCB-containing light ballasts, PCB-containing transformers, batteries, chlorofluorocarbon-containing equipment, smoke detectors, exit signs, and mercury light tubes and switches.

AKT Peerless began the ACM and HM survey for the Target Building in June of 2016. No bulk samples tested positive for asbestos content in the subject building. Tagged fire doors were assumed asbestos-containing. The HM survey was conducted to identify universal hazardous wastes or regulated materials/wastes. No intrusive examination or contact with manufacturers, sample collection, or testing of this equipment was performed. Since the electrical power was on during the inspection, all

light ballasts were assumed to contain PCBs. No sampling of any hazardous component materials was performed. AKT Peerless completed an inventory of hazardous/universal waste materials and containers at the Target Building. AKT Peerless will provide the ACM and HM report to the City of Southfield under separate cover.

Concurrent with the Target Building ACM and Hazardous Material Survey, AKT Peerless began the ACM and HM survey for the Northland Mall interior (including Macys), the Northland tunnels/basement and the Powerhouse. An extreme variety and complexity of building materials required many more samples than originally anticipated. This was due in large part to the Northland interior Mall portion based on the variety of store fronts and different materials used since its original construction in the mid-1950s. AKT Peerless will provide the results of the ACM and HM survey to the City of Southfield under separate cover.

Brownfield Plan and Act 381 Work Plan

An approved Brownfield Plan authorizes the use of tax increment revenue (“TIR”) to reimburse the costs of certain eligible activities (e.g., environmental investigations, due care activities, lead and asbestos survey and abatement, demolition, site preparation and public infrastructure). AKT Peerless recommends preparing a Brownfield Plan to include eligible activities already completed for the subject property (e.g. BEA activities and due care compliance activities) and activities anticipated to be completed by the City in the near future in preparation of the redevelopment of the site. This may include additional investigations, environmental due care or response activities, asbestos survey and abatement, demolition and other eligible activities. Further, preparing a Brownfield Plan in the short term will set the initial taxable value at \$0, thus all taxes produced on the property from redevelopment will be considered incremental and available for capture. If necessary, the Brownfield Plan can be amended at a later date to include other eligible activities once redevelopment plans are completed.

In addition, the Michigan Strategic Fund (MSF) and the Michigan Department of Environmental Quality (MDEQ) must approve an Act 381 Work Plan in order to utilize TIR from school taxes for reimbursement of certain environmental and non-environmental eligible activities. It is recommended that an Act 381 Work Plan be developed for the respective agencies once developers have been identified for the subject property. The Act 381 Work Plan can be amended at a later date to include other eligible activities once additional developers have been identified.

AKT Peerless has been working with the City of Southfield, the Southfield Downtown Development Authority (SDDA), the City of Southfield Brownfield Redevelopment Authority (SBRA) and OHM to identify eligible activities based on the redevelopment plans and proposed investment at the site. The Brownfield Plan can be completed once these items are identified. Additionally, it is anticipated that an Interlocal Agreement will be developed to share TIR from the DDA with the SBRA to reimburse eligible activities.

AKT Peerless has developed some preliminary TIR projections for the Brownfield Project which are described below. Please note, these are preliminary projections based on a set of assumptions. The final Brownfield Plan will more accurately reflect eligible activity costs, build-out schedule, estimated payback and TIR sharing between the SDDA and SBRA, which will be provided to the City of Southfield under separate cover.

Assumptions:

- Post-Development taxable value of \$50 million
- TIR projections assume full build-out
- TY2015 City of Southfield tax millage rates
- Act 381 Work Plans are approved by the MDEQ and MSF authorizing state school tax capture
- 75% of the local taxes captured by the DDA are shared with the SBRA

- Brownfield Eligible Activities costs are estimated at approximately \$21 million and includes the following:

- » Environmental Assessments
- » Health & Safety Plans
- » Soil Excavation, Transportation and Disposal (if needed)
- » Section 7a Compliance Analysis (Due Care Plan), Due Care Activities and Additional Response Activities
- » Brownfield Plan and Act 381 Work Plan Preparation
- » Asbestos, Lead, and Hazardous Materials Survey / Abatement (if needed)
- » Pre-Demolition Surveys
- » Site Demolition (Utility, Site Improvements, Pavement Demolition and Removal/Disposal)
- » Above Grade Building Demolition and Removal/Disposal (interior, part or whole)
- » Subsurface Building Demolition and Removal/Removal (Non-Contaminated Construction Debris)
- » Demolition: Project Management, Field Oversight, Documentation, Expenses and Fees
- » Site Preparation Activities (Staking related to Eligible Activities, Geotechnical Engineering, Clearing and Grubbing, Temporary Construction Access and/or Roads, Temporary Facility, Temporary Traffic Control, Temporary Erosion Control, Temporary Site Control, Excavation for Unstable Material, Foundation Work to Address Special Soil Concerns, Fill, Dewatering Related to Eligible Activities, Land Balancing, Grading, Relocation of Active Utilities Compaction & Sub-base Preparation related to Eligible Activities, Cut & Fill Operations, Retaining Walls in Downtowns, Temporary Sheeting/Shoring, Soft Costs related to Eligible Activities, etc.)
- » Infrastructure Improvements (Curbs and

Gutters in Public Right-of-Ways (ROWs), Landscaping in Public ROWs, Lighting in Public ROWs, Roads in Public ROWs, Utilities in Public ROWs, Sidewalks in Public ROWs, Signage in Public ROWs, Vertical Parking Decks-Integrated and Underground, Urban Storm Water Management Systems, etc.)

Considering the above assumptions, at full build-out, it is anticipated that \$21 million of eligible activities will be repaid in approximately 12 years. As mentioned above, these are assumptions and these may change in the final Brownfield Plan.

The Brownfield Plan is anticipated to be completed in October and presented to the SDDA, SBRA and the Southfield City Council in the month of October and November.

SITE CIVIL CONSIDERATIONS

Existing Condition

The existing Northland Mall site comprises an area of approximately 140 acres. This area is subdivided into two drainage sub areas. The northern sub area includes parking lots north of the Mall building. Drainage is conveyed via overland flow to catch basins within J.L. Hudson Drive. These catch basins eventually connect with the 72-inch diameter Northwestern Drain which is under jurisdiction of the Oakland County Water Resources Commissioner's (WRC) office. This drain passes under the Lodge Freeway via a siphon and connects with the 8 Mile Drain (WRC jurisdiction) with ultimate discharge to the Rouge River west of the site.

The southern sub area includes the Mall building and areas southeast to Northland Drive. This includes the depressed parking area fronting Northwestern Highway. This depressed area is drained through use of a pump station which discharges to a trunk sewer just north of Northland Drive which conveys flow eastward. The eastern portion of the mall property discharges to a series of catch basins along Greenfield Road which are carried south via a storm sewer which combines with the Northland Drive trunk sewer before discharging to the 8 Mile Drain.

The site, in its current condition, is almost entirely paved with an estimated impervious factor of 0.86. It is worth noting that while 100% of the site runoff discharges to the Rouge River, the site also sits within the George W. Kuhn drainage district. Future development efforts should ensure that stormwater runoff credits are applied to landowners in this district.

Proposed Condition

Design Parameters

For the intents of the site redevelopment, the Oakland County Water Resources Commissioner's draft rules for stormwater management were utilized. These new rules mark a change in requirements which provide relief to brownfield redevelopment projects by reducing detention requirements if impervious area is decreased. In addition, these rules require the use of low impact design elements such as rain gardens to help treat and reduce site runoff volume. Rules for storm water conveyance remain unchanged which dictate designing for the 10-year design event.

Stormwater Management

Based on the proposed condition which reduces overall impervious from 0.86 to 0.75 and the draft WRC rules, no detention will be required for the redevelopment. However, the preferred site design does include a water feature within the site. The pond will be utilized as a public feature, but it will also provide for further reductions in peak flow rate beyond the regulatory requirements.

Site Conveyance

In general, properly installed reinforced concrete stormwater infrastructure can last upwards of 100 years. Where possible, it is recommended that existing infrastructure is retained. The Plan recommends portions of trunk sewers on the north, south, and east limits of the site are maintained where possible. The overall decrease in impervious rate and flow rate reductions employed within the site design will help assure that these existing assets can be utilized in the redevelopment without alteration or upsizing. Beyond these trunk sewers, it is recommended that new sewer be constructed

within roadways that are sized to convey discharge from each of the sites within the development. These will also serve for road drainage which will allow for the site to be property drained preceding development.

Stormwater Treatment

The WRC draft rules will require that stormwater treatment is provided for the first 1" of rain events. As part of this, it is envisioned that on site green infrastructure will be utilized within individual developments and within designated areas of the plan. In addition, roadway runoff will be treated through use of offline rain gardens, swales or planter boxes. Due to the presence of stiff clay soils in these areas, underdrain systems will be required.

Pond Feature

The existing topography of the site generally conveys drainage from the mall buildings to the right of way. As a result, the site design will need to carefully consider capturing and routing upland portions of the site to the detention pond to ensure that adequate runoff is provided to balance the water budget of the pond. It is also recommended that the pond include a permanent pool to ensure that vegetation can stabilize. Based on a review of elevations of receiving trunk sewers, the existing pump station will be removed and replaced with a gravity outlet. Due to existing invert elevations of sewers, a deeper pond can be attained by shifting portions of the site to the northern drainage sub area. Alterations to these areas will require considerations to ensure that runoff rates do not exceed current conditions.

Water Main

The existing site is served by a combination of public and private water mains. Under the proposed plan, all private water main and associated meter pits would be removed. New public water main with hydrants and valves is proposed to follow internal roadways to allow for proper fire coverage and provide ready to serve sites. Sites will be responsible for taps and service lines.

Sanitary Sewer

The Northland property as well as areas south of Northland Drive are currently served by a 24-inch gravity sanitary sewer west of Greenfield Road within the Northland site that is tributary to the George W. Kuhn drainage district. The current and prior peak uses of the site equated to an estimated 380 residential equivalency units. The proposed development represents a significant increase to nearly 1300 REU.

Northland Mall and the Vibe Credit union (located at Northland Drive & Northwestern Highway) are currently served by an existing sanitary sewer lift station within the Mall building. As part of the development, the lift station would be replaced with a new lift station to be located adjacent to the existing 24-inch sewer along Greenfield Road. The lift station would be set at a depth to capture all portions of the site. Property south of Northland Drive (Northland Towers) could also be served by this pump station by providing additional depth provided at the lift station. This would allow for the abandonment of an existing private pump station and force main that pass through the Northland site.

While the proposed plan results in a significant increase to the sewer use, the existing infrastructure immediately downstream of the site appears capable of conveying the additional flows. Therefore, sewer work will be limited to collectors within the site which will parallel public roadways. As with water main, individual sites will be responsible for taps and internal site piping.

Road Infrastructure

The project includes several internal roadways to serve the proposed uses within the site. The roadway cross sections will generally be 12' lanes with public angle parking provided in many areas to serve the various uses and public spaces. Roads will be constructed in accordance with the City's engineering standards based on intended traffic volumes and types. The roadways will also include sidewalk along with ADA compliant crossings to encourage pedestrian mobility. Street lighting should also be considered along the corridors.

Structure

Upon visual inspection of the tunnel, the following observations were made:

The tunnel is framed with concrete columns and beams with cast-in-place pan slab construction. The main slab over the tunnel appear to be in good condition with little abuse, and little visible spalling or water damage. Some corrosion of structural steel headers in the storage rooms show signs of delamination under the fireproofing. Since the current master plan assumes most of the existing mall and tunnel will be removed, these issues are not of concern.

The structure of the former Macy's building, which is envisioned as remaining in the current master plan, appear to be cast concrete columns with concrete frames and pan slabs. While the structure appears to be in good condition, a more thorough analysis should be undertaken in conjunction with future design studies for the reuse of the building.

FIGURE 7: CORRODED STEEL UNDER FIRST FLOOR



FIGURE 8: WATER DAMAGE IN SOUTH TUNNEL



The Vision + Plan

OVERVIEW

The foundation of the Redevelopment Plan is a set of development principles. Informed by the key findings from the Plan Creation section, the development principles should serve as a set of policy guides to test and align future design and development decisions in the study area. As development occurs, it must be tested against the principles in this section, to verify it meets the overall intent of the Redevelopment Plan.

“IF YOU ARE WORKING ON SOMETHING EXCITING THAT YOU REALLY CARE ABOUT, YOU DON'T HAVE TO BE PUSHED. THE VISION PULLS YOU.”

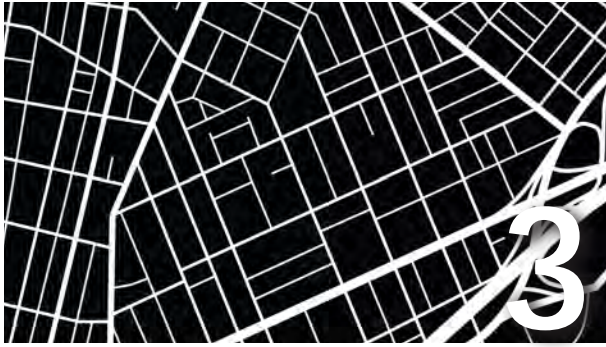
- STEVE JOBS



A STRONG PEDESTRIAN AND VEHICULAR NETWORK WHICH INTEGRATES INTO THE FABRIC OF THE DISTRICT



DYNAMIC PUBLIC SPACES WHICH UNIFY THE ENTIRE DEVELOPMENT



A STREET SYSTEM WHICH HELPS DEFINE DEVELOPMENT DISTRICTS WITH THE FLEXIBILITY TO ADAPT TO MARKET CONDITIONS



A DEVELOPMENT THAT COMPLIMENTS EXISTING LAND USE PATTERNS



INTEGRATION OF INNOVATIVE AND SUSTAINABLE SOLUTIONS



A PLAN THAT CAPITALIZES ON THE UNIQUE CHARACTERISTICS (TOPOGRAPHY, TUNNELS)



CONSIDERATION AND INTEGRATION OF ADAPTIVE REUSE OPPORTUNITIES

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PLAN VISION

The vision for the redevelopment of Northland Center is a unique opportunity for the citizens and leadership of the City of Southfield to guide development which responds to the needs of current and future generations. The Plan was created through a skillful process of stakeholder interviews, public engagement, market analysis, physical analysis, and direct development experience. The vision and associated Redevelopment Plan for Northland Center is based on the realities of the market analysis and the flexibility of logical development districts. The development within these districts can be implemented in methodical phases to ensure the highest probability of success. This vision is for a dynamic mixed-use destination with a variety of activities focused around a series unique public spaces linked through a greenspace network.

Through this process, the planning team listened, learned and incorporated the desires and needs of the residents and visitors of The City of Southfield for a unique space to live, work, and play. The Plan incorporates a mix of uses that encourages more consistent activity throughout the day which can enhance the sense of a safe environment. The Plan identifies development space which is appealing to both local and regional entrepreneurs. The Plan also identifies opportunities for adaptive reuse of selective site structures.

In addition to the elements identified within this vision, development standards should be created to facilitate the thoughtful and unified appearance of this long term redevelopment effort. These development standards and guidelines would work in conjunction with the established Southfield O.D.D. (Overlay Development District) requirements.

FIGURE 9: CONCEPT DEVELOPMENT OPTIONS

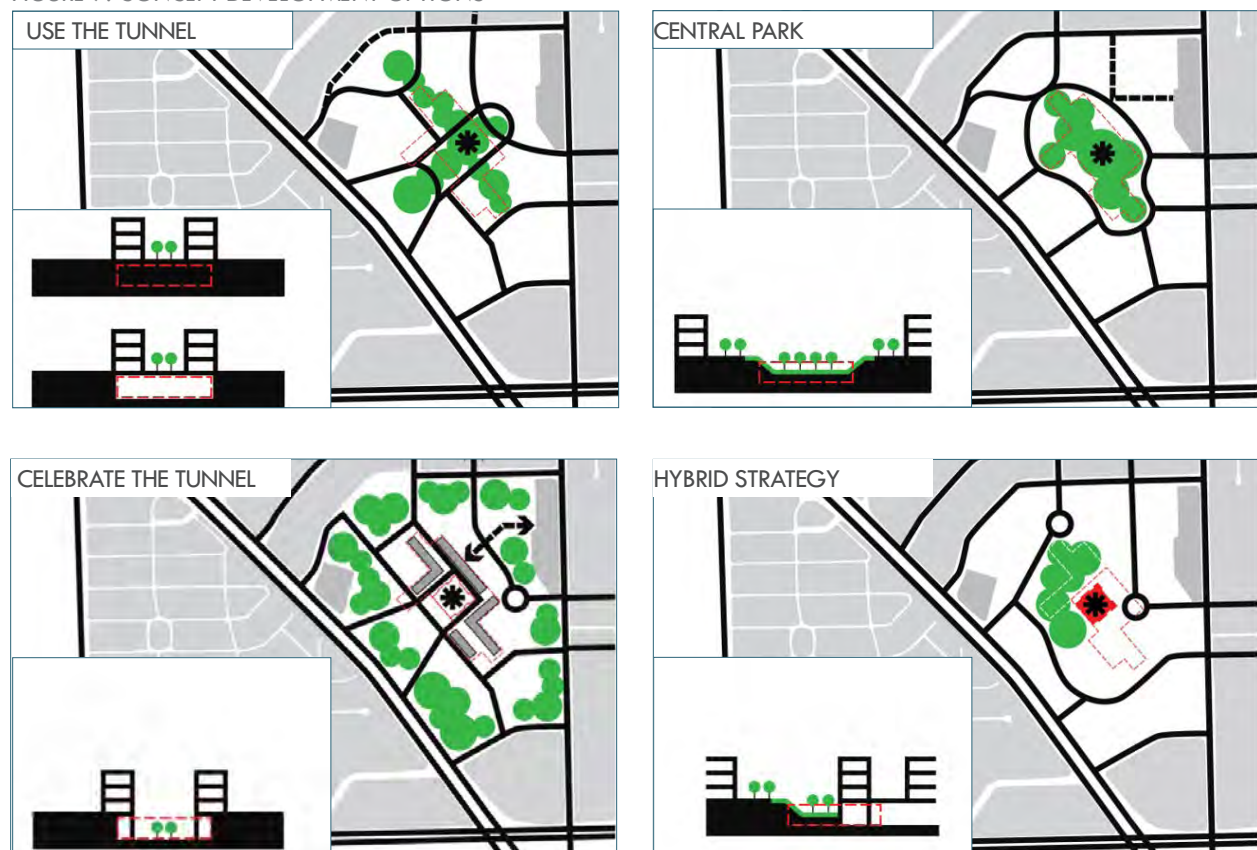


FIGURE 10: OPEN NETWORK DIAGRAM



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FIGURE 11: ROAD NETWORK DIAGRAM

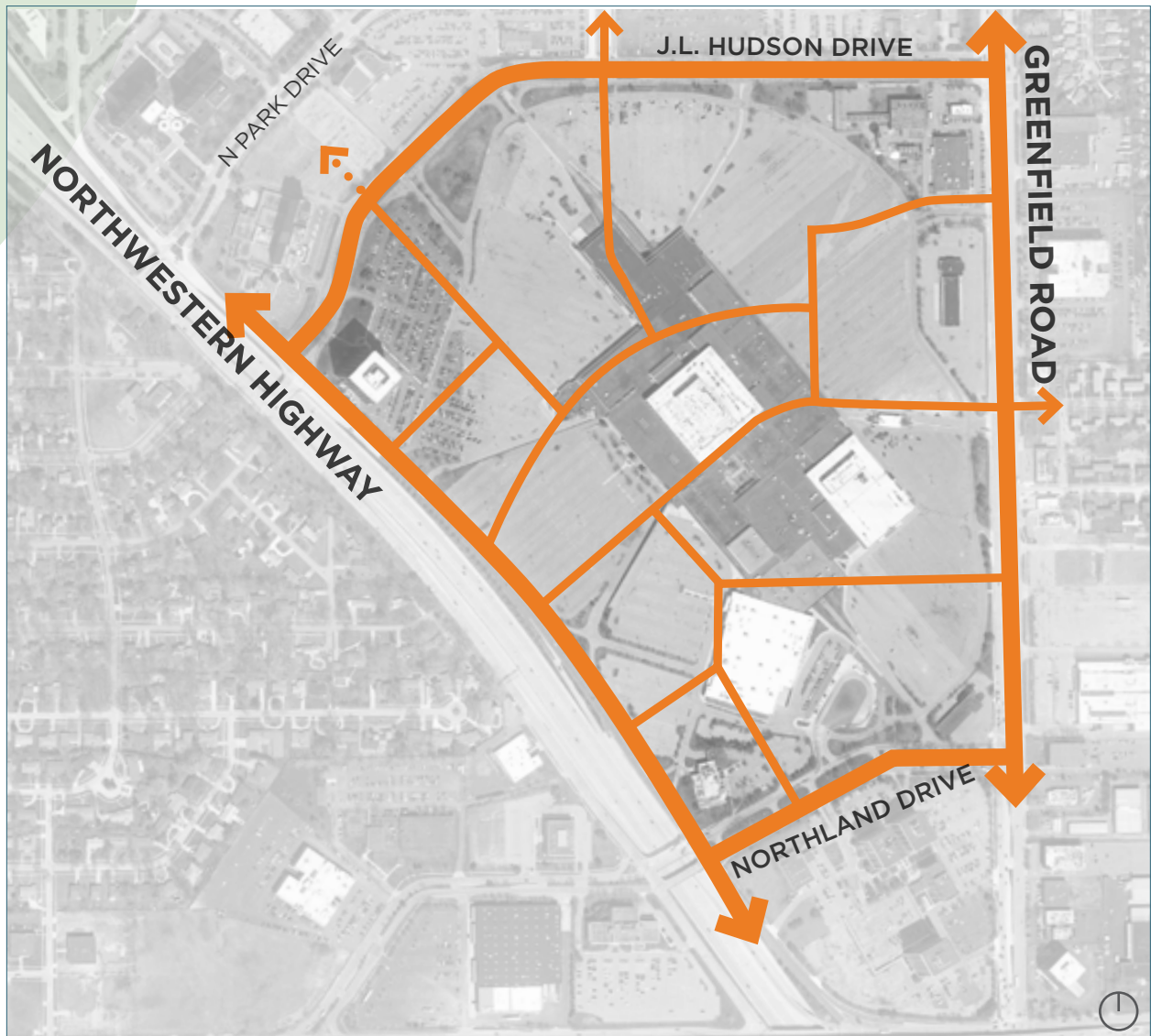


FIGURE 12: PRELIMINARY REDEVELOPMENT PLAN



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PLAN DISTRICTS

The Redevelopment Plan is defined by a series of districts. Each district is established as an individual program and mix of uses, that collectively complements and creates the overall plan. Through the planning process, adaptability to changing market conditions was identified as an important feature. The redevelopment districts and associated infrastructure framework created as part of this Plan establish a variety of flexible development “blocks”. These blocks can be parceled to an individual, or multiple, land developers. While the Redevelopment Plan also identifies building forms and overall development densities (based on market data), the specific mix of uses can be integrated to the overall plan on a project-by- project basis as the market dictates. The redevelopment districts are connected through a greenspace network. The greenspace elements within this Plan are based on the “Hub and Wheel” concept. The central park serves as the hub of activity, while the streets and linear parks connect to an outer green loop and activity path.

The Redevelopment Plan includes a total of four districts. Table 9 below describes each district in general terms. The following pages provides a more detailed description of each district, including the overall development yield for each district which aligns with the market assessment projects described in the previous *Plan Creation* section.

“THE WHOLE IS GREATER THAN THE SUM OF ITS PARTS. . . WHEN INDIVIDUAL PARTS ARE CONNECTED TOGETHER TO FORM ONE ENTITY, THEY ARE WORTH MORE THAN IF THE PARTS WERE IN SILOS”

- ARISTOTLE

TABLE 9: MASTER PLAN DISTRICTS

Land Use Type	Description	Total Acres
Central Park District	The Central Park District sits at the center of development and includes a variety of uses and public spaces. This area is defined by three key elements: the adaptive reuse of an iconic structure (the Hudson’s Building), a ‘central park’ including a variety of public spaces, and variety of residential dwelling types.	34 (+ 6 AC. dedicated parking)
Shopping District	The shopping district serves as an area for larger format and convenience/service based commercial activities. This area is planned for retail uses that are traditionally auto-centric and demand high visibility and access.	21
Lifestyle District	This area is planned as the main shopping and entertainment hub of the development. It is intended to include a mix of uses including retail, office, and residential. The core buildings and streets that comprise this district are intended to look like a self-contained “Main Street”.	24
Innovation District	This area is defined as the innovation hub of the development. This district should include uses that merge the innovation and employment potential of research-oriented institutions, high-growth companies, and tech start-ups in well-designed, amenity-rich residential and commercial environments.	40

FIGURE 13: DISTRICT PLAN



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CENTRAL PARK DISTRICT

DESCRIPTION

The Central Park District sits at the center of development and includes a variety of uses and public spaces. This area is defined by three key elements, the adaptive reuse of an iconic structure (the Hudson’s Building), a ‘central park’ including a variety of public spaces, and variety of residential dwelling types. Collectively these elements create the ‘heart’ of the development and create opportunities for a 24/7 district. The Hudson’s Building is identified as a key adaptive reuse opportunity for office, residential, and entertainment uses. This district also includes a significant residential component, adding to the vitality of the overall development. At the center of the district sits a large central park incorporating a variety of uses including a large water feature doubling as a green stormwater element adding to the innovation and sustainable nature of the development.



KEY FEATURES

- Walkable neighborhoods with complete streets
- Accessible public spaces with a variety of activities and areas for programming
- A variety of dwelling options serving a broad cross section in the market place
- Quality green space that complement the overall development pattern and soften the built environment

DEVELOPMENT YIELD

Land Use	Total Yield
Mixed-Use	300,000 s.f.
Residential	540 units
Hospitality	NA
Public Space	8-10 Acre

DEVELOPMENT CHARACTER



SHOPPING DISTRICT

DESCRIPTION

The shopping district serves as an area for larger format and convenience/service based commercial activities. This area is planned for retail uses that are traditionally auto-centric and demand high visibility and access. While this area incorporates a more traditional retail format, it should also include high-quality landscaping, pedestrian elements, green infrastructure, and architecture to complement the overall development pattern and character. Signage and branding elements should also be incorporated along Greenfield Road.

KEY FEATURES

- Large format and local (in-line) retail & commercial space
- Easy access from Greenfield Road and Northwestern Highway
- 1-2 story building heights
- Quality landscaping
- Green infrastructure



- Streetscape treatments that promote the overall image and brand of the development
- Quality architecture incorporating traditional and timeless materials

DEVELOPMENT YIELD

Land Use	Total Yield
Retail	200,000 s.f.
Office	-
Residential	-
Hospitality	-
Public Space	-

DEVELOPMENT CHARACTER



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LIFESTYLE DISTRICT

DESCRIPTION

This area is planned as the main shopping and entertainment hub of the development. It is intended to include a mix of uses including retail, office, and residential. The core buildings and streets that comprise this district are intended to look like a self-contained “Main Street”. The district should include a variety of stores, restaurants, and service-oriented businesses occupying structures of varying sizes, some of which are contiguous, having shared walls. The streets should follow complete street principles including on-street parking, larger sidewalks, street trees and a variety of public spaces integrated into the built environment. Outdoor dining and activities should be encouraged to activate the street and provide a sense of vitality to the district. Creative architecture and signage should be encourage to create a unique feel to the district and serve to define it as a ‘place’ within the overall development and regional market place.



KEY FEATURES

- A mix of uses integrate both vertically and horizontally

- A Main Street character to the development
- Complete streets with on-street parking, and pedestrian amenities
- High attention to detail and public amenities
- Purposeful and eclectic architecture

DEVELOPMENT CHARACTER

Land Use	Total Yield
Mixed-Use	150,000 s.f.
Retail	-
Office	-
Residential	200 units
Hospitality	NA
Public Space	Integrated



INNOVATION DISTRICT

DESCRIPTION

This area is defined as the innovation hub of the development. This district should include uses that merge the innovation and employment potential of research-oriented institutions, high-growth companies, and tech start-ups in well-designed, amenity-rich residential and commercial environments. The district should promote the creation and commercialization of new ideas and support adjoining land uses, and the local and regional economy by growing jobs. This district builds on the intrinsic qualities of the local market place and qualities of Providence Hospital, the automotive industry, and Oakland Community College. The area should be planned to be compact, both auto and pedestrian oriented, transit-accessible, and technically-wired, offering a dynamic mix of office, research and development, and residential uses.



KEY FEATURES

- Economic, physical, and networking assets
- Access to public spaces that are locales of energy and activity
- Empower entrepreneurs as a key vehicle for economic growth and job creation
- A variety of building types and sizes creating a variety of opportunities for small and large businesses

DEVELOPMENT YIELD

Land Use	Total Yield
Retail	NA
Office	193,100 s.f.
Residential	110 units
Hospitality	125 rooms
Public Space	Integrated

DEVELOPMENT CHARACTER



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Proposed Master Plan

OVERVIEW

The proposed Master Plan is based on a series of development blocks/districts that collectively create a safe vibrant mixed-use destination for southeast Michigan residents, businesses, and visitors. The Plan is intended to be highly flexible to adapt to market conditions. While adaptable, the development of the area should stay true to the vision of vibrancy, safety, inclusion, innovation, health and wellness, sustainability, and community. High quality architecture and public spaces are essential to the long-term success of the project. Attention to detail and brand elements should continue to be a key focus of the redevelopment of the area with the goal of creating more than just another new development, Northland will be a place to call home.

FIGURE 14: RENDERING OF PROPOSED URBAN PLAZA



FIGURE 15: PROPOSED MASTER PLAN



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FIGURE 16: RENDERING OF PROPOSED CENTRAL PARK





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FIGURE 17: RENDERING OF PROPOSED PROMENADE





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FIGURE 18: RENDERING OF NIGHT PERSPECTIVE IN CENTRAL PARK DISTRICT





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FIGURE 19: RENDERING OF LIFESTYLE DISTRICT STREETScape





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Implement

OVERVIEW

The redevelopment of Northland Center is a significant task. This is not a simple or straightforward process. A project of this scale can take ten to twenty years to reach maturity. Given the turbulence of the economy over the past decade alone, a redevelopment of this size is likely to take place through several economic cycles. Development economics dictate a phased and flexible approach. A phased approach to redevelopment will maximize public investment while limiting the disruption to the adjacent residents and businesses.

The Redevelopment Plan for Northland Center has been designed in such a manner to establish a framework of infrastructure. The Northland site is almost completely surrounded by existing infrastructure, much of which is new or in the process of renovation. Based on the phasing plan, development is encouraged to start from the edges, along existing thoroughfares, then lead into the center of the property. This managed approach will permit the construction of new infrastructure to coincide with adjacent development activities.

“TO UNDERSTAND THE BEST IS TO WORK ON ITS IMPLEMENTATION”

- JEAN-MARIE GUYAU

PHASING

The phasing plans illustrated to the right represent both the recommended progression from a broader “macro” level as well as a more granular and detailed plan. “Phasing” allows for change while preserving the integrity of the overall Master Plan objectives. Ultimately, the phased approach from the edges will facilitate development which responds to the economy while working towards a dynamic activity hub for the community. The proposed phasing is predicated on the prevailing thought that adaptive reuse of the existing “Hudson’s” structure may take additional resources that will take time to identify. If a significant end user for the Hudson’s building structure is identified quickly, the phasing plan must be reconsidered.

The City can and will play an integral role in the redevelopment of Northland Center. The City’s main role will be as the primary reviewing and approving agency for all development opportunities. The City can also expedite redevelopment through providing and securing financial commitments. This can be in the form of the construction of the Central Park elements and stormwater quality and control facilities. Figures 20 and 21 illustrate the proposed phasing plan. As illustrated, the phases as proposed should be implemented in alphabetical order.

FIGURE 20: PRIMARY PHASING PLAN



FIGURE 21: DETAILED PHASING PLAN



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ADDITIONAL IMPLEMENTATION CONSIDERATIONS

There are two primary considerations which the City of Southfield must decide as part of the implementation of the Redevelopment Plan for Northland Center: 1.) The role and control the City will have over the project (developer or facilitator/observer); and 2.) The amount of risk the City is willing to accept. Based on prevailing thought, the City is best served by soliciting a Master Broker to coordinate and facilitate the sale and development of individual parcels of property.

Considering the “Master Broker” approach, listed below are several important steps in the redevelopment process which must be considered. These include but are not limited to:

- Identify and secure a Master Broker
- Complete the documents for demolition which align with the Redevelopment Plan
- Secure consultants and complete the documents as necessary to prepare construction/permit documents for infrastructure work
- Identify additional funding opportunities
- Prepare branding and marketing deliverables and implement a continuous marketing strategy
- Assemble comparable data to support valuation of all parcels for sale
- Prepare a preliminary schedule for property sale and development
- Prepare budget and pro-forma for development and sale of property
- Negotiate letters of intent and contracts for sale as approved by City
- Manage the bidding process for selection of contractors for demolition and infrastructure work
- Manage construction work on demolition and infrastructure work

DEVELOPMENT PERSPECTIVE

Land development is a challenging and competitive environment. While land values continue to stabilize, the values for specific uses may vary widely based on location and proximity to desirable employment, housing, and amenities. For the reasons above, it is important to develop a logical strategy for phasing of the infrastructure and road network to manage development costs. In addition, the Redevelopment Plan should allow for flexibility while preserving the integrity of the overall Master Plan objectives.

BRANDING CAMPAIGN

Vision

High above the space, the Northland Center water tower shows the last remaining piece of the Northland name. By painting over the water tower, the City can officially close that chapter of the past and start anew, the re-purposed the water tower will be a beacon, a northern light that beckons people to come closer and get curious about the space. To pay homage to the history and bring excitement to the redevelopment of Northland, the idea of reflection allows people to reflect on the past, examine the now, and look into the future to “imagine the possibilities.” Likewise, artistic expression communicates a feeling of culture, lifestyle and open-minded creation.

By starting a conversation that invites citizens to reflect on the past and look into the future and starting community events that get people to experience the space in a positive way, the reputation of Northland can effectively transform into something new and incredible. “The Heart of It All” represents a modern evolution, a center for living, a place with energy and pulse that echoes throughout Southfield.

Identity

The City of Southfield has initiated a process to create a Redevelopment Plan for the 125-acre Northland Mall site. This process is a partnership between the City and the Southfield DDA (SDDA). The development plan and strategy will be technically and intuitively informed by community insight. The technical analysis includes analyzing the existing conditions of the site, examining the building/structure, a review of environmental factors on the site, and an assessment of the market conditions and development potential in the effective market area. Local stakeholders and the general public will be engaged throughout the process to share their ideas and aspirations for the redevelopment of this important community landmark as we imagine the possibilities, together.

Execution

The execution and awareness process for the Northland Mall Redevelopment “Heart of It All campaign” is going to be ongoing and an exciting challenge! It is important to establish a system for ongoing awareness in support of the campaign and the City of Southfield’s ongoing traditional PR initiatives. The goal being to consistently present what is coming, details on what is happening and deliver an ongoing exciting image of the future of the Northland Mall redevelopment. The most effective way to do this is to executive the concepts presented, and through an ongoing process of Integrated Digital Marketing. For the “Heart of It All” campaign to be successful, we recommend the execution/ completion of the aforementioned concepts which will come in the form of Branding Support and ongoing Integrated Digital Marketing.

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