



Comprehensive Master Plan City of Southfield

April 13, 2009



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**RESOLUTION
CITY OF SOUTHFIELD**

WHEREAS, on June 5, 2006, City Council authorized the preparation of a Comprehensive Master Plan to establish goals and guidelines to facilitate the direction, redevelopment and growth of the City of Southfield into the future; and

WHEREAS, the Planning Department, in concert with a professional consultant, the Mayor, City Council, and Planning Commission, and with input from a cross-section of city administrative officials, city board and commission members and the resident public, has caused the extensive evaluation of information comprehensive of residential, business, and municipal interests essential to the development of a comprehensive master plan; and

WHEREAS, the aforesaid information has been compiled into a Master Plan document that, in addition to other purposes, will serve to:

- establish a pattern for land use to guide development and redevelopment
- provide a legal basis for zoning and other regulations, and a basis for amendments to the Zoning Ordinance and Zoning Map
- preserve or enhance natural resources
- identify and recommend various infrastructure improvements and options
- address the desires and needs of the residents, businesses and property owners; and

WHEREAS, on December 17, 2008, pursuant to the requirements of Section 5.59, Comprehensive Master Plan Procedure, of Article 4, Chapter 45, Title V, of the Code of the City of Southfield, the Southfield Planning Commission conducted a public hearing on the proposed Comprehensive Master Plan and forwarded a favorable recommendation to City Council; and

WHEREAS, in fulfillment of the aforesaid Comprehensive Master Plan Procedure requirements of the City Code, the Southfield City Council has this date, April 13, 2009, conducted a public hearing on the proposed Comprehensive Master Plan and has made the determination that the Master Plan document, with the revisions outlined by the Master Plan Consultant in the April 1, 2009 memorandum to City Council, will facilitate the overall future planning and redevelopment objectives of the City.

NOW, THEREFORE, BE IT RESOLVED, that the proposed Comprehensive Master Plan for the City of Southfield is hereby adopted and that preparation of the final Comprehensive Master Plan document is hereby directed; and

BE IT FURTHER RESOLVED, that in accordance with the aforementioned Comprehensive Master Plan Procedure requirements of the City Code, City Council shall, no later than five years from this date, review the Master Plan and determine whether to commence the procedure to amend the Plan or adopt a new Plan.

Acknowledgments

The Honorable Brenda L. Lawrence, Mayor
Donald F. Fracassi, Council President
Sylvia Jordan, Council President Pro Tem
Myron A. Frasier, Councilman
Sidney Lantz, Councilman
William D. Lattimore, Councilman
Joan Seymour, Councilwoman
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1 Introduction...A Comprehensive Master Plan for a New Century

What is the measure of a great first-tier city?

The height of its buildings? The size of its municipal complex? The number of “Fortune 500” companies within its borders? The winning sports records of its school district teams? Although each of these can contribute to greatness, the ultimate measure of a city’s greatness is the quality of life it offers to its residents and property owners.

A great sustainable first-tier city (*Defined as a city adjacent to or in close proximity to a major city like Detroit. Because they are near the urban core, these cities were among the first suburbs to develop in the metropolitan region, and they are usually among the oldest. Their economics and social networks are often characterized by a strong interdependence with their core city. First-tier cities are not completely urban, nor do they fit the traditional description of “suburban.” They share physical, social, economic, and cultural characteristics with both outlying, fast-growing suburbs and core cities.*) connects citizens of all ages to great choices in housing, education, employment, services, shopping, parks and natural open space, entertainment and culture as well as to opportunities to live in neighborhoods that are safe, secure and vibrant. A great first-tier city can be a place that nurtures the body, mind and spirit of those who choose to make the city home – whether it is a resident, business owner or a corporation.

To further advance this great first-tier community, City leaders embarked on a strategic planning process in 2004 to find new ways to do business, stay focused and be accountable. The City’s Strategic Plan concentrates on the current financial state of the City as well as future economic projections. Other considered areas included community image, economic growth, city services and quality development/redevelopment. The Strategic Plan’s vision was to develop strategies to increase revenue, develop initiatives, and decrease expenditures to maintain Southfield’s strong business center and quality neighborhoods. To achieve this vision the City set these goals in place to sustain a viable, exciting and prosperous community:

- Financially sound and sustainable city government
- Top quality city services
- Quality development and redevelopment

- A preferred place to make home
- Southfield – one community, one city
- A lively city to enjoy and have fun

As a result of the Strategic Plan the community has come together to foster these goals into tangible actions and initiatives that will:

Encourage Local Leadership. Encouraging community dialogue and decision making; forge coalitions and partnerships among corporate and residential owners; and build leadership consensus through community and regional stakeholders. These initiatives have been accomplished by providing dramatic and extensive visual, physical and verbal portrayals of the community.

Be Competitive. Continue to build on “location, location, location” as a key asset; remodeling aging housing stock, and making the community clean and safe.

Incentivise the Private Sector. The City clearly understands that recruiting multiple participants: one person, one project is rarely enough. Using inducements to reduce private sector risks, eliminating red tape, expediting development through “green tape,” and relaxing some development controls. The City also takes the lead in building public support and consensus while maintaining and strengthening infrastructure and providing extraordinary public safety.

Think and Act Regionally. Continue to participate with other first-tier cities, County and region to solve issues together and work toward regional approaches to economic development, land use and transportation policies.

Results Orientated, Continuously Asking. Has the quality been improved? Will the deal prove financially sound so that the return on investment pays off? Has the City properly set the stage for private investment? Is the development or redevelopment sustainable?

The dedication to maintain Southfield as a great first-tier City, has been recognized around the country. In October 2007, Forbes Magazine's annual survey named Southfield as one of the nation's most livable metro-area suburbs. This recognition was based on market research conducted by neighborhoodscout.com; a statistics database that measured the education level of residents, home ownership rates, home values, quality of schools and crime.

What is a Comprehensive Master Plan?

Continued recognition for excellence as a great first-tier city is a main reason for this Comprehensive Master Plan. This Plan describes a new vision for the future of Southfield, its neighborhoods and commercial/business districts. Southfield's Zoning Ordinance No. 1543 directs the Planning Department, Planning Commission and City Council to prepare and adopt a Comprehensive Master Plan for the development and improvement of the City. This Comprehensive Master Plan serves as a blueprint for the development and revitalization activities in the City. Implementation of this Plan will ensure that Southfield remains a highly desirable community in which to live, work, visit and learn. This can be accomplished by preserving and enhancing the qualities of the community that the residents, businesses and property owners consider important.

The Comprehensive Master Plan is intended to:

- Establish a pattern for land use which will provide a sustainable community with a diversified tax base to support the desired facilities and services with reasonable tax rates.
- Provide a legal basis for zoning and other regulations for the type, intensity and timing of development.
- Ensure that, as development occurs, significant parks and natural open space, cultural and natural features are preserved or enhanced.
- Recommend improvements to the transportation system including roadway and technology upgrades, traffic management tools to preserve roadway capacity, access management standards, and continued investment in non-motorized and transit options.
- Address the desires and needs of the residents, businesses and property owners.

- Coordinate land use recommendations with anticipated land use changes, infrastructure improvements and surrounding communities.

This vision of the City's future looks out 15 to 20 years to provide guidance on development-related decisions that must be made on a day-to-day basis. Some of the Plan's recommendations will occur only when market conditions are right or when necessary funding becomes available. Given the current limited availability of public funds and land, the Comprehensive Master Plan is an essential tool in ensuring that Southfield makes the best use of these scarce resources and in preventing the City from pursuing policies or supporting projects that work at cross-purposes.

Using the Comprehensive Master Plan

The Mayor, City Council, Planning Commission, the public, various agencies, businesses and developers can all use the Plan to help guide and coordinate decisions. The Plan serves to:

- Guide expectations of those involved in new development and redevelopment, and give the public some degree of certainty about the plans for the future.
- Suggest where regional coordination is needed along borders, road and natural corridors or pathways that run through several communities; and share services for cost effective attainment of mutual goals.
- Identify public improvements to roads, streetscapes, gateways, district portals, pathways, parks, utilities/infrastructure and public facilities to support the overall Plan.
- Assist in review of development proposals – to confirm the proposal meets the goals and recommendations/strategies of the Comprehensive Master Plan.
- Establish a criterion for reviewing rezoning requests – to confirm the request is consistent with the Future Land Use Plan, the appropriate timing of the change, consistency with the goals and strategies of the Comprehensive Master Plan and potential impacts on Southfield.

- Provide a basis for amendments to the Zoning Ordinance and Zoning Map - to help realize plan goals.

Comprehensive Master Plan Process

The Comprehensive Master Plan is the essential first step in the overall community planning process. This Plan will serve as a base for future planning efforts during the upcoming years.

An assessment of existing data and documents was conducted first, followed by the development of a preliminary vision, governing principles and goals. Next, the City received input from residents, property and business owners and other community stakeholders. From this input, the plan was refined to state Southfield's vision on important issues and to serve as a guide for future development and policies.

The Comprehensive Master Plan is comprised of 14 Chapters:

Chapter 1	Introduction
Chapter 2	Governing Principles, Goals & Recommendations/Strategies
Chapter 3	Population Trends
Chapter 4	Housing & Residential Character
Chapter 5	Economic Development
Chapter 6	Managing Land Use for the Future
Chapter 7	Natural and Cultural Resources
Chapter 8	Parks, Open Space and Recreation
Chapter 9	Transportation and Circulation
Chapter 10	Public Facilities and Services
Chapter 11	Community Utilities
Chapter 12	Community Image
Chapter 13	Design Guidelines
Chapter 14	Stewardship and Implementation

In each Chapter there is an inventory and analysis of the existing and projected trends. The results of this analysis were used in establishing recommendations/strategies to achieve those goals.

Public Participation

Actively involving all residents and community stakeholders in developing Southfield's Comprehensive Master Plan was an important part of

the planning process. The Mayor and City Council strongly believed public participation helps to ensure that the resulting Comprehensive Master Plan accurately reflects the vision, goals and values of the community.

The Mayor and City Council endorsed the following procedures designed to foster public participation, open discussions, communication programs/interviews, information services and public meetings where advance notice was provided.

Project Kick-Off. In June 2006, the project kicked off with a meeting between the Project Consultant Team and the City's Planning Department to review the work plan and a specific work schedule. The kick-off meeting determined that the sub-area planning districts included the City Centre, the Telegraph Road corridor, the Southfield Road corridor, and the Westside Residential area bordered by Telegraph Road, 8 Mile Road, Inkster Road and 10 Mile Road.

Planning Commission/City Council Meeting. In the summer of 2006 a joint meeting with the City Council and Planning Commission was held to provide an overview of the comprehensive planning process, purpose and intent of a Comprehensive Master Plan, and the process for community involvement.

Community Tours. In the summer of 2006 the Planning Department staff along with members of the consultant team toured and photographed select areas of the community that are in transition, recent development/redevelopment projects and areas that are in the pipeline for development/redevelopment.

Residents Public Opinion Surveys and Community Newsletter. In the fall of 2006, a survey and newsletter was mailed to all 35,000 city households. Approximately 3 percent of residents responded to begin framing issues and opportunities for consideration. This led to identification of big picture issues and opportunities, along with some degree of prioritization. An overview and summary of this survey is included in the Appendix.

Economic Development Interviews and Meetings. At the end of 2006 through the first several months of 2007 approximately 25 interviews were conducted with area community business leaders, property owners, and representatives from Oakland County, Detroit Regional Chamber, SEMCOG, Southfield Public Schools, Lawrence Technological University,

Providence/St. John Hospital, Southfield Community Foundation, Cornerstone Development Authority and the City Centre Advisory Board. The intent of the meetings was to develop an understanding of local real estate and current business interests in Southfield. Driving issues for economic development in the City and the region, future trends and major economic development opportunities were also identified. Many of the interviewees also expressed interest in participating in a business roundtable.

Subarea Workshops. In the summer of 2007 four subarea workshops were conducted in the City Centre, Telegraph Road corridor, Southfield Road corridor and Westside Residential subareas. In all, approximately 190 interested residents, business owners, property owners, citizen investors and other community stakeholders attended these workshops. The workshops provided an opportunity to detail concerns and opportunities from a city-wide perspective, but also to focus on the unique characteristics of each subarea, and to get an account of the strengths, weaknesses, opportunities and challenges of these areas.

Comprehensive Master Plan Steering Committee Meetings. Four meetings were held with representatives of the Steering Committee to review findings and recommendations on various chapters of the Comprehensive Master Plan draft. The meetings focused on each chapter of the Comprehensive Master Plan and discussed the vision, goals, recommendations/strategies; gathered additional comments; and suggested recommendations.

Comprehensive Master Plan Adoption. On December 17, 2008, the Planning Commission conducted a public hearing on the proposed Comprehensive Master Plan and forwarded a favorable recommendation to City Council. The Mayor and City Council conducted a public hearing and adopted the Comprehensive Master Plan on April 13, 2009.

2 Governing Principles, Goals & Recommendations/Strategies

Southfield's Vision.....

Southfield is a model of a successful urban community. Southfield's distinctive quality of life is exemplified by its unparalleled physical beauty, culture and diversity. People are its greatest resource. The City is involved in an active partnership with Southfield residents and businesses to foster educational, cultural and economic opportunities in a safe, vibrant and healthy community.

The governing principles are guided by the overall community vision and set the foundation for the entire framework of the Comprehensive Master Plan. Southfield's vision and its governing principles were based on an evaluation of existing conditions, trends, survey and input at numerous meetings. These principles guided the development of the Future Land Use Plan, goals and recommendations/strategies and provided the fundamental concepts by which physical planning needs to take place.

As the foundation of the Comprehensive Master Plan, the vision and principles serve as a constant reminder and guide for land use decisions and future planning. The principles also provide direction to clearly resolve issues or make decisions. Consistent reference to the vision and principles ensures that the concepts of the Comprehensive Master Plan are held in place over time.

Reuse Previously Developed Land

Reuse of previously developed lands, including adaptive reuse of existing building stock, directs new investment to sites which have the potential to perform at a higher level than their current state. This results in new investment in the City, maximizes underused sites, and minimizes sprawl to other outlying sites in the region.

Declare the Necessity and Secure the Future of Open Space

Open space areas are an essential part of Southfield's municipal fabric – river corridors, environmentally sensitive areas, neighborhood and community parks, tracts of private lands zoned for minimal development, etc. These parks, and natural open space areas collectively create an open space system of green infrastructure. These areas contribute to Southfield's cultural, health, recreational and economic value, community identity and ultimately its quality of life. This green infrastructure system provides vistas, encourages active recreation, provides natural infrastructure as storm water retention, plant and animal habitat and improved water quality, and is the strongest visual element defining Southfield's sense of place.

Comprehensive Master Plan Governing Principles

Reuse previously developed land

Declare the necessity and secure the future of open spaces

Support the economic base

Support emerging economic growth sectors

Strengthen neighborhoods

Create and maintain connectivity

Encourage a mix of activities, uses and densities

Support private actions that contribute to the public realm

Take sustainable actions

Create efficiencies in delivery of public services

Support the Economic Base

Supporting Southfield's economic foundation includes maintaining job opportunities and the tax base to ensure sustainability over time. Southfield needs to remain an enticing location for businesses when considering specific location requirements and site competition with changes in real estate values. This economic activity faces change as result of global economic patterns, changing markets, new regulations and aging of extensive infrastructure. Nevertheless, fundamentals remain and the economic contribution, sometimes taken for granted, is significant.

Support Emerging Economic Growth Sectors

Emerging economic sectors add economic, cultural and social diversity thereby keeping Southfield on the map as a desirable place in which to do business. Continued involvement and support of Oakland County's emerging sector strategies and initiatives and Michigan Economic Development Corporation's business and economic development programs will foster new partnerships and collaborations between existing Southfield businesses and outside companies looking to expand into North America. These emerging sectors can support the tax base and develop a highly skilled workforce while diversifying the economy.

Strengthen Neighborhoods

Southfield is defined by its neighborhoods, which consist of a blend of lot sizes, housing age, housing types, street design, cultural and religious affiliations, and parks and open space. These distinct neighborhood characteristics should be reinforced through land use, transportation, neighborhood parks and open space, and public service and facilities, which strengthen their identity and contribute to desirable places to live. Regional or local mixed uses should not divide or impact the neighborhood patterns.

Create and Maintain Connectivity

Connectivity is established through the streets, transit system, sidewalks, bikeways and trails (local and regional). All of these modes of travel should be coordinated to create safe and convenient transportation options. Non-motorized systems should be considered more than recreation, because they are important components of a comprehensive transportation system. Maintaining sidewalks and

other public ways is critical to creating usable systems for pedestrians.

Encourage a Mix of Activities, Uses and Densities

Southfield has evolved as a unique mix of land uses, building and housing types and activities. Mixed uses provide sustainable opportunities for a diversity of activity that segregated, uniform uses do not provide. By mixing uses and densities, active places are created that help lead to sustainable destinations that have a range of purposes.

Support Private Actions that Contribute to the Public Realm

Private building and site construction and the City's development regulations influence activity in adjacent public areas such as parks, plazas, streetscapes, open spaces, etc. Building form, height, setbacks and detailing of building façades affect the adjacent areas. The uses and activity contained in the buildings directly impact the surroundings. Public areas should benefit from adjacent private investment.

Take Sustainable Actions

Southfield should continue to initiate land use, site design, transportation, building design and materials policies and regulations which reduce consumption of finite resources, generation of solid waste and introduction of toxic materials to land, air and waters. New development should be designed to incorporate "green" technology and the use of modern construction techniques to ensure its sustainability.

Create Efficiencies in Delivery of Public Services

The costs of public services must be considered in land use decisions. Street construction and maintenance, utilities, fire, police, snow plowing and recreation facilities are services directly related to the physical location of development. Infrastructure should help prescribe development location rather than react to it.

Goals and Recommendations/Strategies

Based on input gathered throughout the process, and an analysis of existing conditions and discussions with key leaders in the City, the following list of goals has been developed to help achieve the vision and governing principles of the City. Following each goal statement are recommendations or strategies that provide more specific direction to accomplish the City's vision. *Some of the recommendations and strategies are actively being accomplished by various City departments and should be continued and/or supported to further advance the Plan's goals.*

Population Trends

Goal: Prepare to meet the needs of the future population in specific age groups.

Recommendations/Strategies

- Increase, improve or maintain communication with the school district to ensure awareness of major changes in the number of school aged children. Future school expansions and closings should be planned accordingly.
- Encourage economic development and industry recruitment that creates and retains jobs for young adults.
- Continue to foster adequate and affordable housing options, community facilities and services, and ensure health care providers are present in Southfield to serve the needs of the age oriented (senior) population.

Goal: Acknowledge the diversity of Southfield's population through sponsored acts or festivities.

Recommendations/Strategies

- Keep recognizing and supporting heritage appreciation days, holidays, festivals and other events.
- Provide continued support of the community's heritage and diversity through the future development of interpretive centers/displays and museums.

Goal: Support area educational organizations to exceed the County's average education attainment level.

Recommendations/Strategies

- Support higher education enrollment efforts through college fairs and other informational workshops.
- Coordinate a partnership with the school district to discourage high school drop outs and encourage graduation through incentives and other educational resources.
- Support adult education courses to encourage high school equivalency diplomas.
- Support the school district's "career emphasis" school of choice programs.

Housing and Residential Character

Goal: Continue to preserve, protect and enhance the integrity, economic viability and livability of Southfield's neighborhoods.

Recommendations/Strategies

- Continue to limit or buffer non-residential intrusions into residential neighborhoods through open space, landscaping and site design.
- Maintain targeting property maintenance code enforcement and rehabilitation efforts in neighborhoods experiencing declines in residential building and site maintenance.
- Develop design standards for infill housing sites within existing residential neighborhoods.
- Educate residents about available property maintenance tools such as home rehabilitation grants, tax credits and loans.
- Continue to construct sidewalks and pathways that link neighborhoods to nearby community facilities and local mixed use districts.

Goal: Provide a diverse and stable housing stock for a range of housing opportunities for all income groups and a quality living environment for all people.

Recommendations/Strategies

- Continue to encourage single-family home and lot ownership for all income groups in an effort to maintain the character of Southfield.
- Provide assistance and incentives (whether public expenditure, tax or regulatory) to local nonprofit housing organizations, housing providers and other groups to expand housing opportunities.
- Continue to promote larger lot, upscale housing opportunities in the northern and western parts of the City.
- Improve promoting awareness of the housing and service needs for special groups such as low to moderate-income households, seniors, physically challenged, and families in need of child or adult day care.

Goal: Create an identity for all Southfield neighborhoods.

Recommendations/Strategies

- Establish defined neighborhoods based on their character, history, and orientation; and develop specific improvement and organization strategies that apply to those areas.
- Continue to promote, develop and support block clubs and neighborhood associations.
- Encourage cooperation between community groups and the City.

- d. Incorporate streetscape improvements when developing neighborhood identities.
- e. Develop a consistent theme of landscape improvements that will “brand” the community gateways, district portals, City parks and natural open space areas.

Economic Development

Goal: 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 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: 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 Investigate Synchronist or Executive Pulse, 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 Web site to provide more detailed and user specific information and data to support existing business expansion and new business attraction efforts.

Goal: 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: 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: 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.

Managing Land Use for the Future

Goal: Create a diversified and balanced mixture of land uses that will support the economic vitality, tax base and livability of the City.

Recommendations/Strategies

- a. Improve the process for providing an enticing business environment to retain and attract businesses to expand the economic diversity and economic strength.
- b. Offer local mixed-use areas such as pharmacies, banks, dry cleaners and convenience stores at main intersections near neighborhoods to provide goods and services compatible with the residential character of the surrounding area.
- c. Continue to provide a transition from one use or grouping of uses to another through either a hierarchy of uses and/or screening and buffering.
- d. Continue to foster the revitalization and redevelopment of existing uses or areas which have become obsolete or are showing signs of aging.
- e. Step up the awareness of existing and future uses along the City's boundaries with other communities.
- f. Continue the gradual elimination of non-conforming uses and incompatible land use patterns in accordance with the Comprehensive Master Plan.
- g. Keep coordinating and/or participate with adjacent communities to ensure land use policies and decisions coincide rather than compete.

Goal: Offer unified, well-organized residential neighborhoods that provide a traditional, livable environment for the City's residents.

Recommendations/Strategies

- a. Distinguish opportunities for high-density residential uses that could include attached single-family homes and more innovative housing options in the City Centre or in areas of concentrated development.
- b. Offer local mixed-use areas at some major intersections to serve nearby residents.
- c. Continue to allow local institutional uses, such as local schools and churches, to develop in neighborhoods provided they maintain a scale and intensity compatible with residential uses.

Goal: Provide for an appropriate amount of commercial, office, and industrial uses, located for convenience and safety, resulting in aesthetic business areas in the City.

Recommendations/Strategies

- a. Continue to create a commercial and office development pattern that is grouped together in strategic locations on arterials that creates concentrations of activity.
- b. Allow and integrate high density residential development into local and regional mixed-use areas.
- c. Provide regional commercial development to offer shopping, service, and dining establishments of a larger scale to serve the City and pass-by traffic without adverse impacts on traffic flow or nearby neighborhoods.
- d. Keep consolidating industrial development to areas separated from residential to minimize impacts and improve the quality of life for residents.
- e. Continue to promote office and industrial uses to develop in a park setting with coordinated storm water management, circulation, and screening.
- f. Continue to ensure design reflects the quality and character of Southfield through site and building design standards that ensure proper circulation, access management, landscaping, architectural design and "green" technology.
- g. Continue to develop enforceable performance standards that regulate the levels of noise, fumes and other impacts of non-residential development.

Managing Land Use for the Future (continued)

Goal: Promote development and redevelopment of sites and buildings that fulfill the City's land use goals and maximize the desirability of the City for future development.

Recommendations/Strategies

- a. Maintain the ongoing list of public improvement projects and project locations that are targeted priorities for the City.
- b. Step up the City's resources for incentives and a source of funding to stimulate development and redevelopment of priority areas.
- c. Continue to work with the Brownfield Redevelopment Authority to encourage development and redevelopment of contaminated and obsolete sites.
- d. Continue to incorporate land use and development strategies into the Tax Increment Financing Authority planning efforts.
- e. Offer development incentives for projects employing high-quality design such as exceptional landscaping, architecture and public spaces.

Natural and Cultural Resources

Goal: Regard land as an irreplaceable resource and ensure that its use does not impair its value for future generations.

Recommendations/Strategies

- a. Continue to map, designate and protect environmental corridors from any new development.
- b. Implement land use recommendations in the new Comprehensive Master Plan to improve land use patterns and encourage compact and walkable mixed use neighborhoods that make more efficient use of land.
- c. Recognize the interrelationship of adjacent landscape types and avoid breaking valuable ecological linkages.
- d. Establish city-wide sustainable policy ordinances.
- e. Use all practicable methods for increasing vegetative cover, including amendments to existing ordinance and regulations.
- f. Protect lands having significant natural values within the City's limits and in outlying areas. Cooperate with other governmental units and agencies to acquire or control valuable environments near the edges of the City where there are multiple political jurisdictions.
- g. Continue working with Oakland County to develop and promote a county-wide system of natural corridors (i.e. Rouge Green Corridor as a framework to protect the natural environment and scenic values, provide outdoor recreation opportunities and preserve for posterity the nature and diversity of the City's natural resources.)
- h. Identify unique, high quality natural environments and work with property owners, as well as city departments, boards and commissions to protect these environments.
- i. Manage natural areas to control and remove noxious and invasive plant species. Prevent planting of invasive ornamental plant materials and enforce the planting of native plant materials so natural buffers thrive along the City's streams and wetlands.

Goal: Preserve cultural resources, including landscapes to maintain and enrich community character.

Recommendations/Strategies

- a. Expand creation of public information programs on historic resources.
- b. Continue to support efforts that encourage the preservation of historic properties.

Goal: Balance the City's need for economic growth and environmental health through sustainable use of natural resources.

Recommendations/Strategies

- a. Strive for Southfield to become a leader in energy efficiency and renewable energy.
- b. Continue to actively support efforts to decrease city employee use of nonrenewable energy resources by using more fuel efficient and cleaner burning motor vehicles. Continue to purchase hybrid vehicles as part of the City's fleet.
- c. Encourage businesses and industries to use renewable power sources for heating, cooling and lighting.
- d. Continue to establish regulations to reduce pollution through various environmental controls, working with businesses and industries that have the potential to generate high levels of pollution.

Goal: Develop a fundamental vision for the arts and cultural life of the City through development of a Cultural Arts Plan.

Recommendations/Strategies

- a. Develop specific strategies to incorporate arts and culture into the lives of Southfield residents through increased awareness and accessibility.
- b. Continue to educate citizens on the benefits of a healthy arts and cultural community so that arts and culture can be an integral component of activities, by developing an economic development strategy for arts and culture.
- c. Actively pursue an ongoing dialog with local artists to identify and pursue opportunities.
- d. Strengthen partnerships with local and other arts organizations, businesses, and others to identify and implement arts-related activities into the community.
- e. Continue to support the efforts of arts-based organizations in seeking funding for the development of art activities that are open and accessible to the public.

Parks, Open Space and Recreation

Goal: Enhance existing park and recreation facilities and expand as needed to meet the evolving interests and needs of Southfield residents.

Recommendations/Strategies

- a. Keep modernizing existing park facilities through upgrades in design, equipment and landscaping to keep all parks safe and attractive.
- b. Improve accessibility to the park system through a comprehensive pathway system throughout the City.
- c. Improve barrier free accessibility of the City's park and recreation facilities through accessible pathways, paving of parking lots, and upgrading equipment to meet accessibility standards.
- d. Prepare a city-wide, non-motorized transportation master plan.
- e. Continue the installation of entrance/directional/interpretive signage at all the parks that is consistent with city signage.
- f. Continue on-going maintenance and equipment replacement at all parks on a regular schedule.
- g. Encourage volunteerism, neighborhood and garden club involvement for park clean-ups and maintenance of public areas.
- h. Explore additional funding opportunities for park improvements.
- i. Continue to review the current Parks and Recreation Plan with regular updates every five years.

Goal: Develop a unified community-based open space system that protects key natural features and provides valuable recreational opportunities for appreciation of the City's natural resources.

Recommendations/Strategies

- a. Link neighborhoods, cultural, historical, civic facilities, parks, pathways and other destinations and facilities through open space.
- b. Continue to protect, acquire and develop parks and public open space along the Rouge Green Corridor, similar to the Carpenter Lake Nature Preserve.
- c. Create ordinances and impact fees to require and plan open space areas in development and redevelopment projects.
- d. Capitalize on utility and transportation corridors to create a linear open space system.

Goal: Offer a variety of recreation programs and events that promote a high quality of life and encourage interaction of residents.

Recommendations/Strategies

- a. Keep monitoring recreation programs to ensure they meet the desires of residents and accommodate enrollment figures.
- b. Continue to evaluate programming fees to create a balance between covering the City's costs while maintaining affordability for residents.
- c. Continue to stay apprised of the latest trends and preferences in recreation and local desires.
- d. Add to the variety of leisure programs offered, including wellness and fitness classes, in order to meet different interests and skills.
- e. Continue to expand senior trips and group outings to meet the changing interests of seniors in the community.
- f. Continue to introduce more multi-generational events into future programming.
- g. Continue to expand programming specifically for single adults in order to respond to the national trend of increased single-headed households.
- h. Explore and coordinate with other recreation providers to prevent duplication of services and avoid unnecessary competition.

Public Facilities and Services

Goal: Offer high quality and efficient public services for residents.

Recommendations/Strategies

- a. Monitor the efficiency of the City's various departments and offices, as done in the past, to prevent duplication of work.
- b. Continue to increase coordination and cooperation among departments to streamline processes and ensure consistent application of policies.
- c. Continue to ensure facilities are conveniently located and accessible for residents.
- d. Coordinate services and facilities with surrounding communities, Oakland County and major healthcare providers.
- e. Keep monitoring a comprehensive geographic information system that links information regarding the City's facilities, public rights-of-way and all lots and parcels within the City through mapping and data.
- f. Continue to regularly evaluate facilities to accommodate improvements and changes in technology.
- g. Improve visibility of public safety through increased presence on the street and at civic events.

Community Utilities

Goal: Provide and maintain a high quality, cost effective, energy and resource efficient public water supply, public wastewater service, storm water management and household refuse and recyclables collections for the community. Oversee the installation of telecommunication facilities and power transmission lines.

Recommendations/Strategies

Sanitary Storm Water Management

- a. Maintain the storm water drainage systems to meet or exceed service levels with an efficient use of resources.
- b. Provide and maintain a public storm water system capable of conveying storm water from public lands and rights-of-way and discharging it in a manner that protects public health, safety and welfare.
- c. Encourage reduction of storm water runoff and low-impact development techniques for storm water management wherever such practices are feasible.

Sanitary Sewer

- d. Maintain the wastewater system at acceptable service levels providing comparable service to all citizens.
- e. Continue to direct the planning, design, construction and repair of public sanitary sewer facilities.

Water Supply

- f. Continue to provide and maintain an adequate supply of safe water for drinking and fire protection, with quality service at a reasonable price.
- g. Always encourage all water users to practice water conservation techniques to reduce demand for water.
- h. Provide sufficient water system redundancy to assure adequate service under stressed conditions.

Solid Waste Disposal

- i. Maintain household refuse and yard waste collection to meet or exceed service levels providing comparable service to all citizens.
- j. Continue household refuse and yard waste collection at currently acceptable levels.
- k. Allow well-managed home composting in neighborhoods.

Telecommunications Facilities

- l. Ensure that telecommunication services are provided throughout the City in rights-of-way and other appropriate locations.
- m. Provide equitable access for all service providers that use the distribution network in reaching their customers.
- n. Ensure that telecommunication lines are extended as redevelopment/development occurs.
- o. Maintain uninterrupted telecommunication service by developing an assertive and funded program to explore the feasibility of installing underground telecommunication lines in neighborhoods and commercial/office districts.

Electrical Power

- p. Continue to ensure that all City residents receive energy services with facilities located in the City rights-of-way.
- q. Support reliability improvements to the electrical transmission system and balance the needs of citizens who reside adjacent to those facilities.

Community Image

Goal: Promote commercial and residential development/redevelopment that is carefully considered, aesthetically pleasing, and functional.

Recommendations/Strategies

- a. Adopt new design criteria for development proposals so new projects contribute to the community and complement adjacent development.
- b. Always ensure that development relates, connects and continues the design quality and site function.
- c. Continue to encourage developments surrounding public places to enrich those places and encourage people to use them by enhanced architectural elements and building materials.
- d. Advance the use of building and site design, landscaping and shielded lighting in buffering the visual impact of development on residential areas.
- e. Continue to incorporate pedestrian amenities into design of public and private development areas.
- f. Keep encouraging sign design and placement that complements building architecture.
- g. Continue to retain existing vegetation within development and consolidate landscaped areas.
- h. Continue to preserve and encourage open space as a dominant element of the community's image through parks, trails, water features and other significant properties that provide public benefit.

Goal: Improve the highly visible public parks/open space/roadways to maintain community character and increase public safety.

Recommendations/Strategies

- a. Continue to ensure that public places are designed to provide pedestrian-friendly amenities such as setting, landscaping, kiosks, walkways, pavilions, canopies and awning.
- b. Consider the edges of public places that abut residential development.
- c. Continue to provide clear and identifiable systems of sidewalks, walkways and trails.
- d. Encourage buildings to be sited at or near public walkways without diminishing safe access or space for improvements.
- e. Design streets to include amenities to enhance community character and provide safe pedestrian places.
- f. Improve the process of locating community gateways and district portals and associated site improvements.

Goal: Enhance the identity and appearance of mixed use/commercial districts and residential neighborhoods.

Recommendations/Strategies

- a. Require development within the districts and neighborhoods to achieve a level of architectural quality and site planning/improvements that enhances the visual image and identity of Southfield.
- b. Continue to coordinate architectural design, landscape and signs to create a cohesive appearance and complementary functions.
- c. Continue to require the perimeters of the commercial/mixed use areas to use appropriate plantings, lighting and signs to blend with adjacent development and to buffer adjacent residential neighborhoods.

Goal: Protect and enhance Southfield's natural attributes.

Recommendations/Strategies

- a. Continue to recognize the heritage and sustainable environment of the Rouge Green Corridor by continuing to support and/or sponsor events and programs.
- b. Continue to update the inventory of woodlands and wetlands.
- c. Step up incentives such as fee waivers and code flexibility to encourage preservation of the City's natural resources.
- d. Improve working jointly with other jurisdictions, agencies, organizations and property owners to preserve natural resources.

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.

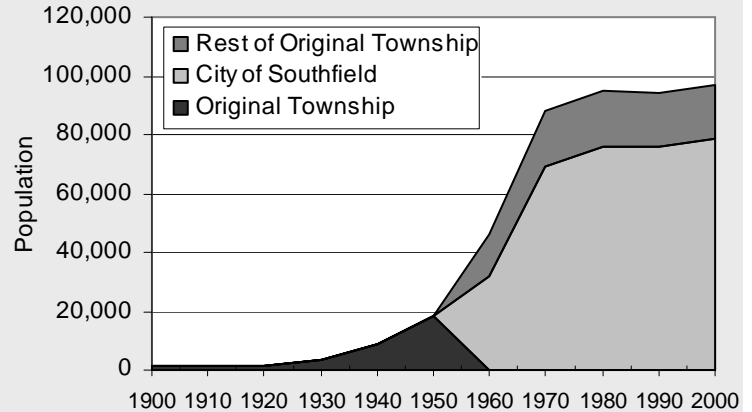
Current Conditions

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. It uses the most current information available, including the 2000 U.S. Census of Population and Housing, the 2005 American Community Survey, and local and regional information to 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 now known as the cities of Southfield and Lathrup Village and the Villages of Bingham Hills, Franklin, and Beverly Hills. 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 citizens. By 1970 that number had grown to nearly 70,000. Southfield's population reached more than 75,000 by 1980, but growth was already slowing considerably. The historical population growth of Southfield can be seen in Figure 3-1, which depicts the rapid growth spurt of 120 percent between the time of the City's incorporation and 1970.

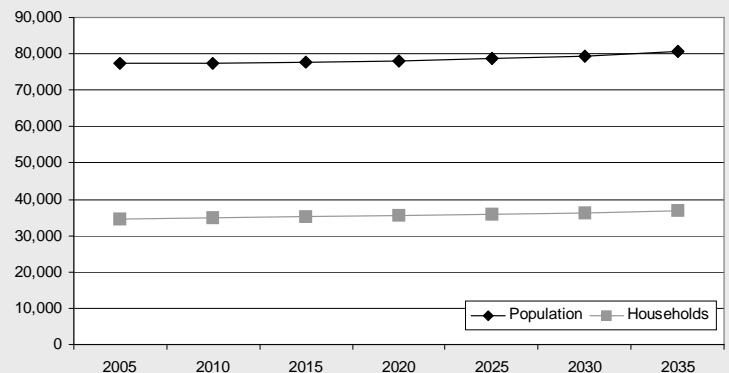
As of May 2008, the city of Southfield had an estimated 76,400 residents, according to the Southeastern Michigan Council of Governments (SEMCOG). This figure is down 2.5 percent from the

Figure 3-1: Historical Population, Southfield Township



Source: SEMCOG Historical Population

Figure 3-2: Population & Household Trends



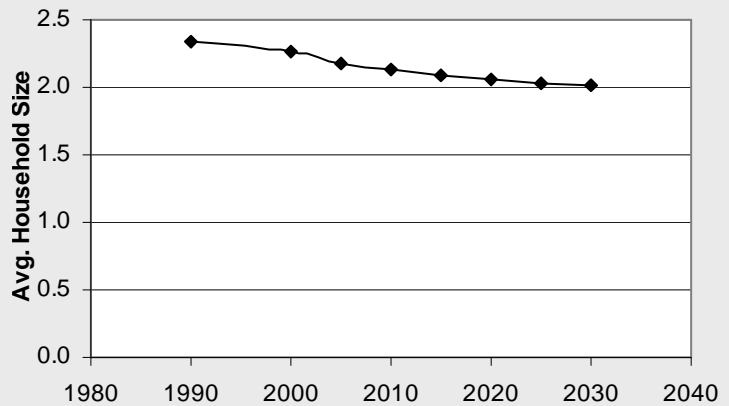
Source: SEMCOG Regional Forecast

population reported by the U.S. Census Bureau for the year 2000; however, the recently released 2035 Forecast for Southeast Michigan by SEMCOG predicts that the population will increase over the next 30 years. As depicted in Figure 3-2, SEMCOG forecasts that the population will increase to approximately 80,600 by 2035, an increase of 3.9 percent over the 2005 population estimate.

Household Trends. The U.S. 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. Southfield's number of households is forecasted to increase slightly. This is due in part to a decreasing average household size. Between 2000 and 2030, the average household size is forecasted to decline from 2.27 to 2.01 persons per household, as seen in Figure 3-3. The decrease in household size is more significant than the increase in the number of households, resulting in a declining population overall. Shrinking household size is a national phenomenon as American families are having fewer children on average. Southfield's average household size is smaller than those in Oakland County, metro Detroit and the state of Michigan. This is likely due to the high number of multiple-family housing units, which typically house a higher proportion of childless households. The large number of multi-family households in Southfield is discussed further in Chapter 4.

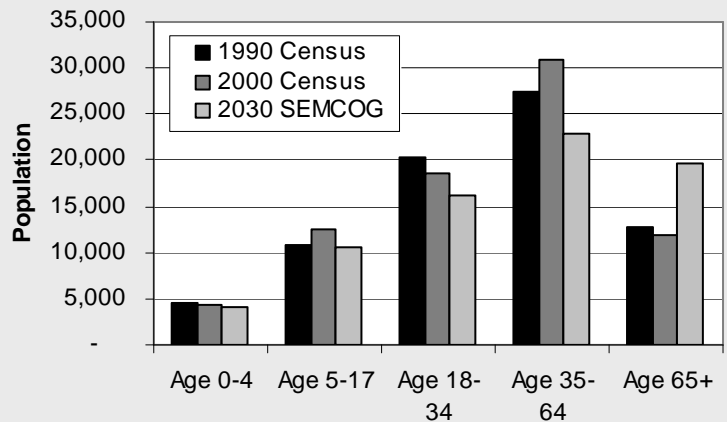
Age. The age distribution of the City's residents has been slowly changing (see Figure 3-4). The aging of the baby-boomer generation greatly impacts the community's age distribution over time. This effect is seen by the recent reduction in the number of residents in the 35-64 age bracket and increases in the age 65+ 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 equally distributed across the age categories; however, a significantly higher share of residents will be in the highest age bracket, one that generally requires costly public services. Southfield already has a higher percentage of residents in the 65+ age group than Oakland County, metro Detroit, and the state of Michigan, as seen in Table 3-5. As this segment of the population grows, the City must adapt by providing services to meet their changing needs.

Figure 3-3: Average Household Size



Source: SEMCOG Regional Forecast

Figure 3-4: Age Distribution, 1990-2030



Source: SEMCOG Regional Forecast

Table 3-5: Retirement Population, 2000

Community	Percentage
Southfield	15%
Oakland County	11%
Metro Detroit	12%
Michigan	12%

Source: U.S. Census Bureau

Race. The racial distribution of Southfield residents has experienced a major shift in recent years. In 1990, Southfield had a very balanced racial mix, generally in line with the County as a whole. The population was comprised primarily of white and black residentsⁱ. Between 1990 and 2000, the number of white residents declined by nearly 21,000 or over 40 percent, according to the U.S. Census Bureau, as shown in Table 3-6. During the same period, the black population increased by more than 20,000. This significant shift resulted in the black population now comprising more than 54 percent of 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 2000 than any other racial or ethnic groupⁱⁱ.

Income. Southfield's residents are primarily middle-class. In constant dollars, the median household income fell approximately 3.5 percent over 10 years to \$52,468, as seen in Table 3-7. Southfield has a higher median household income than the Detroit metro area as a whole, although the margin is shrinking, as can be seen in Figure 3-8. On the other hand, incomes in Southfield are approximately 15 percent lower than in Oakland County. The County's large number of wealthy outer-ring suburbs helps explain this discrepancy. Additionally, the City's higher proportion of older residents 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.

Table 3-6: Racial Distribution, 1990-2000

Race	1990		2000	
	#	%	#	%
White	51,427	68%	30,431	39%
Black	22,053	29%	42,454	54%
American Indian	190	0%	157	0%
Asian	1,790	2%	2,416	3%
Pacific Islander	11	0%	24	0%
Other Race	275	0%	498	1%
Multi-Racial	N/A		2,342	3%
Total	75,746		78,322	

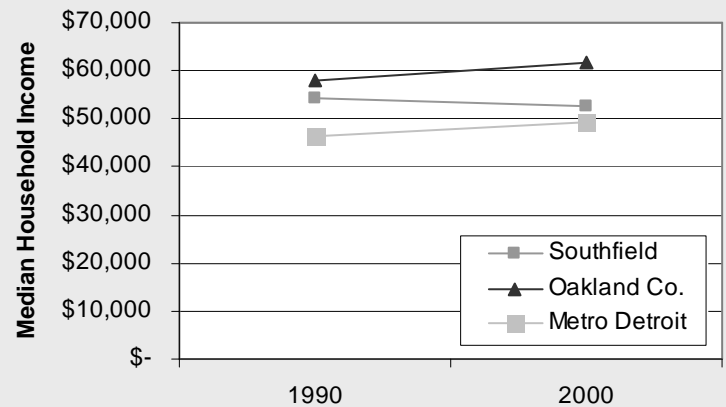
Source: SEMCOG Regional Forecast

Table 3-7: Median Household Income, 1990-2000 (in 1999 dollars)

Community	1990	2000
Southfield	54,380	52,468
Oakland Co.	58,170	61,907
Metro Detroit	46,584	49,175

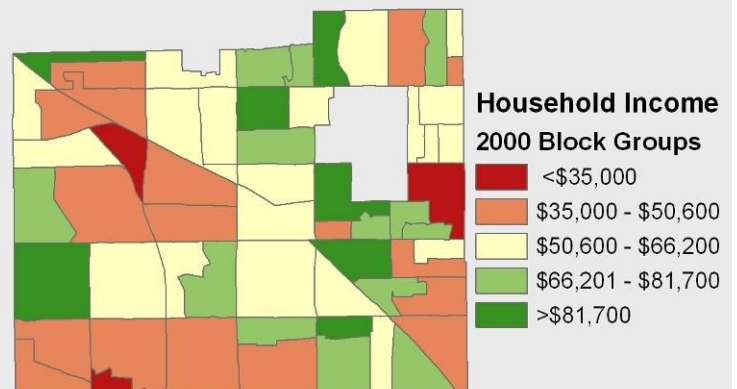
Source: U.S. Census Bureau

Figure 3-8: Median Household Income, 2000



Source: U.S. Census Bureau

Figure 3-9: Median Household Income by Neighborhood, 2000



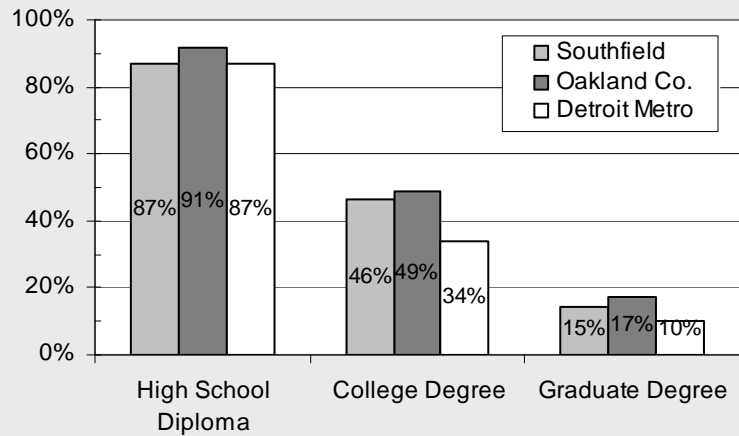
Source: U.S. Census Bureau

Education. A snapshot of the educational characteristics of the City 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 citizens attract and sustain jobs and tend to provide governments with a higher tax base. The educational attainment of Southfield's adults is slightly higher than the metro area and slightly lower than Oakland County, as seen in Figure 3-10. Eighty-seven percent of Southfield adults 25-years-old or older have at least a high school diploma, compared to 91 percent in the County and 87 percent in the metro area. Forty-six percent of residents have a college degree, compared to 49 percent in the County and 34 percent in the metro area. Forty-six percent of residents have a college degree, compared to 49 percent in the County and 34 percent in the metro area.

School enrollment data gives a slightly different picture of the educational characteristics of the community. A significantly higher proportion (35 percent) of Southfield's population is enrolled in college or graduate school than in the County or metro area, as seen in Figure 3-11. 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 has made Southfield a major employment center in metro Detroit.

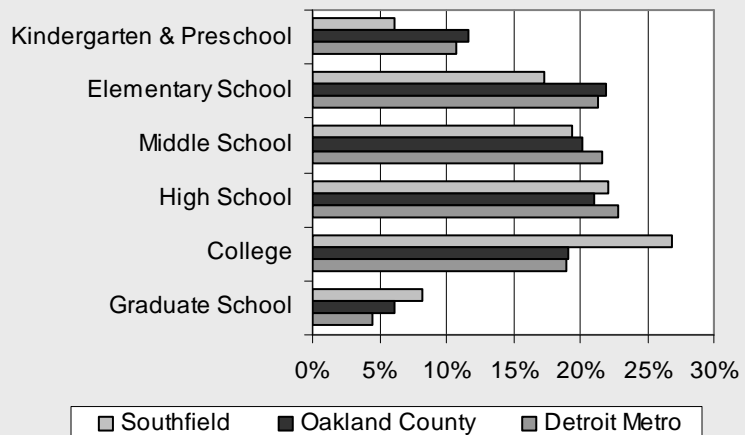
If Southfield can be proactive in enticing students with college degrees to remain in the City after graduation, it will see its share of high school- and college-educated residents rise, ultimately helping to preserve and strengthen its healthy economy.

Figure 3-10: Educational Attainment of Adults 25 Years or Older, 2005



Source: U.S. Census Bureau

Figure 3-11: School Enrollment of Population Three Years and Older, 2005



Source: U.S. Census Bureau

ⁱ Fasenfest, D., Booza, J., Metzger, K. (2004). Living Together: A New Look at Racial and Ethnic Integration in Metropolitan Neighborhoods, 1990-2000. Brookings Institution Center on Urban and Metropolitan Policy.

ⁱⁱ Brookings Institution. (2003). Detroit In Focus: A Profile from Census 2000. Brookings Institution Center on Urban and Metropolitan Policy.

4 Housing and 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 offering a range of housing opportunities for all income groups and a quality living environment for all persons.
- Create an identity for all Southfield neighborhoods.

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 and strategies regarding housing and public improvements to support the needs of residents.

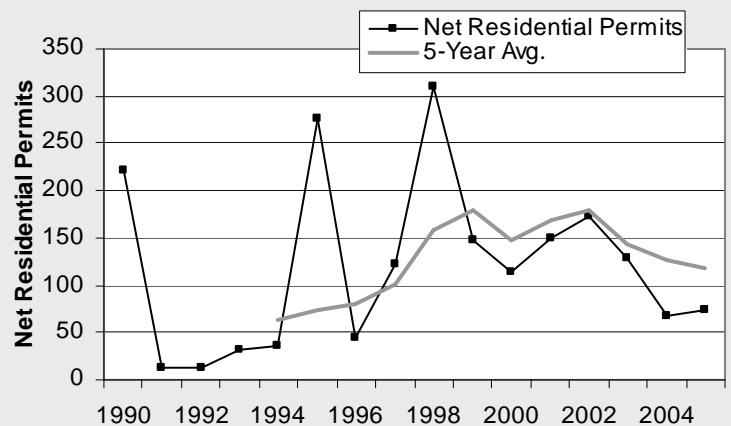
Planning for housing is critical because nearly 60 percent of land in the City is devoted to residential uses. Also, people seeking a place to live or deciding whether to stay in a community base their decisions in part on the community's housing characteristics such as home values, affordability, services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

Housing Units. According to the U.S. Census Bureau, a housing unit may be a house, an apartment, a group of rooms or a single room. Housing units are occupied by families or individuals who live separately from other families/individuals in the building and have direct access from outside the building or through a common hall.

The number of housing units in Southfield has been increasing while population and household growth have been relatively flat. (*Chapter 3 Population Trends* has a detailed discussion of population characteristics.) Figure 4-1 shows the annual number of net building permits from 1990 to 2005 increased by about 2,000 units. Figure 4-2 shows the total number of housing units in Southfield over the same period according to the U.S. Census Bureau. Both sources note a slow but gradual increase in total housing units.

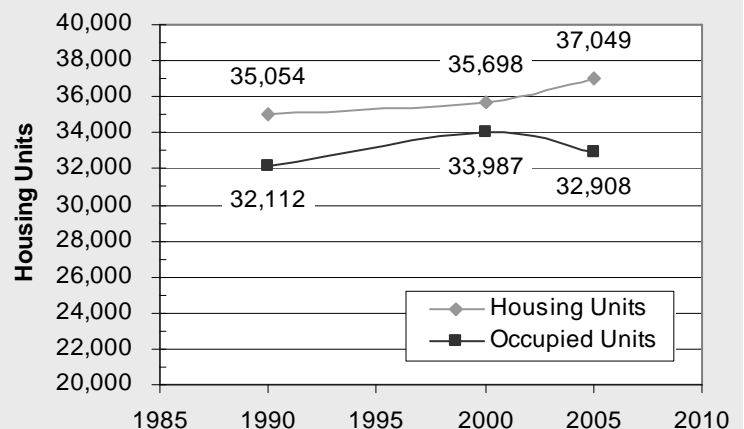
Occupancy. Housing occupancy is the percentage of total housing units that are occupied at a given time. The figure can be an indicator of housing stability, with a high percentage generally indicating a stable or growing residential housing market. With little change in population or households and a shrinking average household size, demand for housing can be expected to decline. This is reflected in Figure 4-2 which depicts a drop in occupied housing units along with a continuing increase in the housing stock. It is also reflected in the occupancy rate, which declined from 95 percent in 2000 to 89 percent in 2005, as shown in Figure 4-3. Over the same period, Oakland County also experienced a similar decline in occupancy from 96 percent to 93 percent.

Figure 4-1: Southfield Residential Construction, 1990-2005



Source: SEMCOG Regional Forecast

Figure 4-2: Southfield Housing Units and Occupancy, 1990-2005



Source: U.S. Census Bureau

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.

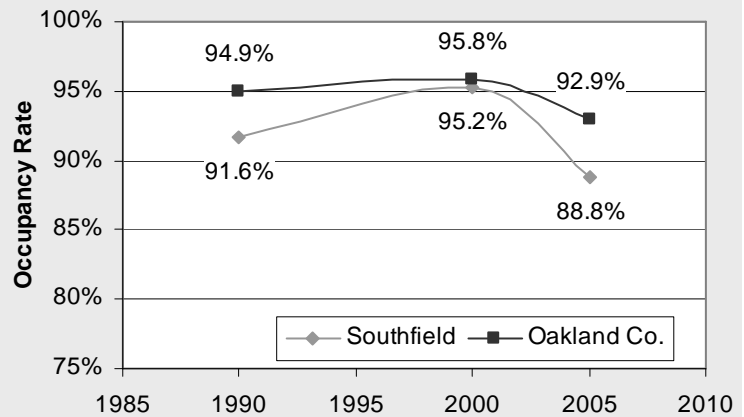
Certain neighborhoods have more vacant housing units than others. These neighborhoods may face challenges like a housing stock in various state of repairs and low interest in homes relative to home prices. Identifying the location of those neighborhoods helps in addressing their issues and reducing vacancies. The areas with the highest vacancies can be seen in Figure 4-4. These areas are generally south of Northwestern Highway from the City Centre area to Franklin Road; along I-696 west of Telegraph Road; around the Cornerstone Development Authority district; and between Telegraph Road and Beech Woods Park, south of 9 Mile.

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 2005, approximately 58 percent of Southfield residents owned their residence while 42 percent rented. The home ownership rate is up from approximately 54 percent 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. Nevertheless, ownership is rising in Southfield faster than in the County, especially over the last five years, where ownership is up nearly 4 percent. Home ownership is rising despite rising housing costs (noted below) and decreasing median household incomes (noted above in *Chapter 3 Population Trends*).

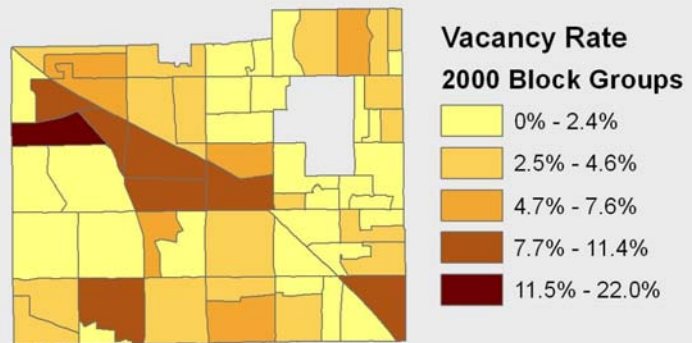
Certain neighborhoods in Southfield are experiencing lower homeownership rates than others. These areas are generally less stable because the residents can

Figure 4-3: Regional Occupancy Rate, 1990-2005



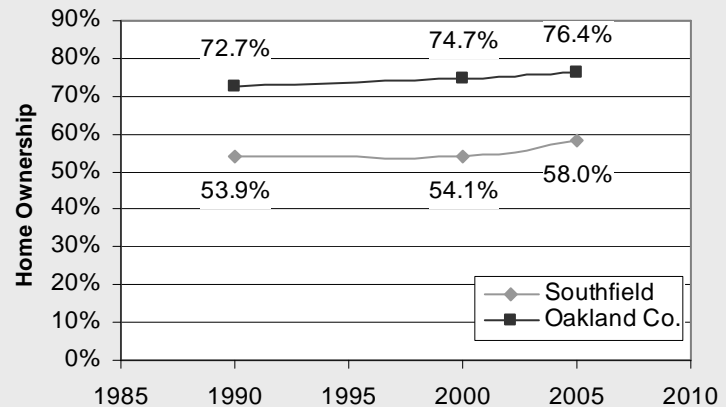
Source: U.S. Census Bureau

Figure 4-4: Southfield Vacancy Rates, 2000



Source: U.S. Census Bureau

Figure 4-5: Regional Home Ownership Rate, 1990-2005



Source: U.S. Census Bureau

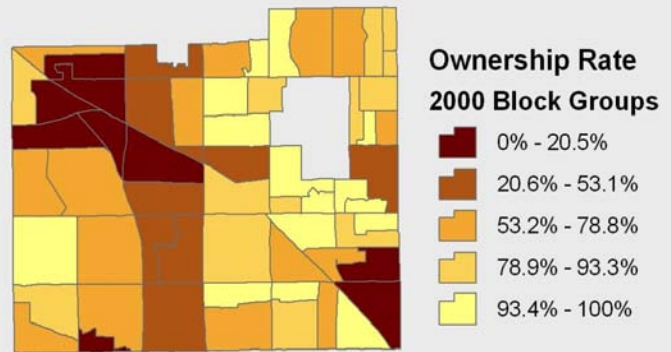
easily move out of the neighborhood. Many of these neighborhoods have high numbers of multiple-family units. These areas are highlighted in Figure 4-6 and include the areas around Northland, northwest of the Telegraph/I-696 interchange; along Shiawassee east of Beech; between Telegraph and Lahser; the 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 U.S. Census Bureau, the median value of owner-occupied homes in Southfield was \$155,400 in 2000, up from \$107,705 in 1990 (both figures in 2000 dollars). Data from Oakland County indicates that average housing costs have continued to rise from \$161,217 in 2001 to \$182,820 in 2005. The rising cost of housing, depicted in Figure 4-7, makes it increasingly 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 has been outpacing demand for housing. As of 2005, 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 2006) from the Michigan Association of Realtors® indicate that the rising housing values may be coming to an end. The number of housing sales in 2006 was 21 percent lower than in 2005 in southern Oakland County. This resulted in a 3 percent reduction in average sales price over that period. Statistics from the National Association of Realtors® indicate existing home prices in metro Detroit experienced the worst decline of U.S. urban areas in the third quarter of 2006. As a result, housing values in Southfield may be in the midst of a period of adjustment as housing values dropped in 2007.

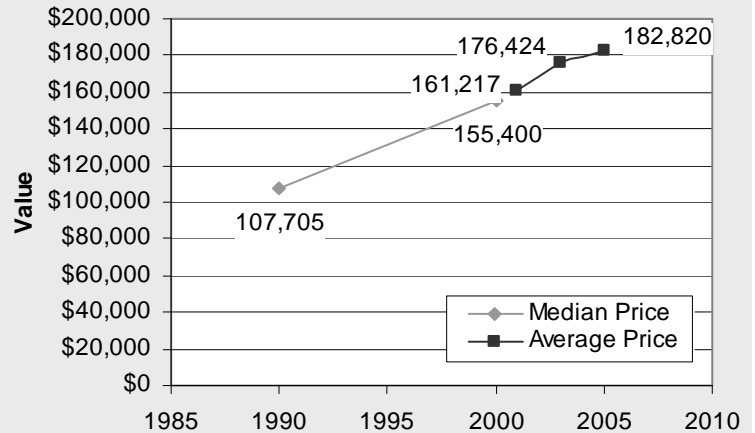
As it became more expensive to buy a home in Southfield in the first half of the decade, home ownership rates continued to rise, as noted above. However, while housing price increases can generate wealth for those who already own a home, they can increase property taxes and make it more expensive to buy a home. Figure 4-8 portrays the distribution of housing values in Southfield in 2000. Housing values were distributed fairly even, with the great majority of homes valued between \$100,000 and \$200,000. This general distribution is a reasonable approximation of current conditions, despite the fluctuating housing market.

Figure 4-6: Southfield Homeownership Rates, 2000



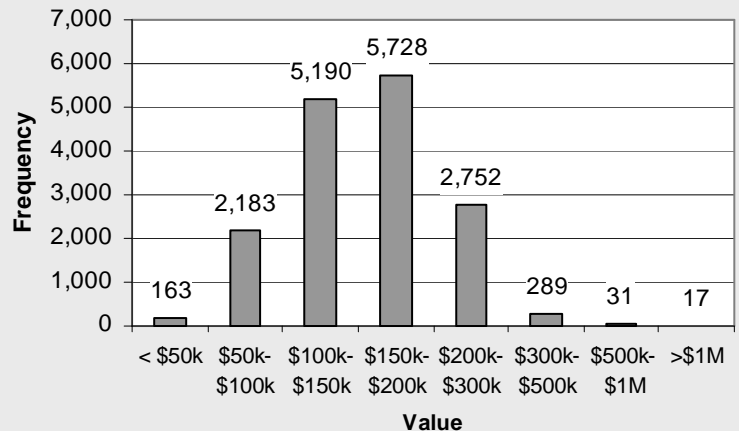
Source: U.S. Census Bureau

Figure 4-7: Southfield Housing Values, 1990-2005



Sources: U.S. Census Bureau, Oakland County

Figure 4-8: Southfield Housing Values, 2000



Source: U.S. Census Bureau

Southfield has a large supply of rental housing, particularly when compared with the region as a whole. Figure 4-9 shows that in 2000, rental housing comprised 46 percent of Southfield's occupied housing units, compared to just 25 percent in Oakland County and 28 percent in the metro area. Further, the share of rental housing in Southfield was unchanged since 1990 while simultaneously shrinking in the County and metro area.

As the share of rental units increases, a higher percentage of households are impacted by rental rates. In 2000, gross rents for Southfield residents were higher on average than for residents in Oakland County or metropolitan Detroit. Renters appear to be willing to pay a premium to live in Southfield. The median gross rent Southfield residents paid in 2000 was nearly \$800 per month, compared to \$710 per month in the County and \$580 per month 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 \$750 to \$999 per month category.

As noted in *Chapter 3 Population Trends*, the median household income declined slightly between 1990 and 2000 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. This, however, does not appear to be the case. As Figure 4-11 shows, the portion of income spent on rent is generally comparable in Southfield and in the County. The largest discrepancy occurs in the 15-19.9 percent category, where a larger relative portion of Southfield renters are paying a smaller 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. Low-income residents are more likely to receive housing assistance, which would lower their rents relative to their incomes.

Housing Types. Single-family detached residences comprise the largest share of residential housing. In 2000, these types of housing structures comprised nearly 50 percent 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 4-9: Regional Residential Rental Share, 1990-2000
Source: U.S. Census Bureau

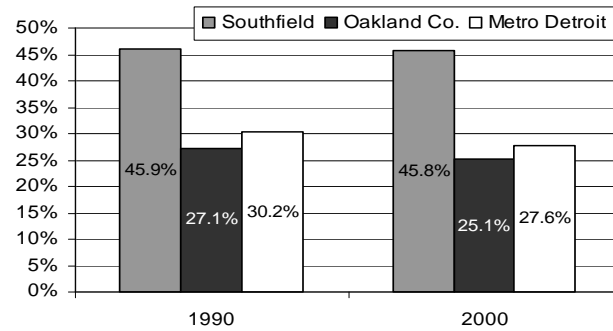
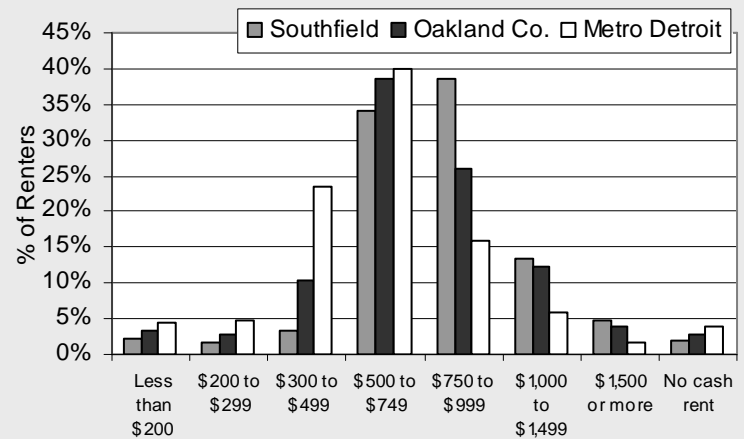
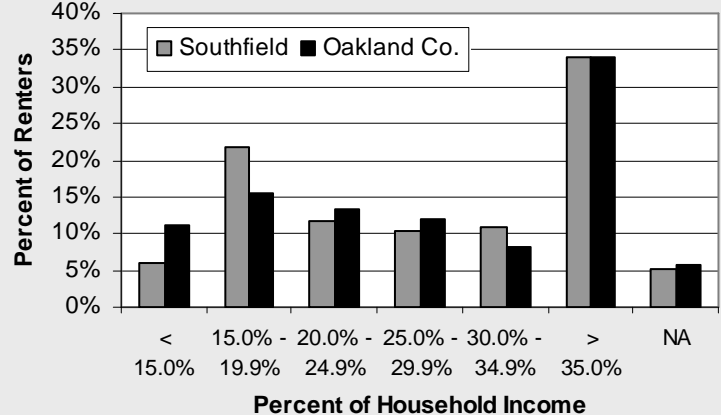


Figure 4-10: Regional Gross Rent, 2000



Source: U.S. Census Bureau

Figure 4-11: Regional Rent as a Percentage of Household Income, 2005



Source: U.S. Census Bureau

Figure 4-12. According to the 2000 census, Southfield has an approximate 23 percent 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

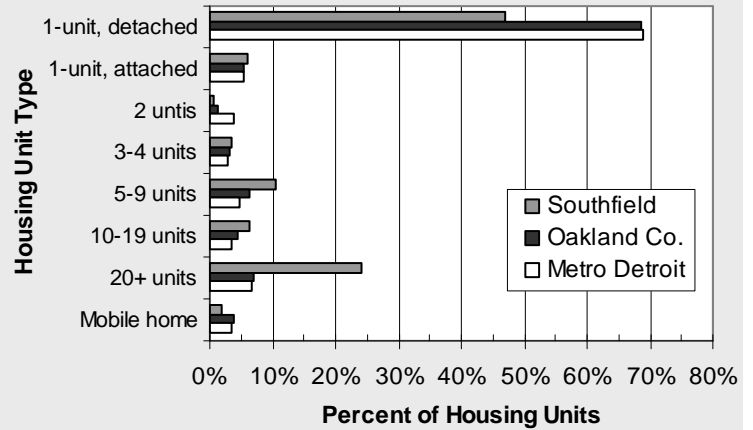
share of large (i.e. containing 20 or more units) multi-family structures in Southfield is nearly 3.5 times that of the County or metro area. Many of these structures are apartment and condominium towers. The presence of apartment buildings helps explain the high residential rental share noted above 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.

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 were constructed during that period. Afterward, as the population growth flattened, the share of new structures decreased. Only about 8 percent of Southfield homes were built since 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.

The City may want to consider preparing a survey of neighborhoods to document historic resources and evaluate their significance. These historic structures and neighborhoods provide character and a sense of uniqueness to the neighborhood and community. The survey would result in recommendations and guidance on improvements and maintenance of these historic residential treasures.

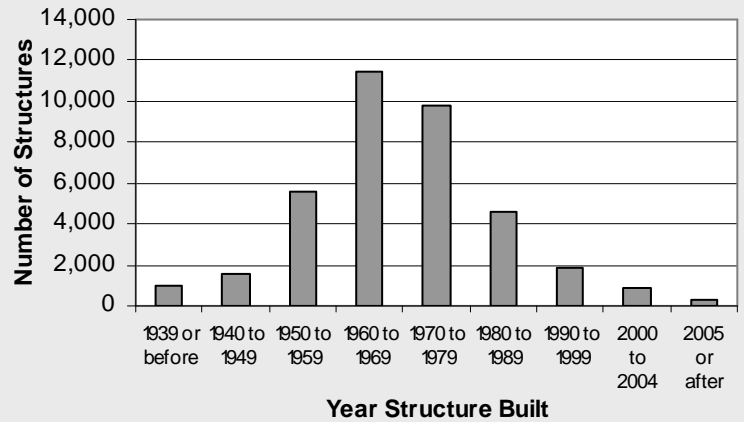
Residential Longevity. The length of time that residents live in a home is a measure of a community's stability. In 2005, nearly 50 percent of Southfield residents had moved into their home in 2000 or later. This statistic can be seen in Figure 4-14. While this figure may seem high, it is in line with U.S. 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

Figure 4-12: Regional Residential Housing Distribution, 2000



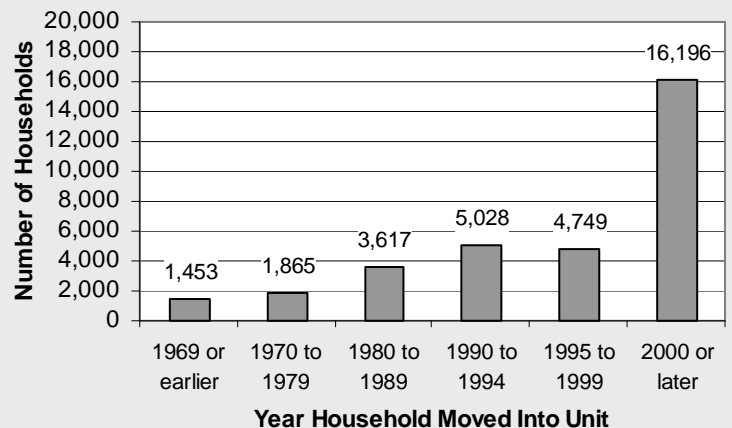
Source: U.S. Census Bureau

Figure 4-13: Year Built for Southfield Residential Structures, 2005



Source: U.S. Census Bureau

Figure 4-14: Year Householder Moved Into Unit, 2005



Source: U.S. Census Bureau

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 1999. As the housing market slows relocation options residents 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 suburban neighborhoods characterized by unpaved roads and larger lot sizes to urban development with curb and 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 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 maintaining housing units on a daily basis 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. The NIC also 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 continue to maintain consistent

coordination with the Housing Department and administration of many of the programs and recommendations of this Plan.

- **Housing Programs.** The City's Housing Department currently administers a variety of optional programs to residents including home repair, ownership encouragement and housing affordability 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 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 improvements include roofs, windows, doors, siding, insulation, heating, electrical, and plumbing repairs. The program is funded by HUD through the 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 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 Development Authority (MSHDA) offers low-interest loan programs that give people with lower incomes an opportunity to buy their first home.
- Other housing programs the City should consider include those for larger-scale housing rehabilitation, housing façade improvements and emergency repair grants.

As the 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 to 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 and decorative street lighting. The City, through the NIC and the Southfield Parks and Garden Club, currently issues "Community Pride Awards." Awards are granted to reward residents, condominium associations, apartment complexes and neighborhoods in their efforts to maintain, improve or beautify their neighborhood or development.
- **Annual Neighborhood Beautification Programs (Clean-up Programs).** A spring and

fall household 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 are 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.** The City should continue to review its enforcement policies and procedures to identify ways to improve regulatory enforcement of and compliance with existing laws. This review could also 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 imperative that "surface infrastructure" is regularly inspected and improved as needed.
- **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 Transportation 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, or "eyes on the street."

Redevelopment of Outdated Housing. There are a number of neighborhoods with small houses, typically less than 1,000 square feet located 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.

Home, Home on the Ranch. The 1950s style ranch house is witnessing a resurgence, fed by nostalgia for a simpler time. Even the historic preservation movement, which has spent most of its energy fighting to save century-old artifacts, now has its sights on the preserving this vital component of our shared heritage (social, economic and design history), a part of the narrative of American architecture. The City should consider working with the State Historic Preservation Office and its program to develop a historic resources survey for select individual ranch houses and/or districts. The survey could identify and document historic resources that provide character, continuity and a sense of uniqueness to the community, and evaluate their significance and plan for the wise use of the community's valuable historic residential resources.

Multiple-Family Housing. Multiple-family housing is provided throughout the City in a variety of forms. The most commonly found is 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 families 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. 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 that include 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. 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.

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.



5 Economic Development

Introduction

Southfield – because of its location, condition and demographic composition – is uniquely positioned to exert a positive influence on future development/redevelopment in the metropolitan region. Southfield is an economically viable, highly attractive city with community values and a quality of life second to none. The City's approach to seize its economic development potential and to manage its character and appearance will affect its ability to achieve this vision.

Southfield is in an enviable position for a community of its size. The City boasts a number of assets and a unique character that is absent from many of metropolitan Detroit's cities and suburbs. These assets include a distinctive and progressive City Centre, a successful Cornerstone Development District, Lawrence Technological University, Oakland Community College and other higher educational institutions that create intellectual capital that extends beyond students and faculty, as well as Providence Hospital, an innovative institution and the largest employer in Southfield. In addition to a strong employment base, quality neighborhoods with parks, balance of jobs, services and housing, established infrastructure, easy access to the metropolitan Detroit region and a sense of place creates conditions under which growth is highly likely.

Existing Trends

- Southfield's demographic base has changed dramatically, reflecting many of the trends facing other first-tier suburbs across the country. Many of these communities have lost ground as a result of urban sprawl and other regional dynamics causing them to experience the same urban problems witnessed by larger inner cities.
- The City's economic base, while still rich in economic assets and opportunities, faces stiff competition from newer and more nimble regional communities. This base is restructuring as a result of corporate mergers and acquisitions, manufacturing and service industry outsourcing,

Goals

- **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.
- **Existing Business Competitiveness:** Increase the competitiveness of existing Southfield businesses to grow locally.
- **Economic Diversification:** Diversify and grow Southfield's economic base in line with new global and technology business realities.
- **Residential Workforce Competitiveness:** Increase educational attainment and raise skill levels of Southfield residents to compete for high quality jobs of the future.
- **Economic Development Partnerships:** Grow current and develop new partnerships fostering and accelerating economic development in the City.

and the desire by most businesses today to reduce operating costs and improve productivity.

- As noted in *Chapter 3 Population Trends*, Southfield's population has been in a gradual decline since 2000 and the age of a typical resident is increasing.
- In real dollar terms (1999 dollars), Southfield's median family income declined from \$54,380 to \$52,668 between 1990 and 2000.
- While Southfield residents showed some improvement in overall educational attainment between 1990 and 2000, there remains much room for improvement.
- Southfield's unemployment was 7.3 percent in 2005, compared to 3.7 percent in 2000. The number of unemployed residents has increased from 1,639 to 3,053 since 2000.

- The workforce residing in Southfield has declined from 43,971 in 2000 to 41,994 in 2005. This drop triggered a drop in the workforce participation rate of the City's residential workforce from 56.1 percent in 2000 to 53.7 percent in 2005.
- 110,412 jobs existed in the City in 2007. By comparison, 114,216 existed in the City in 2002. This suggests that 3,804 jobs were lost in the City over this short time period.
- Total commercial (office, retail, services) and industrial real estate in the City had a total assessed valuation of \$1.634 billion in 2006.
- The City's total commercial and industrial real estate stock included almost 41 million square feet of space with another estimated 5 million square feet of office scattered in smaller buildings. Of this total:
 - Office space was 53.5 percent.
 - Industrial space was 10.4 percent.
 - Flex space was 3.7 percent (office/industrial mix).
 - Retail space and shopping centers were 11.14 percent.
 - Unclassifiable space was 21.4 percent.
- The City's office building base is aging. Since 1990, only 7.3 percent of the City's office space was built; 8.7 percent of its industrial space; 7.1 percent of its retail space; and 12.4 percent of its shopping center space.
- As of third quarter 2006, Southfield's office market had a 21.5 percent vacancy rate, compared to a 19.3 percent rate in Farmington Hills, a 21.2 percent rate in Livonia, a 23.8 percent rate in Novi, and a 21.3 percent vacancy rate in Troy.
- Southfield's office market is predominantly located north of 10 Mile Road. Eighteen million square feet of this space is located north of 10 Mile Road and 5.8 million south of 10 Mile Road.
- Almost all (99 percent) of Southfield's class A office space is located north of 10 Mile Road.
- About three quarters of the City class B office space is located north of 10 Mile Road.
- Meanwhile, 60 percent of the City class C office space is located south of 10 Mile Road.

Lessons from Other First Tier Suburbs

The experiences of other first tier suburbs were examined as guidance for this Plan. Some general lessons from that examination are:

- **You Can't Do It Alone.** Cooperation with other first tier suburbs and the core city in the region is important to finding effective solutions to larger regional issues such as sprawl and inefficient growth.
- **A State Policy Shift is Vital.** State support is vital to improving conditions in the first tier suburbs. Convincing the state to invest in existing communities and redevelopment over new communities and new development is imperative. First-tier suburbs should develop a shared policy agenda to garner state support.
- **Businesses and Developers must be Re-Educated.** Financial incentives are needed to interest businesses and private developers in investing in first-tier communities rather than developing greenfields in outlying locations.
- **Community-Building is Essential.** It is not enough to just increase public and private investment in first tier suburbs. Community leaders must work on community-building in a holistic sense that looks at economic development, housing, infrastructure, land use and zoning, and the many other issues being considered in the Southfield Comprehensive Master Plan.
- **Quality Coupled with Affordable.** This appears to be the mantra of many first tier suburbs that are making the "value proposition" that quality development/redevelopment must be encouraged, but affordability must be considered in meeting the needs of their residential base.
- **Stepped Up Economic Development.** First-tier communities have increased their assistance to existing businesses, entrepreneurship and new business attraction. A key beginning that must be met is being able to offer businesses quality buildings and sites for use. Brownfield cleanup has received significant attention, coupled with more infill development projects.
- **Better Public Transportation.** Public transportation is seen as essential to workers, students and the elderly living in first-tier communities. Working to make transit services more accessible, responsive and safe is important.

- **Become a Go-To Place:** Many first tier communities have increased their attractiveness as destinations such as specialty shopping, fine dining, and entertainment for local and regional residents.
- **Capture Daytime Worker Dollars.** This is a lesson for Southfield since the City has many daytime workers who leave the City after work. Meeting these workers' shopping and entertainment needs is important.
- **People Retention and Recruitment.** First tier suburbs are working more aggressively at retaining their existing population base and attracting new residents. Having desirable housing, shopping and entertainment amenities is essential to achieving this objective.
- **Reward and Recognize.** It is important to continue to visibly recognize and reward private developers, institutions (e.g., hospitals, education), businesses, neighborhoods, and individual residents helping to bring back the social and economic life in the community.

First Suburbs Examined: Lakewood, Shaker Heights, Beachwood, and Cleveland Heights (Greater Cleveland area, Ohio); Upper Arlington, Grandview Heights, and Worthington (Columbus area, Ohio); Kettering and Oakwood (Dayton area, Ohio); Farmington Hills, Lincoln Park and Warren (Detroit area, Michigan); Overland Park, Kansas and Independence, Missouri (Kansas City area).

Top Economic Development Challenges

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.

Current Conditions

This existing economic development conditions profile of the city of Southfield is intended to highlight the key economic development and business issues facing the community. It provides the analytic foundation for the strategy part of the economic development element of the Comprehensive Plan. Overall, the information presented in this profile identifies many of the changes that have taken place in the city of Southfield over the last 10-15 years. This profile is presented both in relation to the larger political divisions in the area, as well as, in comparison to some of the neighboring communities and region.

When comparing information for the City of Southfield to larger political divisions, comparisons are made to Oakland County and to Southeast Michigan (see Figure 5-1). For the purposes of this analysis, the definition of Southeast Michigan is based on that used by Southeast Michigan Council of Government (SEMCOG) and includes the counties of Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne¹.

Demographic Changes

Population and Households. Demographic factors and trends are significant influences upon the growth

¹ This definition differs slightly from the definition of Metropolitan Statistical Areas used by the U.S. Bureau of the Census. As defined in 2003, the Detroit – Warren – Livonia Metropolitan Statistical Area (MSA) includes two Metropolitan Divisions: Detroit – Livonia – Dearborn Metropolitan Division (Wayne County) and Warren – Farmington Hills – Troy Metropolitan Division (Lapeer, Livingston, Macomb, Oakland, and St. Clair counties). Prior to 2003, the cities of Ann Arbor (Washtenaw County) and Flint (Genesee County) were also included in the Detroit Consolidated Metropolitan Statistical Area (CMSA). These cities, and their respective counties, are currently defined as being their own Metropolitan Statistical Areas.

of Southfield's economic base. Between 1990 and 2000, the City of Southfield grew in terms of population and households. This growth, however, trailed the growth in Oakland County and Southeast Michigan as a whole, see *Chapter 3 Population Trends*, for additional analysis.

Slow growth in the number of households in the City is important from an economic development standpoint because households are consuming units that support the local economy.

Income and Poverty. Comparing household incomes in 1990 to those in 2000, it appears that household incomes in the City of Southfield increased; however, the use of income categories over time is deceptive because it is difficult to identify the effects that inflation has on households' real income. Refer to *Chapter 3 Population Trends*, for a more detailed analysis.

Although redefining the income categories for household income does not, by itself, definitively show decline in resident incomes, it is consistent with other data that show the decline in income and increasing poverty. Data in Figure 5-2 shows that, in 'real' terms (incomes adjusted for inflation), incomes are declining and poverty is increasing within the City.

Labor Force

While Southfield saw a small growth in its residential labor force during 1990-2000, the City experienced a sharp drop of almost 2,000 workers between 2000 and 2005.

The number of residents employed in the City declined during the 2000-2005-period. One explanation of this decline in workforce is the migration of employed workers to other locations. Employment dislocations are a likely explanation for the decline in the number of employed residents over the past five years. A closer examination of local employer cutbacks and relocations is needed to pinpoint the cause of these trends. See Figure 5-3.

Figure 5-1: Population Change: Southeast MI Cities, 2000-2006

Rank 2006	Community	Estimated Population 2006	Change in Population 2000-2006	Rank 2000
1	Detroit	868,822	-82,448	1
2	Warren	135,339	-2,908	2
3	Sterling Heights	127,623	3,152	3
4	Ann Arbor	112,530	-1,494	4
5	Dearborn	99,909	2,134	6
6	Livonia	96,531	-4,014	5
7	Clinton Twp	96,144	496	7
8	Canton Twp	85,462	9,096	12
9	Westland	83,605	-2,997	8
10	Troy	81,290	331	10
11	Farmington Hills	80,486	-1,625	9
12	Southfield	78,009	-313	11
13	Macomb Twp	72,824	22,346	23
14	Waterford Twp	70,792	-1,189	13
15	Shelby Twp	71,997	6,838	17
16	Rochester Hills	69,405	580	14
17	Pontiac	68,112	606	15
18	West Bloomfield Twp	65,789	929	18
19	Taylor	64,127	-1,741	16
20	St. Clair Shores	60,760	-2,336	19

Between 1990 and 2000, the percent of the population in the City of Southfield between the ages of 18 to 34 declined by 3 percent while those ages 35-64 increased by 4 percent. Though Southfield has a significant concentration of Baby Boomers, the City does not appear to be retaining its Mini Boomers. This is an important future economic issue for the City. According to research by the Brookings Institute and other research groups, the failure to capture the Mini Boomers generation is characteristic of many "inner ring suburbs."

A second important dimension of the local labor force is the participation rate of those people available to work. Figure 5-4 provides data on these trends between 2000 and 2005. This data indicates that the labor force participation rate declined for Southfield, Oakland County and southeast Michigan. Southfield's labor force participation rate decline was much more severe than Southeast Michigan and about the same as Oakland County.

This decline in the City's labor force participation rate could be attributed to three possible explanations.

- The demand for labor, or the specific types of labor skills in Southfield, has declined.
- Southfield residents that have lost jobs have been unable to find replacement jobs.
- Workers are exiting the workforce due to their age and contributing to a lower participation rate.

Industry Trends

The growth performance of local industries comprising the City's economic base is an important driver for local economic development.

The data in Figures 5-5, 5-6 and 5-7 (pg. 5-7) come from the U.S. Economic Censuses of 1997 and 2002. It is important to note that this data only brings us to 2002, and a great deal has changed in the regional and local economies since then. Unfortunately, local area industry and employment data is very limited in availability.

Figure 5-5 describes employment changes in the city of Southfield's major industries between 1997 and 2002. Data in Table 5-5 describes changes in the major industries located in Southfield. Some highlights:

- Manufacturing declined in the City by 18.6 percent; a loss of 847 jobs.
- Wholesale trade declined by nearly 36 percent; a loss of 2,457 jobs.
- Retail trade declined by 16.5 percent; a loss of 1,476 jobs.
- Real estate declined by 7.3 percent; a loss of 220 jobs.
- Accommodations and food services declined by 3.6 percent; a loss of 170 jobs.
- Educational services declined by 24.5 percent; a loss of 146 jobs.

Figure 5-2: Southfield "Real" Income and Poverty Picture

Income Category	1990	2000
Median Household Income (1999 Dollars)	\$54,380	\$52,468
Households in Poverty	1,982 (6%)	2,570 (8%)
Persons in Poverty	4,371 (6%)	5,721 (7%)

Figure 5-3: Labor Force Trends, 1990-2006

Community	1990	2000	2005
City of Southfield			
Labor Force	43,405	43,971	41,994
Employment	40,495	42,332	38,941
Unemployment	2,910	1,639	3,053
Jobless Rate	6.7	3.7	7.3
Oakland County			
Labor Force	604,989	675,784	639,985
Employment	567,932	656,338	603,762
Unemployment	37,057	19,446	36,223
Jobless Rate	6.1	2.9	5.7
Southeast Michigan			
Labor Force	2,304,693	2,501,294	2,420,189
Employment	2,124,125	2,411,983	2,251,959
Unemployment	180,568	89,311	168,230
Jobless Rate	7.8	3.6	7.0

Figure 5-4: Labor Force Participation Trends, 1990-2005

Community	1990	2000	2005
City of Southfield			
Total Population	75,745	78,322	78,272
Labor Force	43,405	43,971	41,994
Participation Rate	57.3%	56.1%	53.7%
Oakland County			
Total Population	1,083,592	1,194,156	1,218,573
Labor Force	604,989	675,784	639,985
Participation Rate	55.8%	56.6%	52.5%
Southeast Michigan			
Total Population	4,590,468	4,833,368	4,908,997
Labor Force	2,304,693	2,501,294	2,420,189
Participation Rate	50.2%	51.8%	49.3%

- Administration of waste management and remediation services grew by 52 percent; a gain of 7,900 jobs.
- Healthcare and social assistance grew by 84 percent; a gain of 6,981 jobs.

- Arts, entertainment and recreation grew by 36.6 percent; a gain of 207 jobs.
- Other services grew in the City by 11.2 percent; a gain of 175 jobs.
- No data was released for the Information sector, which is unfortunate because this sector is an important one for the City, especially IT-related businesses and jobs.

Figure 5-5: City of Southfield Economic Base Changes, 1997-2002

Employment by Industry, City of Southfield: 1997-2002					
NAICS	Description	Number of Employees		Change 1997-2002	
		1997	2002	Number	Percent
31-33	Manufacturing	4,564	3,717	(847)	-18.6%
42	Wholesale trade	6,838	4,381	(2,457)	-35.9%
44-45	Retail trade	8,925	7,449	(1,476)	-16.5%
51	Information	NA	NA	NA	NA
53	Real estate & rental & leasing	3,001	2,781	(220)	-7.3%
54	Professional, scientific, & technical services	13,035	NA	NA	NA
56	Admin, Support, Waste Mgmt & Remediation Services	15,152	23,053	7,901	52.1%
61	Educational services	595	449	(146)	-24.5%
62	Health care & social assistance	8,302	15,283	6,981	84.1%
71	Arts, entertainment, & recreation	566	773	207	36.6%
72	Accommodation & food services	4,739	4,569	(170)	-3.6%
81	Other services (except public administration)	1,565	1,740	175	11.2%

Figure 5-6: Oakland County Economic Base Changes, 1997-2002

Employment by Industry, Oakland County: 1997-2002					
NAICS	Description	Number of Employees		Change 1997-2002	
		1997	2002	Number	Percent
31-33	Manufacturing	90,481	79,167	(11,314)	-12.5%
42	Wholesale trade	45,311	42,709	(2,602)	-5.7%
44-45	Retail trade	83,826	80,791	(3,035)	-3.6%
51	Information	NA	NA	NA	NA
53	Real estate & rental & leasing	14,568	16,161	1,593	10.9%
54	Professional, scientific, & technical services	60,999	93,633	32,634	53.5%
56	Admin, Support, Waste Mgmt & Remed Serv	88,516	81,549	(6,967)	-7.9%
61	Educational services	2,464	3,445	981	39.8%
62	Health care & social assistance	35,580	84,553	48,973	137.6%
71	Arts, entertainment, & recreation	6,948	9,712	2,764	39.8%
72	Accommodation & food services	48,174	49,848	1,674	3.5%
81	Other services (except public administration)	16,274	20,942	4,668	28.7%

Figure 5-7: SE Michigan Economic Base Changes, 1997-2002

Employment by Industry, Southeast Michigan: 1997-2002					
NAICS	Description	Number of Employees		Change 1997-2002	
		1997	2002	Number	Percent
31-33	Manufacturing	380,989	339,391	(41,598)	-10.9%
42	Wholesale trade	107,361	98,924	(8,437)	-7.9%
44-45	Retail trade	254,616	248,940	(5,676)	-2.2%
51	Information	NA	NA	NA	NA
53	Real estate & rental & leasing	29,948	33,179	3,231	10.8%
54	Professional, scientific, & technical services	113,457	NA	NA	NA
56	Admin, Support, Waste Mgmt & Remed Serv	169,739	168,995	(744)	-0.4%
61	Educational services	NA	NA	NA	NA
62	Health care & social assistance	98,163	254,431	156,268	159.2%
71	Arts, entertainment, & recreation	17,717	36,106	18,389	103.8%
72	Accommodation & food services	155,542	160,701	5,159	3.3%
81	Other services (except public administration)	51,201	59,349	8,148	15.9%

Data in Figure 5-8 suggests that 110,412 total jobs exist in the City at the present time. By comparison, 114,216 jobs were in the City in 2002, according to SEMCOG estimates using the ES-202 data. This suggests that Southfield lost over 3,800 jobs during the last three years. The information also indicates Southfield had 5,443 Information sector jobs, which is a growing industry sector nationally.

Figure 5-9 shows the percentage shares that major industries hold in the City's economic base. The City's three largest industries, based upon Figure 5-9 data are:

- Finance and Insurance
- Healthcare and Social Services
- Professional and Technical Services

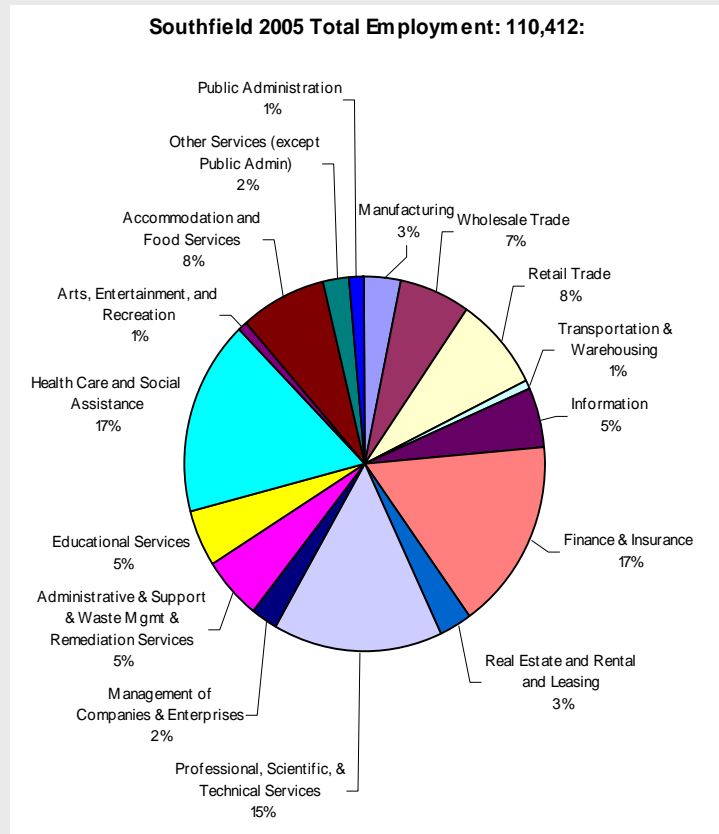
Figure 5-8: Southfield Economic Base, 2005

Sector	Employment
Agriculture, Forestry, Fishing, & Hunting	n/a
Mining	0
Utilities	n/a
Manufacturing	3,532
Wholesale Trade	7,351
Retail Trade	8,619
Transportation & Warehousing	983
Information	5,443
Finance & Insurance	18,285
Real Estate & Rental & Leasing	3,402
Professional, Scientific, & Technical Services	16,484
Management of Companies & Enterprises	2,669
Administrative & Support & Waste Mgmt & Remediation Services	6,052
Educational Services	5,316
Health Care and Social Assistance	18,644
Arts, Entertainment, & Recreation	910
Accommodation and Food Services	8,719
Other Services (except Public Admin)	2,369
Public Administration	1,618
Total	110,412

n/a - Data blocked for confidentiality

Source: SEMCOG, Michigan ES-202 Data

Figure 5-9: Southfield 2005 Employment, Industry Shares



Economic Development Framework

Economic development is a vitally important priority in Southfield's new Comprehensive Master Plan. A healthy, high quality and growing economic base is the foundation for effective community building in the City. Unless the economic life of Southfield is strengthened, the City's vision for a more vibrant, diverse and successful community will be undermined.

Southfield stands at an economic crossroads. If the City's economic base remains on its current slow growth trajectory, business and employment opportunities for residents and the City as a whole will diminish. Southfield will lose stature as a community of choice for resident, office and retail trade development. On the other hand, armed with a strong economic development game plan as part of its new Comprehensive Master Plan, Southfield will be better prepared to weather the economic storm that ravaged both Southeast Michigan and Michigan's economies.

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.

Strategic Economic Development Trends

The City economic base is currently dominated by the following strategic trends:

- **Strategic Location:** Southfield continues to offer a highly strategic location for businesses and employment within the region. This is an economic development advantage that will continue to work for Southfield for some time in the future. Southfield's central location provides easy access to numerous metro-area arterials, freeways and air transportation. Southfield's central location places it just 20 minutes away from almost every major greater Detroit area destination. The City's extensive hotel industry
- and business travel accommodations also make Southfield an ideal location for conventions, conferences and business meetings.
- **Weak Regional Economy:** The economic basis for much of greater Detroit and southeast Michigan have exhibited a pattern of slow economic, market, business and job growth over the past two decades or more. In large part, this slow growth pattern is caused by the longstanding concentration of slowly growing or declining manufacturing industries; most of which still depend heavily on the automotive marketplace. Regional economic development efforts have expanded, and according to the latest annual report of the Economic Development Coalition of Southeast Michigan some progress is being made. In 2007, the Coalition helped 177 economic development projects create just over 16,000 new jobs and \$4 billion in new business investment across the region. Another 9,500 existing jobs were retained through assistance by the Coalition.
- **First-Tier Suburb Characteristics:** The economic and social challenges facing Southfield are not unfamiliar to America's other first-tier suburbs, like Beachwood, Cleveland Heights, Shaker Heights, and Lakewood in the Greater Cleveland area. In short, first-tier communities have witnessed many of the same economic and social problems besetting the large central cities on which they border.
- **Limited Land for Development:** A central issue for Southfield, as well as most first-tier suburbs, is a very limited supply of available and developable land for future residential, commercial, office and industrial development. While the City has made considerable efforts in the past to clean-up and recycle its available land supply, much greater attention must be given to this issue, as the plan recommends in *Chapter 6 Managing Land Use for the Future*. It will be especially important for Southfield to continue planning, improving and developing incentives to existing business areas, such as City Centre, Cornerstone Development Authority District, Northwestern Highway Corridor area, Central Business Park, Bridge Street/Southfield Commerce Center, and American Commerce Centre.
- **Slipping Community Educational Attainment:** For years, Southfield's schools were seen as being among the best in the region. While still

good in many respects, there has been some slippage in educational outcomes as shifting demographics and other issues have created added pressures for the schools. Southfield must keep its schools strong to ensure that an educated residential workforce exists for the future. Southfield educators must ensure that their graduates possess the essential math, science, writing, reasoning, creative and social skills demanded by employers today. A number of school-business partnerships exist now in the community. These must be maintained, and new ones developed, especially in fast growth career areas like advanced healthcare services, information technology and communications, and business entrepreneurship.

- **Victim of Corporate Restructuring:** Many of the business and job losses in Southfield, as well as the surrounding region, have been triggered by corporate restructuring and downsizing and the globalization of the area's once strong manufacturing industries. Fortunately, the City continues to boast a strong corporate base that includes employers like Lear Corporation (world headquarters), Denso International (North American headquarters), BASF, GE, Honda Research and Development America, Eaton Corporation, Sverdrup Technologies, Panasonic Automotive Electronics, Autoliv Electronics, AT&T, Verizon, Sprint, Comcast, IBM, Microsoft, UGS Corporation, Sun Microsystems, and Cisco Systems. Creating a competitive environment for their future growth is a major priority of this plan.
- **Stiff Business/Job Competition:** Nearly all Southeast Michigan communities have bolstered their economic development efforts for business retention and expansion, recruitment, and entrepreneurial development. Southfield has an effective economic development effort, but this effort must be expanded in the future to help more businesses, entrepreneurs and job-seekers. A review of economic development efforts in surrounding communities, like Troy, Livonia, Farmington Hills, West Bloomfield, and Novi indicates these communities will give increased attention to developing new office, technology, and retail businesses and jobs. Many of these communities, especially those to the west, are better equipped with available land for future development.
- **Still Strong Office Sector, Despite Some Losses:** With over 26 million square feet of

office space within the City, Southfield is the home of a large number of corporate and entrepreneurial business office users. Some examples of these companies were listed earlier. The City's office base is its leading economic sector, which makes an important economic contribution directly and indirectly through the jobs and payroll it creates and the taxes it contributes. While some of the City's major office users face major business challenges, most remain strong.

- **Aging Business Real Estate:** The City's office building base is aging. Since 1990, only 7.3 percent of the City's office space was built; 8.7 percent of its industrial space; 7.1 percent of its retail space; and 12.4 percent of its shopping center space. These numbers suggest property owners, tenants and the City will need to work closely in the future in improving existing retail, office, and technology/light industrial space, and build new space where existing will not meet future market needs.
- **Weak Retail Sector, Not Aligned to Community Needs in Places:** Interviews and public meetings point to the need for some realignment and expansion of the City's retail trade base. City residents and employees working in the City point to the need for a wider variety of retail shopping services, including more restaurants, especially higher quality and mid-priced establishments, specialty clothing shops, home furnishing, food and grocery stores, and fitness and wellness related services. Currently, 11-12 percent of the City's business real estate base is retail in nature. Much of this space is located in smaller older shopping strips along the City's major transportation corridors. The future of Northland Mall is a major issue, hopefully an opportunity to strengthen the variety and quality of this retail and consumer services center will become available to residents of the City and region.
- **Neutral to Weakening Economic Image:** A positive community image is an important ingredient for economic development. Southfield must give greater attention to building and communicating its business image. At one time, Southfield was well recognized both regionally and nationally as a major thriving office service center. According to interviews and meetings with local and regional business leaders, this image has weakened in some ways as the community has seen a slowing of its

business and residential growth. Southfield is seen as a central place for business, but it is not clear what differentiates Southfield from other community locations in Southeast Michigan. The City's transportation access advantages seem clear enough, but what is less clear is that the City can meet the real estate space needs of employers and that Southfield will not fall prey to the serious social and economic problems besetting other communities in the metro region. An important aspect of Southfield's future business image must be that it can offer quality coupled with affordability.

- **Industrial Sector, Very Small and Growing Slowly:** Unlike some of its neighboring communities, Southfield's economic base has never been dominated by manufacturing. Instead, Southfield has relied heavily on its office base as an economic catalyst. It is very unlikely that the City will grow its manufacturing base to any great extent in the future because of the sharp decline in the region's industrial sector and the fact that other Southeast Michigan communities have established themselves already as manufacturing centers. Instead, Southfield's future, beyond office, is technology business related. The City is already off to a good start as a technology center with more than 350 high-technology, information-technology, and telecommunications firms in Southfield.
- **Need for Greater Business & Industry Diversity:** It is clear that increased industry diversification will be important to Southfield's future economic stability. In particular, additional technology sector, entrepreneurial office, research and development and specialty retail businesses will be important to the City attaining its overall economic development goals. While retaining existing corporate office users is vitally important, greater attention must be given to increasing the number and variety of new entrepreneurial businesses. Economic development research by the Kauffman Foundation in Kansas City points to the fact that entrepreneurial businesses that are owned by local residents tend to remain longer in a community than many other types of businesses, such as branches of large office and manufacturing companies.
- **Not Capitalizing Fully on Daytime Worker Dollar:** This is a reality for Southfield and many other communities with large daytime populations. Southfield's daytime population is

close to 175,000, which points to a large market for desired retail trade and consumer services that currently do not exist in the community. Major office property owners in the community indicate their willingness to work with the City in increasing these types of opportunities. These services must be of the right type and they must be located within an easy walk of the City's major office districts.

- **Entrepreneurial Sector Weakening:** Interviews with local business leaders indicate that the City's entrepreneurial sector is weakening as longstanding locally-owned businesses grow older. While the City has seen some new business starts, it does not appear that these births are growing fast enough. First-tier suburbs like Beachwood, Ohio (located in the Greater Cleveland area) has seen the same trend and is working to combat this by growing new technology related businesses built by local and out of town entrepreneurs. Beachwood is giving major attention to the attraction of Israeli technology startups. The City's large Jewish population is a magnet helping to attract these businesses. Nearly 20 of these startups have landed in the City over the past 4-5 years.

Recommendations

Taking these important trends into account, all signs point to the need for an expanded economic development effort by the City in the future. As discussed in *Chapter 2 (Governing Principles, Goals and Recommendations)*, a multi-faceted action strategy must be adopted by the City. While direct economic development services must be increased, equal attention must be given to sparking economic development through land use, transportation, and housing.

Southfield must approach economic development in the future through a more integrated strategy that links planning, zoning, transportation and other City services. In addition, the City must continue to work on strengthening its local business and community partnerships while building even stronger external partnerships with Oakland County, the State of Michigan, various regional economic development groups, and various business associations.

The Comprehensive Master Plan can be a powerful tool preparing the City and its partners to strengthen economic development across the City. As a starting

point, the top three economic development goals that should receive the greatest attention:

1. Strengthen the City's major business areas.
2. Help Southfield employers become more competitive.
3. Encourage and assist with local economic diversification.

The specific strategies to achieve these goals are identified in *Chapter 2*. Actions focused on these goals will ensure that Southfield positions itself for not only better immediate economic development opportunities, but longer term initiatives that will foster sufficient job growth, capital investment and revenue generation. These top three goals will provide the City with a stronger foundation for future growth, which is most important.

6 Managing Land Use for the Future

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 traditional, livable environment for the City's residents.
- Provide for an appropriate amount of commercial, office, and industrial uses, located for convenience and safety, resulting in aesthetic business areas in the City.

Existing Land Use

The collection and analysis of existing land use 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 conflicts occur when incompatible uses are located adjacent to one another, with various negative short- and long-term impacts. In time, these nuisances can lead to depreciation of both affected properties. Conversely, opportunities for future development that might greatly benefit the general health and welfare of a community can also be identified as part of the same process. Land uses that may be conflicting in proximity may be assets when arranged appropriately. Industrial operations and single-family neighborhoods are a good example of uses that can cause tremendous conflict when located in close proximity but can serve as tremendous assets to a community when located properly.

Land Use Characteristics

Southfield is an urban city that is predominantly developed. In 2005, approximately 4 percent 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 1990 and 2000, the City's residential density increased slightly, indicating that new development is occurring at a somewhat higher intensity than in previous stages of Southfield's development.

Table 6-1: Southfield Land Use, 2005

Land Use Acres	Southfield		Oakland Co.	
	#	%	#	%
Agriculture	0	0%	20,359	4%
Single-Family Residential	6,746	40%	227,839	39%
<i>Large Lot</i>	3,465	21%		
<i>Medium Lot</i>	2,575	15%		
<i>Small Lot/Attached</i>	706	4%		
Multiple-Family Residential	1,300	8%	13,031	2%
<i>Low Rise</i>	1,099	7%		
<i>Mid/High Rise</i>	200	1%		
Mobile Home Park	-	0%	3,520	1%
Commercial/Office	2,010	12%	18,464	3%
<i>Community Commercial</i>	560	3%		
<i>Regional Commercial</i>	430	3%		
<i>Office</i>	1,020	6%		
Industrial	350	2%	17,945	3%
Light Industrial	129	1%		
Public/Institutional	1,409	8%	19,683	3%
Recreation/Conservation	783	5%	78,801	14%
Transport./Utility/Comm.	231	1%	6,285	1%
Extractive	-	0%	6,091	1%
Vacant	729	4%	74,475	13%
Water	106	0.6%	35,035	6%
Right-of-Way	3,027	18%	59,018	10%
Total	16,819	-	580,543	-

Source: Oakland County Land Use Program, LSL Planning, Inc.

As seen in Table 6-1, single-family residential homes comprised the largest portion of land uses in Southfield in 2005 (40 percent), followed by rights-of-way (18 percent), commercial and office uses (12 percent), multiple-family uses (8 percent), and public/institutional uses (8 percent). By comparison, Oakland County was approximately 17 percent undeveloped when considering vacant and agricultural lands. In the County, single-family residences comprised approximately 39 percent of the land area, followed by recreation and conservation lands (14 percent), vacant lands (13 percent), and rights-of-way (10 percent). 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 6-1 shows the distribution of land uses in Southfield in 2005. Table 6-2 provides definitions of the land use

categories used in the map and throughout this Chapter.

Agriculture. Agriculture has not been a significant land use in Southfield in recent decades. Oakland County historical land use data indicates that only 4 acres of Southfield was devoted to agricultural uses in 1966. By 2005, those agricultural lands had disappeared.

Single-Family Residential. Single-family residences make up the largest land use in Southfield by a large margin, covering more than twice as many acres as the second largest category. Single-family homes are fairly evenly distributed throughout the community except in the areas northwest of town and along the major thoroughfares where relatively few single-family homes exist.

Most single-family homes were constructed in the 1960s and 1970s. These structures have generally

Table 6-2: Existing Land Use Categories

Agriculture: Land used as cultivated farm land, orchards, or for livestock activity, with or without related farm structures.

Single-Family: Parcels having three or fewer units per building in predominately residential use.

Large Lot: Single-family residences on parcels larger than 20,000 square feet.

Medium Lot: Single-family residences on parcels between 9,000 and 20,000 square feet.

Small Lot/Attached: Single-family residences on parcels smaller than 9,000 square feet.

Multiple-Family: Parcels having four or more units per building in predominately residential use, including apartments, condominiums, row houses, and terraces plus any associated streets, service drives, and community areas such as yards, clubhouses, and pools. Hotels, motels, campgrounds, and mobile home parks are excluded from this category.

Low Rise: Multiple-family structures three stories tall or less.

Mid/High Rise: Multiple-family structures taller than three stories.

Commercial/Office: Parcels used for wholesale, retail, office, entertainment, or services, including those uses predominately at street level on multi-functional structures, plus related contiguous accessory uses such as parking areas and service drives.

Local/Community Commercial: Parcels with commercial uses, not including offices, which primarily serve the local community.

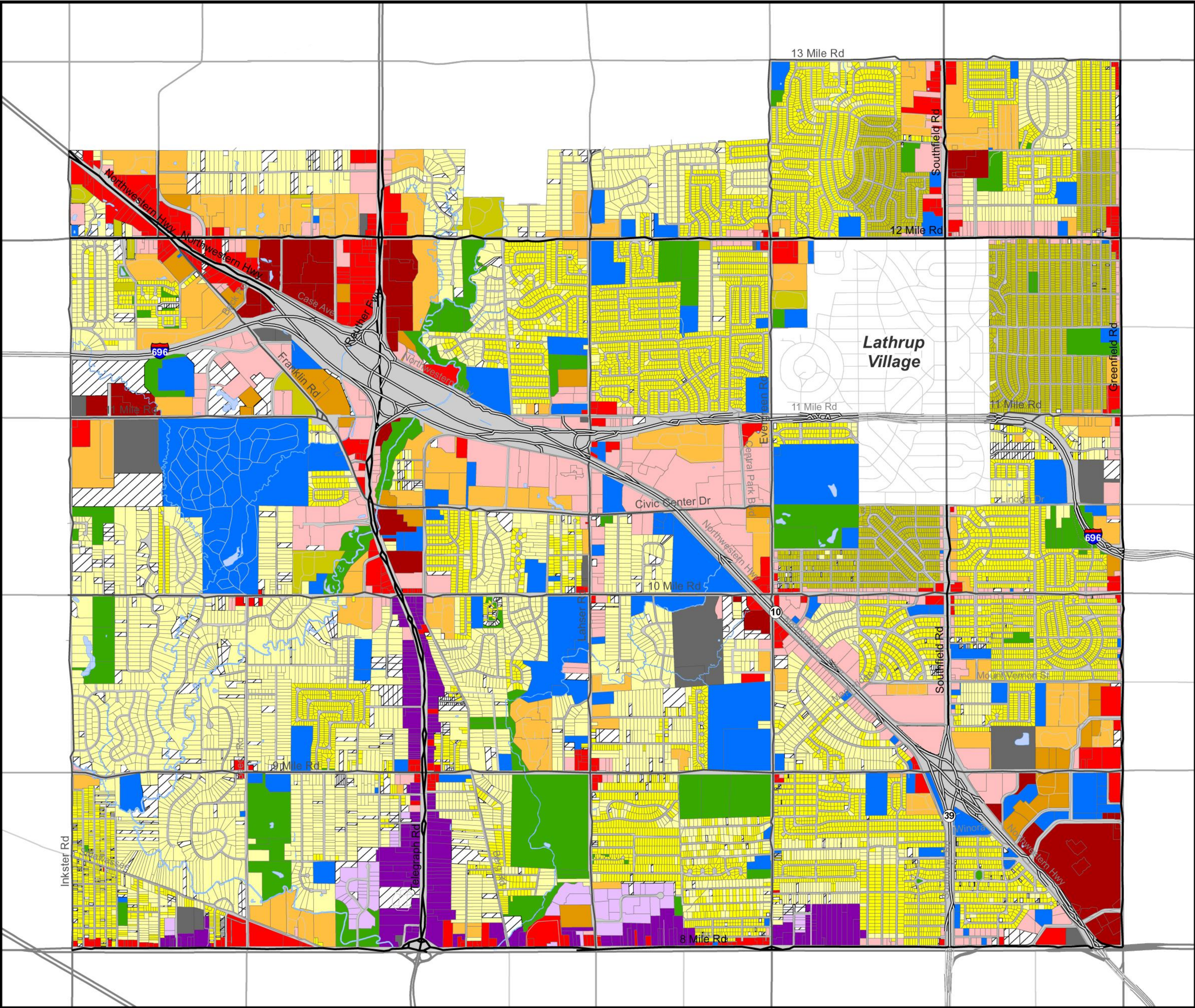
Regional Commercial: Parcels with commercial uses, not including offices, which draw significant users from beyond Southfield.

Office: Parcels used primarily for offices, including office towers, office parks, and individual office buildings.

Industrial: Land used predominately for manufacturing or on which materials or articles are processed or semi-processed, but not retailed, including associated storage areas, and warehousing. Commercial waste disposal sites, land fill operations, and junk yards are also shown as industrial.

Light Industrial: Land used predominantly for wholesale activities, warehouses, and low-intensity industrial operations that have no impact on neighboring parcels or districts. Examples of uses in this category are warehouses, electronics assembly, small manufacturers, materials packaging, and research laboratories

Public/Institutional: Parcels and facilities that are held in the public interest and are usually exempt from real property taxation plus any service drives or roads inside the actual parcel. Examples of this category are churches, educational facilities, governmental offices, hospitals, municipal parking facilities, day care centers, and cemeteries.



Map 6-1: Existing Land Use
Southfield Comprehensive Plan



Legend

Land Use

Residential

- Single Family (>20,000 sqft)
- Single Family (9,000-20,000 sqft)
- Single Family (<7,500 sqft)
- Multiple Family (Low Rise)
- Multiple Family (Mid/High Rise)

Commercial/Office

- Office
- Local/Community Commercial
- Regional Commercial

Civic

- Public/Institutional
- Recreation/Conservation
- Road Right-of-Way

Other

- Industrial
- Light Industrial
- Transportation/Utility/Communication
- Water
- Vacant

0 0.25 0.5 1 Miles
1 inch equals 3,000 feet



LSL Planning, Inc.
Community Planning Consultants



JACOBS
Carter Burgess

Recreation/Conservation: Land for which the primary purpose is for outdoor recreation or natural area conservation. This may include public or private-owned parks, outdoor sporting clubs, golf courses, marinas, campgrounds, or areas for which the primary purpose is preservation and conservation of undeveloped natural areas.

Transportation, Utility & Communication: Parcels that are dedicated entirely to utility or communication facilities, containing above or below-ground utility or communication facilities, including electric and gas generating plants, transmission lines, booster and transformer stations, related storage yards, county drains, detention/retention basins etc. Airports, railroad yards, buildings related to utility and telecommunications companies, waste water treatment plants, and water works are included in this category, but road rights-of-way or transmission lines and utilities within easements that cross parcels dedicated to another primary use is not included.

Extractive: Parcels that are primarily used for surface mining and extraction of materials such as gravel, stone, minerals, ore, soil, or peat.

Vacant: Any parcel not included in one of the above definitions. These include areas not in a committed primary or accessory use. Vacant lands can be either undeveloped or developed, but not in active use at the time of this survey.

Water: Areas that are covered by water.

Right-Of-Way: Areas that are predominately used for vehicular and rail transportation. These areas may also contain pedestrian walkway, utility easements, railroad crossings, and/or on-street parking areas.

Source: Oakland County Land Use Program, LSL Planning, Inc.

been developed in subdivisions with curvilinear street patterns and medium lot sizes. Older structures have generally been developed on more grid-like street patterns and smaller and narrower lots, while newer structures have generally been developed on cul-de-sacs with large, wide lots. The newest single-family subdivisions have been developed along the City's western boundary along Inkster Road.

Multiple-Family Residential. Multiple-family residential land uses include apartments, condominiums, townhouses and row houses. These land uses comprise approximately 1,350 acres or 8 percent of Southfield's total area. Multiple-family residences are often developed at significantly higher densities than other land uses and their land consumption is generally low relative to the number of housing units.

There are two subcategories of multiple-family residences: Low Rise and Mid/High Rise. Low Rise multiple-family parcels make up 7 percent of the City, while mid/high rise parcels make up approximately 1 percent. Mid/high rise parcels, especially apartment and condominium towers, can house larger numbers of residents without consuming large parcels of land. As a result, the large number of multiple-family residential units in Southfield is not well reflected by their acreage. Nevertheless, the share of land devoted to multiple-family residential uses is four times greater in Southfield than in Oakland County.

Multiple-family residences in Southfield are largely concentrated around the commercial and office uses. They often help provide buffers between low intensity single-family residential areas and higher intensity commercial and office uses, and can help support the nearby commercial uses. They are generally accessed from major road thoroughfares.

Commercial/Office. As the third largest land use category, commercial and office uses comprise a far larger share of Southfield's land than they do for the County. Commercial and office uses occupy over 2,000 acres of land in Southfield, or 12 percent of the land area. Because these businesses rely on automobile and vehicular access, the commercial and office land uses are concentrated around the major transportation thoroughfares of M-10, Telegraph Road, and 8 Mile Road, and to a lesser extent along Southfield Road, Lahser Road, Greenfield Road, and portions of 10 Mile and 12 Mile Roads.

The significant acreage devoted to these land uses shows that Southfield is a major employment center for the metro area. Over the next few decades, employment estimates are projected to grow only slightly before leveling off after 2015, as seen in Figure 6-1 (see next page). This modest growth reflects the largely developed character of the landscape.

There are several important employment nodes in Southfield. Many of these were identified in Joel Garreau's 1991 book *Edge City*. An Edge City is generally described as any secondary city in a major

metropolitan area containing a significant amount of retail and office space and a high enough concentration of jobs that its daytime population is greater than its evening population. Southfield is considered an Edge City, containing more than 26 million square feet of office space, 4 million square feet of retail, with employees from across the metro area commuting to work from other communities.

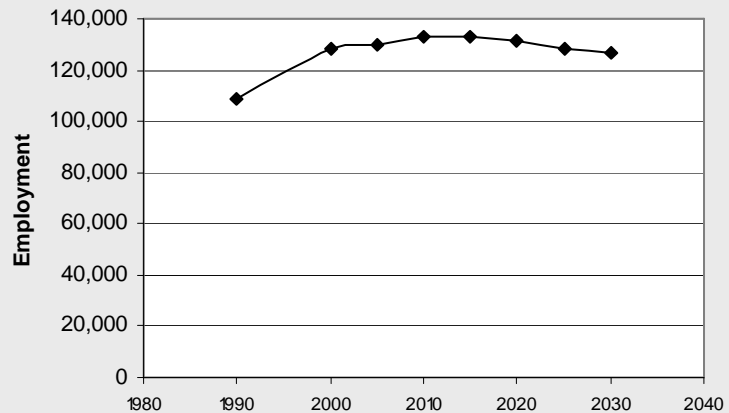
Industrial. Industrial uses include manufacturing plants and their associated warehousing facilities as well as high intensity commercial uses such as junk yards and waste disposal sites. Southfield has relatively few industrial land uses, comprising approximately 350 acres or 2 percent of the landscape. These uses are primarily concentrated along 8 Mile road and along Telegraph Road, south of 10 Mile.

Light Industrial. Light industrial uses include low-intensity manufacturing, assembly, and packaging of goods, as well as laboratories. Roughly 129 acres of light industrial lands are located in Southfield, making up less than 1% of the total land area. These uses are concentrated along 8 Mile Road, Lahser Road north of 8 Mile Road, and along the Telegraph Road corridor south of 9 Mile Road.

Public/Institutional. Public and institutional land uses are operated in the public interest and are typically exempt from property taxes. These uses include governmental offices, cemeteries, hospitals, educational facilities, and religious organizations. Approximately 1,400 acres (8 percent) in Southfield are devoted to these civic activities. They are well distributed throughout the community, many within residential neighborhoods. The largest public/institutional parcels include the Southfield Municipal Complex, the Lawrence Tech campus, Holy Sepulchre Cemetery, Word of Faith International Christian Center (former Duns Scotus campus), and the Southfield High School campus.

Recreation/Conservation. Recreation and conservation land uses include public and private parks, golf courses, and conservation areas. In Southfield, these areas comprise approximately 720 acres or 4 percent of the City. These include the Evergreen and Beech Woods municipal golf courses, Plum Hollow golf course, Bauervic Woods Park, Valley Woods Nature Preserve, and the new Carpenter Lake Nature Preserve. These land uses

Figure 6-1: Employment Projections



Source: SEMCOG Regional Forecast

provide numerous outdoor recreational opportunities to the residents of Southfield and are a significant part of the quality of life they enjoy.

Transportation, Utility, and Communication.

Transportation land uses include state, county, and local road authority facilities as well as transit facilities. Utility land uses include facilities and lands occupied by gas, electric, water and sewer providers. Communication uses include transmission towers and other broadcast and telecommunication facilities and operations. These uses comprise 231 acres (1 percent) of the land in Southfield. They include the WXYZ, WWJ, and WKBD facilities, the Greyhound Bus terminal, the Oakland County Road Commission yard, the Southeast Oakland Water Authority facilities, and the Detroit Edison hydrogen technology park.

Vacant. Vacant land includes those parcels that are not in use and are not an accessory to an adjacent land use, such as a playground or storage yard. This vacant land has not been developed or is not currently in use and is most likely to be the target of future development. At the same time, these lands may be undesirable to developers due to restrictions of wetlands or access. Vacant lands represent approximately 720 acres (4 percent) in Southfield.

Water. There are no major lakes in Southfield, so water bodies do not comprise a large portion of the landscape. Water makes up approximately 110 acres of Southfield. Several key waterways, including the Rouge River and its tributaries – Franklin Branch, Pebble Creek, and Evans Creek – flow through the City.

Right-of-Way. Transportation rights-of-way are lands owned by public and private transportation organizations for road corridors. Rights-of-way are required for on-street parking, turning lanes, future roadway expansions, highway shoulders, utilities, sidewalks and pathways. They are the second largest land use in Southfield, encompassing over 3,000 acres (18%). They are only the fourth largest land use in Oakland County, covering 10% of the landscape. The large portion of land devoted to transportation rights-of-way are clearly visible in the land use map, particularly the large areas devoted to Southfield's many freeways and interchanges.

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 6-2 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.

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

Table 6-2: Land Use Comparison, 2005

	Southfield	Farmington Hills	Troy	Novi	Pontiac
Population 2005	76,818	80,223	81,168	53,115	67,331
Acreage	16,819	21,309	21,524	20,019	12,983
Agriculture	0.0%	0.0%	0.0%	0.5%	0.0%
Single-Family	40.1%	44.1%	42.2%	24.6%	24.1%
Multi-Family	7.7%	7.1%	3.7%	5.3%	4.1%
Mobile Home	0.0%	0.2%	0.2%	1.5%	0.5%
Office/Commercial	11.9%	6.1%	9.7%	7.7%	6.1%
Industrial/Light Industrial	2.9%	4.1%	7.5%	5.2%	12.5%
Public/Institutional	8.4%	5.8%	6.3%	4.0%	9.9%
Recreation/Conservation	4.7%	9.6%	5.9%	11.7%	5.7%
Transp/Util/Comm	1.4%	0.4%	1.6%	1.6%	3.1%
Extractive	0.0%	0.0%	0.0%	0.4%	0.0%
Vacant	4.2%	4.1%	4.6%	18.7%	14.4%
Water	0.6%	1.1%	1.2%	5.8%	2.5%
Rights-of-Way	18.0%	17.4%	17.0%	12.8%	17.1%

Sources: US Census Bureau Population Estimates, Oakland County Land Use Program

- 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

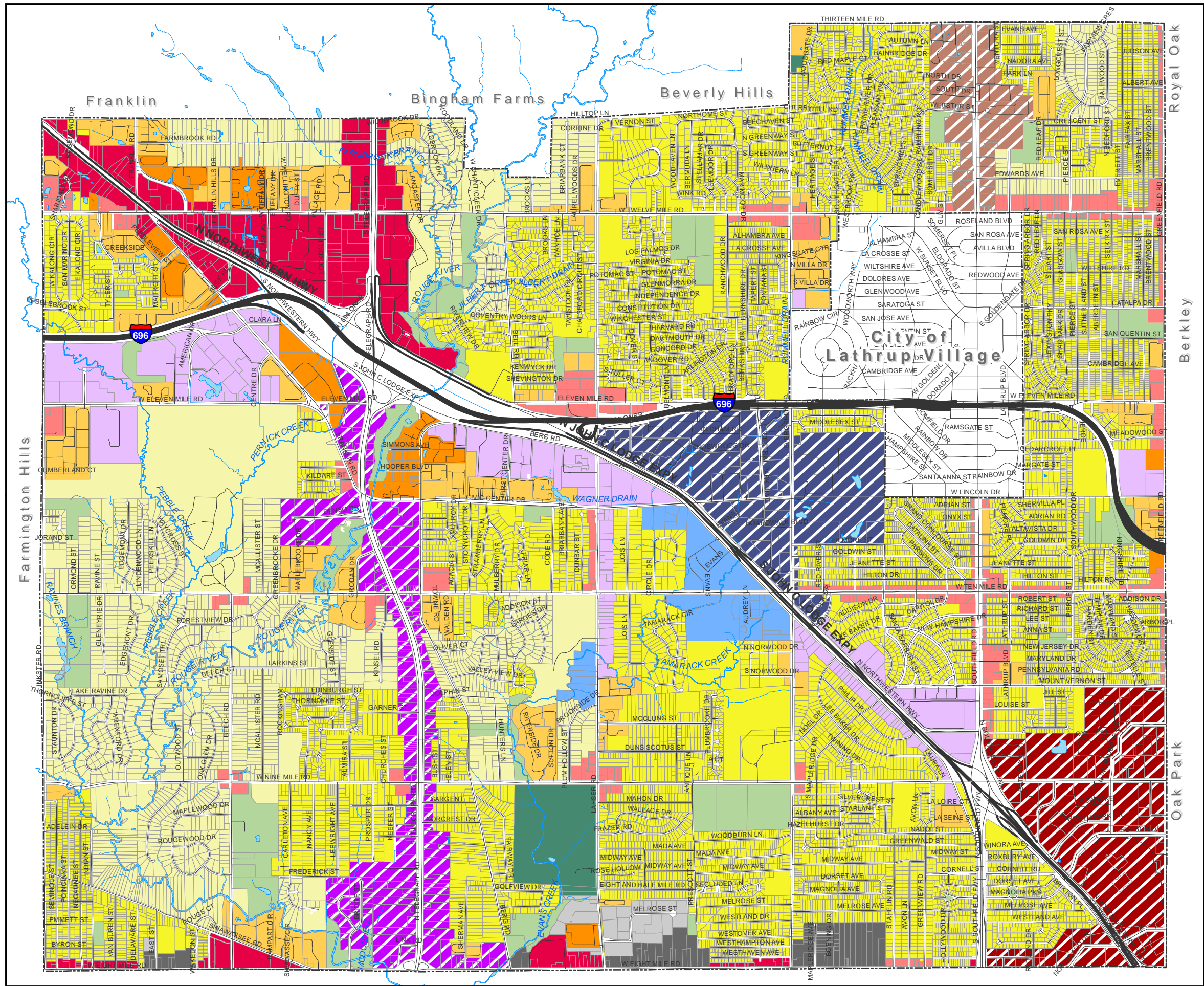
Southfield's future land use plan establishes land use categories, illustrates the location of planned land uses and provides strategies for implementation. This section also provides a rationale for the placement of preferred land uses and the intensity of those uses. The plan serves as the primary policy guide for future land use decisions, investment in public improvements and coordination of public improvements and private development, recognizing that new situations and opportunities that cannot be foreseen may arise. 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. The recommendations in this plan are designed to be flexible, provided that they support the overall governing principles and goals of this plan.

Deviations from and changes to the future land use plan should be carefully considered to ensure that consistency with the governing principles and goals of this plan is maintained when making decisions on planning and development matters. Development trends and the character of specific areas may change over time and deviations from the future land use plan may be appropriate where the deviation is not contrary to the governing principles and goals of this plan.

A listing of the future land use categories as illustrated on Map 6-2: 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 four more specific subareas follow the land use category descriptions. These subareas identified during the process 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, permit complimentary small scale institutional uses.
- **Moderate Density Single-Family Residential.** Single-family homes on lots less than 20,000 sq. ft., permit complimentary 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.
- **Educational/Medical 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.** Privately owned or operated recreation facilities and open space.
- **Technology Corridor Subarea.** Concentrated corridor consisting of high-tech office and research.
- **City Centre Subarea.** Mixed-use area that serves as the community meeting place or heart of Southfield.
- **North Southfield Road Subarea.** Unique area that contains a mixture of multi-cultural retail and services.
- **Cornerstone Development Authority Subarea.** Regional shopping and medical office destination.

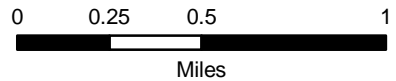


Map 6-2: Future Land Use

Southfield Comprehensive Plan

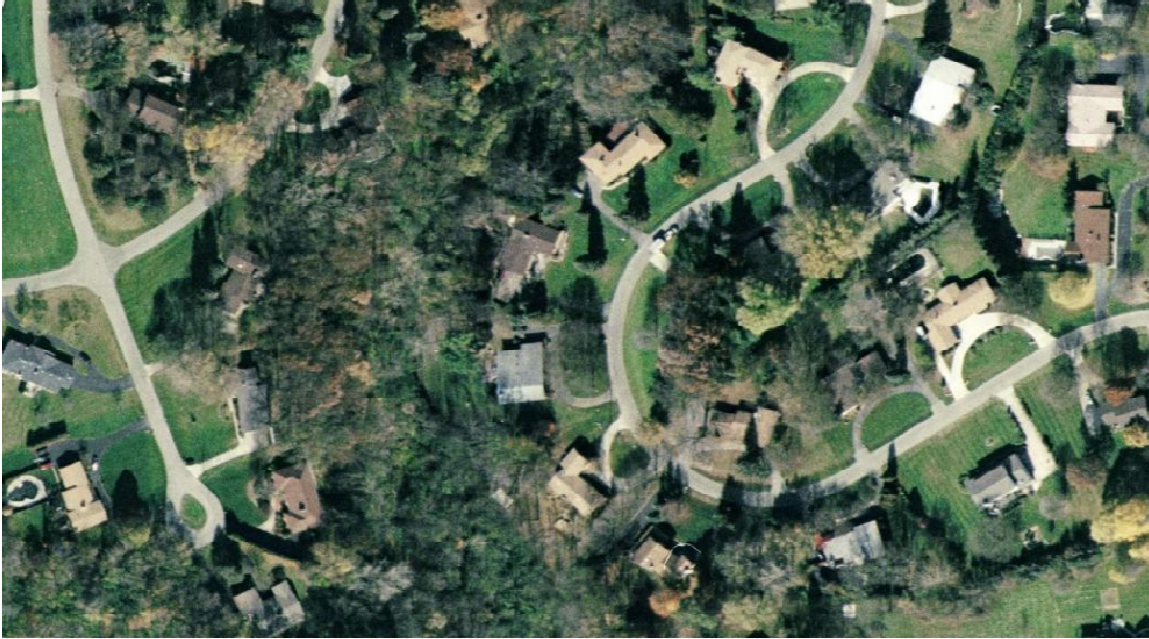


- Low-Density Single-Family**
Single-family homes on lots 20,000 sq. ft. or larger, permits complimentary small scale institutional uses.
- Moderate-Density Single-Family**
Single-family homes on lots less than 20,000 sq. ft., permits complimentary small scale institutional uses.
- Low-Density Multiple-Family**
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**
Privately owned or operated recreation facilities and open space.
- Technology Corridor Subarea**
Concentrated corridor consisting of high-tech office and research, with some support commercial interspersed.
- City Centre Subarea**
Mixed-use area that serves as the community meeting place or heart of Southfield.
- North Southfield Road Subarea**
Unique area that contains a mixture of multi-cultural retail and services.
- Cornerstone Development Authority Subarea**
Regional node for shopping, office, and healthcare services.



Low Density Single-Family Residential

Single-family homes on lots 20,000 square feet 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, 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 considered that permit small scale home occupations provided they do not physically alter the appearance of the dwelling, do not increase traffic volume 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.

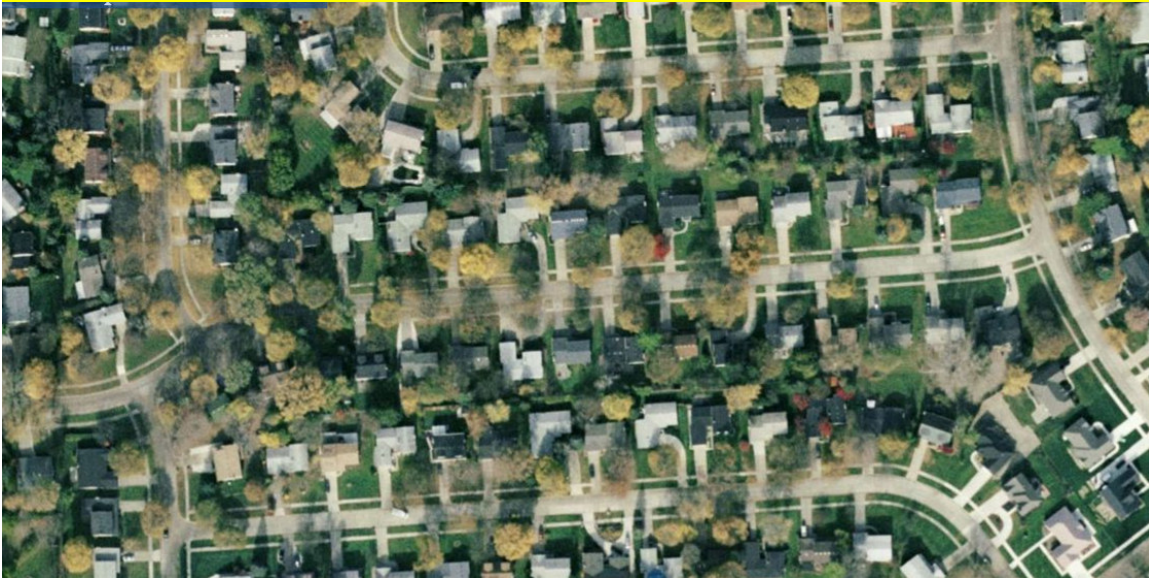


A unique low density single-family area is found on Farmbrook Road, north of 12 Mile Road between Franklin and Telegraph Roads. This area has a distinct rural character and potential geological issues that need to be considered during any potential redevelopment. While the density may be increased slightly,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

the low density category and take advantage of the unique water features. The design of Farmbrook Road shall retain its open and rural character. Any redevelopment options should consider clustering the development to retain open space.

Moderate Density Single-Family Residential

Single-family homes on lots less than 20,000 square feet



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 square feet up to 20,000 square feet and corresponds generally with the R-A 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.

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 development 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. The Plan suggests 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 once conditional zoning is approved. Currently 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.

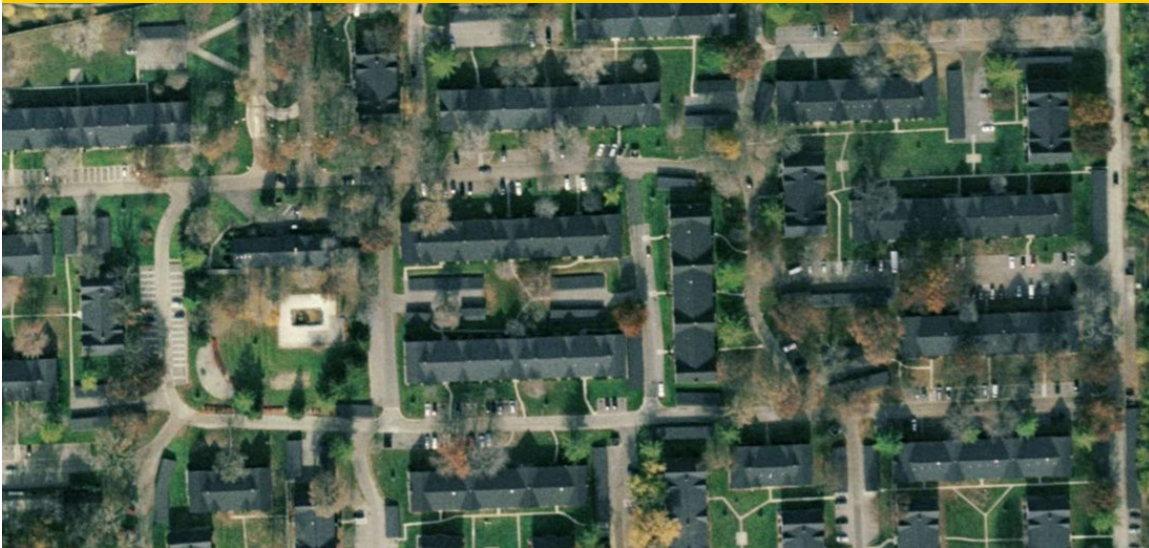


Another area that requires additional discussion is the eastern frontage on Evergreen Road between 9 Mile and 10 Mile Roads. Located across the street from the Word of Faith Christian Center and accessed off of a busy north-south arterial in the City, uses other than single-family residential may be 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 and R-M 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.

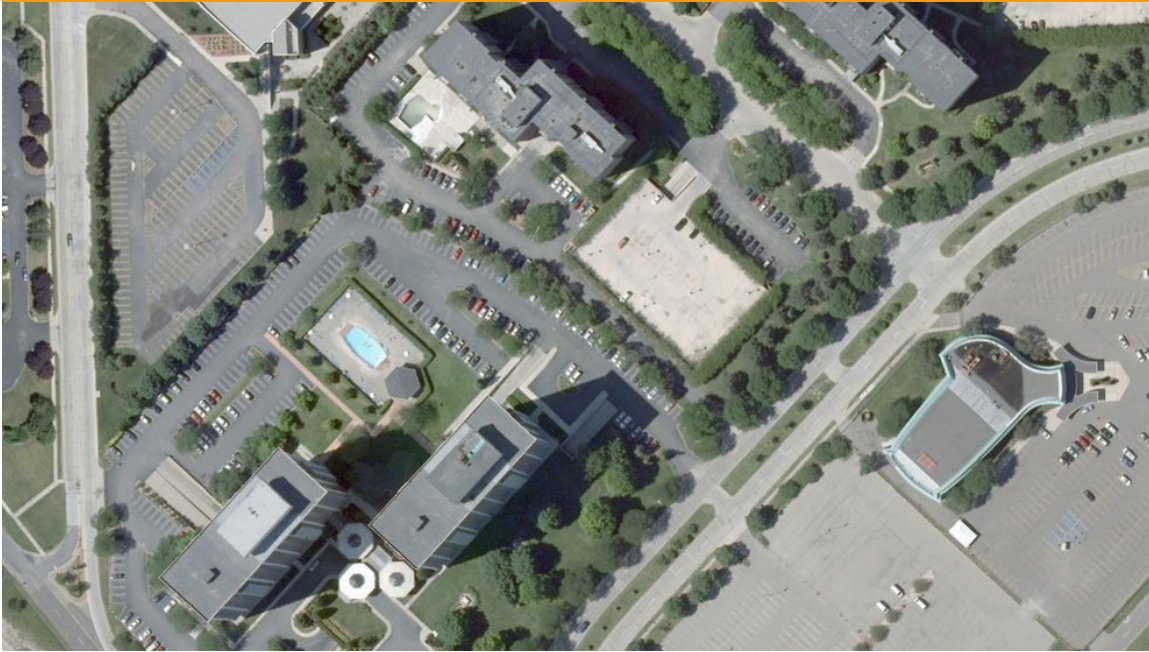
Future development under this designation should be designed to maintain a neighborhood scale and character so as to limit potential adverse impacts to adjacent single-family areas. New development should possess innovative design elements that are consistent with the residential character of the City 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.



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.

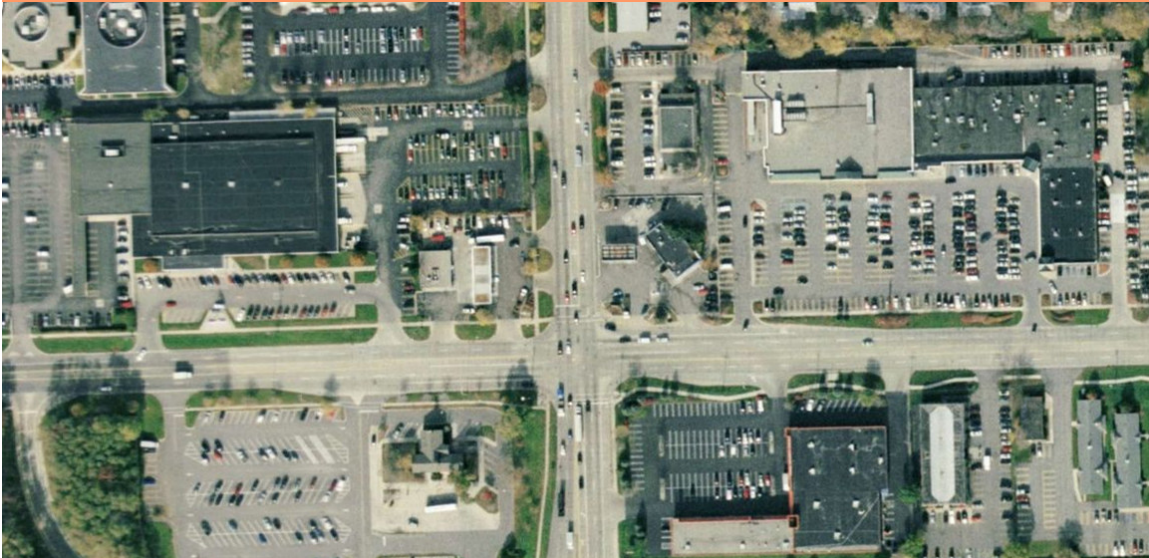
Objective. Moderate Density Multiple-Family Residential development in Southfield contributes to the goal of providing a wide variety of housing types and price ranges to accommodate residents of all lifestyles. Multiple-family development provides living options with pedestrian connections to nearby 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 and RMU zoning districts.

General Character Description. Moderate Density Multiple-Family Residential development should possess innovative design elements that are consistent with the character of the City. 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 promote 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.

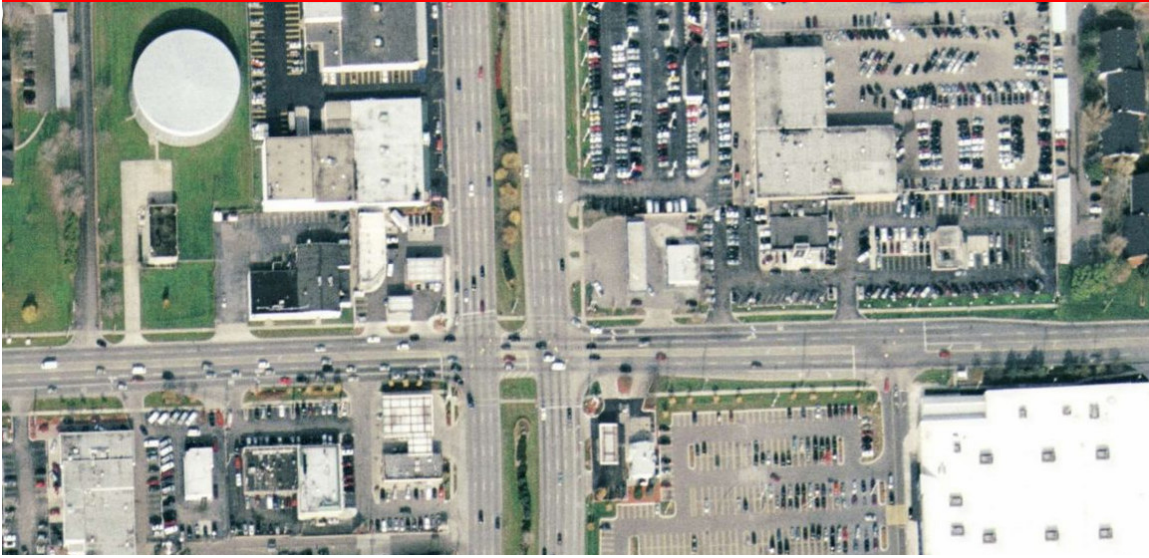
Redevelopment should focus on requiring consistent site upgrades as development occurs, including improved site design, access management, building facades and landscaping. Generally, parking areas should be in the rear or side rather than in the front of the building. The scale and size of the developments 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 west of Telegraph that are currently used as single-family homes. Redevelopment of this area should consider low intensity mixed use residential and office, with 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.

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, 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, higher quality and diversified building facades, sustainable landscaping, etc. New development should be of unique design, placement, 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 near 12 Mile should remain, the north end of this subdivision could be identified for expansion of either multiple-family condos to the west or as office and retail uses along Northwestern Highway.



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 operations such as pharmaceutical production that are compatible with others uses envisioned within the designation along with a limited amount of commercial uses such as hotels and restaurants.

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 should be addressed, as commercial uses tend to generate more traffic than Office/Research uses.

Educational/Medical Institutions

Regional college or hospital campuses



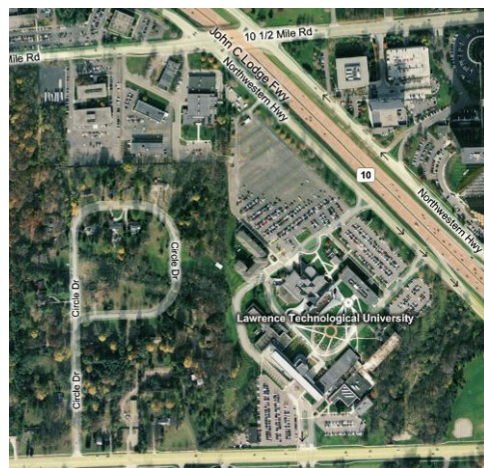
Location. Educational/Medical Institutions include the existing facilities and planned expansion areas around Lawrence Technological University at the Lodge Freeway and 10 Mile, Oakland County Community College and Providence Hospital, both located off of 9 Mile in the City's southeast corner.

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 Lawrence Technological University, Oakland County Community College, Providence 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.

Expansion plans for Lawrence Technological University should be encouraged by the City and should be directed towards the area immediately to the west of the existing campus.



Light Industrial

Wholesale, warehouse and industrial operations with minimal external impacts



Location. Light Industrial areas are focused in the southern portion of the City, off of 8 Mile Road, at Lahser Road and a small portion on East Street.

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 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 could 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. Appropriate uses for the Industrial district include high-tech industries, research laboratories, light assembly operations and corporate offices. Commercial uses that support industrial activities and provide complementary services are encouraged along major arterial roads. Heavy, smokestack industries and large warehouse operations dependent on heavy trucking or rail are not intended for this district.

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.

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 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.

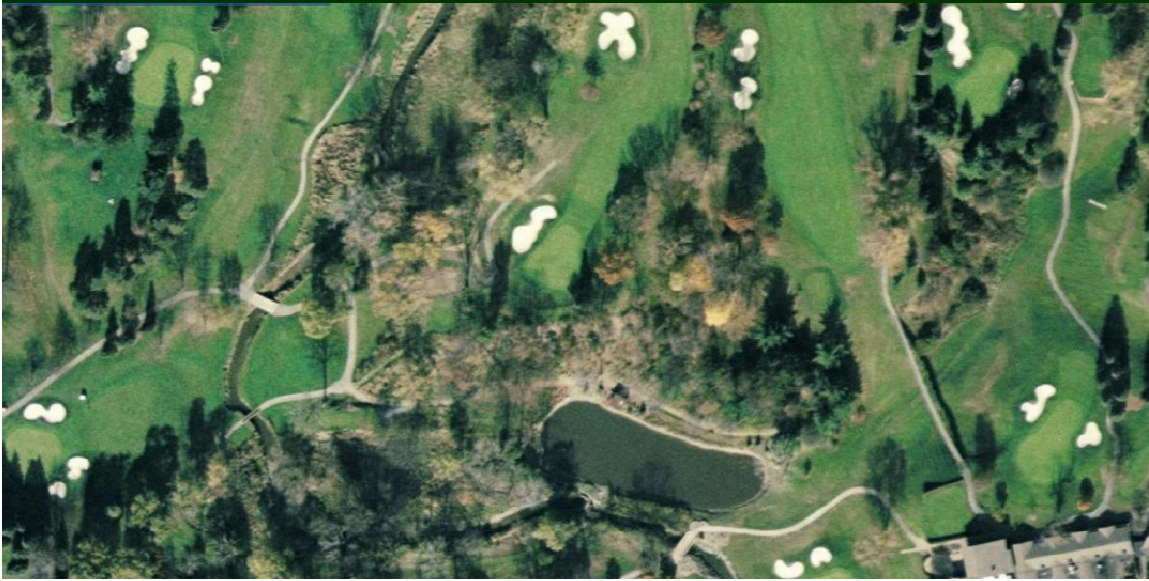
Land Use. Land uses included in the Public Parks and Recreation category are City-owned or operated recreation facilities such as sports fields, golf courses, playgrounds, pathways and nature trails, picnic areas, and open space areas. A mixture of passive and active recreation is encouraged.

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.

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

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.

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.

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.

Technology Corridor Subarea

Concentrated corridor consisting of high-tech office and research

Location

Telegraph Road frontage between 8 Mile Road and I-696, including some southern parcels near 8 Mile Road.

Regional Context

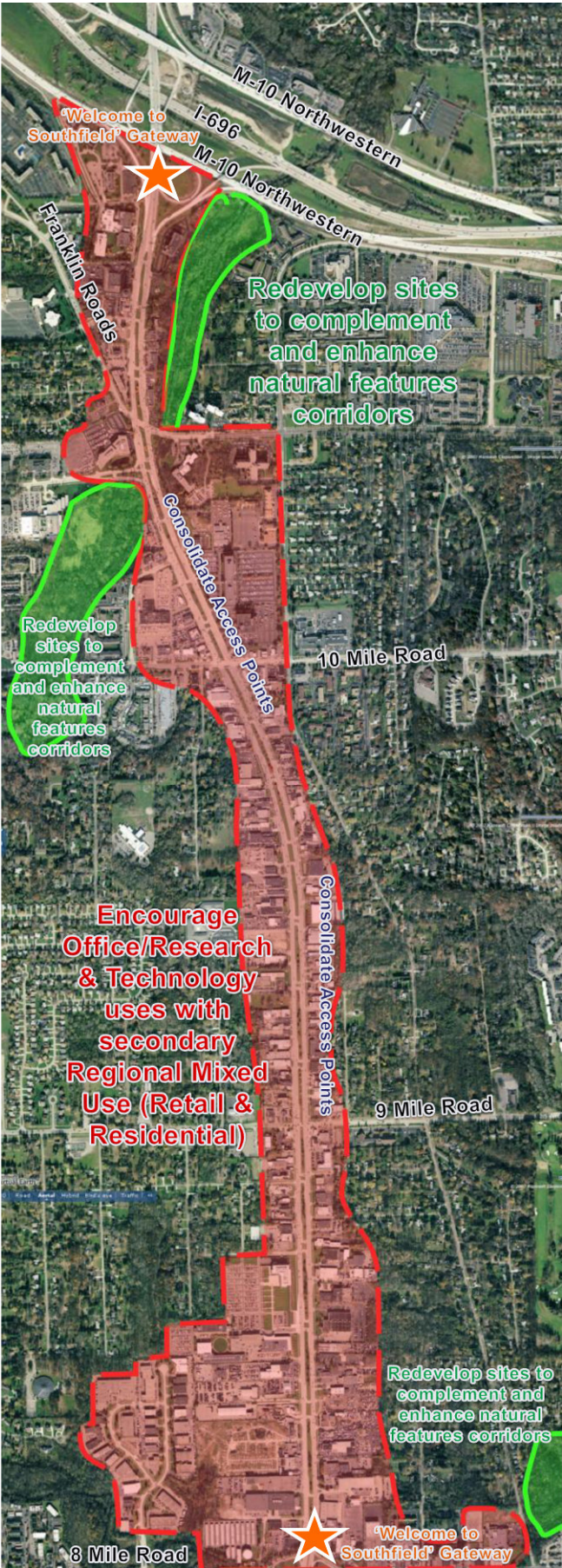
Telegraph Road (M-24) is one of the major north/south arterials within metropolitan Detroit, connecting I-94, I-696 and M-59. Spanning over 70 miles from Pontiac, Michigan to Toledo, Ohio; Telegraph Road travels through numerous, urban, suburban and rural communities and varies significantly in its form throughout its length. Within the city of Southfield, 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 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. Shared access systems should also be considered in some cases.
- Work with the Michigan Department of Transportation to upgrade the aesthetic appearance and operation of Telegraph Road through median and streetscape improvements.
- Encourage more pedestrian activity among 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.
- Use sustainable design practices when new and infill development occurs.
- Continue to enhance the Rouge Green Corridor located in the north and south end of the Telegraph Road corridor.
- Promote the use of green design principles in building and site design and encourage the development of LEED certified buildings.

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. Existing commercial uses and R&D uses are interspersed along this corridor and additional commercial uses are planned to complement the Office/Research and Technology and 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, such as hotels and automobile service uses, to maintain the necessary variety of businesses.



Technology Corridor Subarea 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 to ensure employees are provided with adequate open spaces.
- 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 or 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.
- Work with area employers, if necessary, to help stagger business hours and work shifts to distribute traffic throughout the day.

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 trees, shrubs, hedges or berms.
- Require overhead doors or loading areas to be located so they are not visible from Telegraph Road.
- Provide intensive frontage landscaping and plantings to provide continuous visual connection along the corridor.
- Enhance the image of Telegraph Road through directional signage, City welcome signs, public art, and landscaping at 8 Mile Road and the I-696 embankments.
- Through consistent code enforcement efforts, encourage a high degree of continued site and landscape maintenance.
- Where feasible, place utility lines underground or in rear yards to improve visual qualities.

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 and the metro Detroit region.
- Capitalize on the potential synergy created by directing like employers or compatible industries in proximity to each other.
- 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 in areas designated for potential redevelopment projects to assess their willingness to participate on those projects.

Marketing

- Promote the corridor as a regional employment center and target innovative or high-technology employers seeking a supporting environment.

Technology Corridor Subarea 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.

Implementation

- Investigate the creation of a Special Assessment District (SAD), similar to the SAD in the area of 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.

City Centre Subarea

Mixed-use area that serves as the community meeting place or heart of Southfield

Location

The City of Southfield Civic Center and the areas generally bounded by I-696, the Lodge Expressway and Evergreen Road.

Introduction

The City Centre subarea plan defines a vision and describes expectations for the City Centre and Southfield’s municipal complex, and its neighborhoods and institutions surrounding these two dynamic centers. The City Centre has always been a source of interest from developers and potential investors; however, during the Comprehensive Master Plan process, serious interest seems to have intensified. It is apparent that the City and its City Centre Advisory Board’s commitment and strength of Board members have generated that interest, and the City will now have an effective tool for funneling and directing that interest and energy.

The purpose of the subarea plan is to establish a framework of objectives and recommendations that will help guide the transformation of the City Centre into a pedestrian-oriented, mixed-use district and create a more meaningful and memorable place that adds to the identity and quality of life in Southfield.

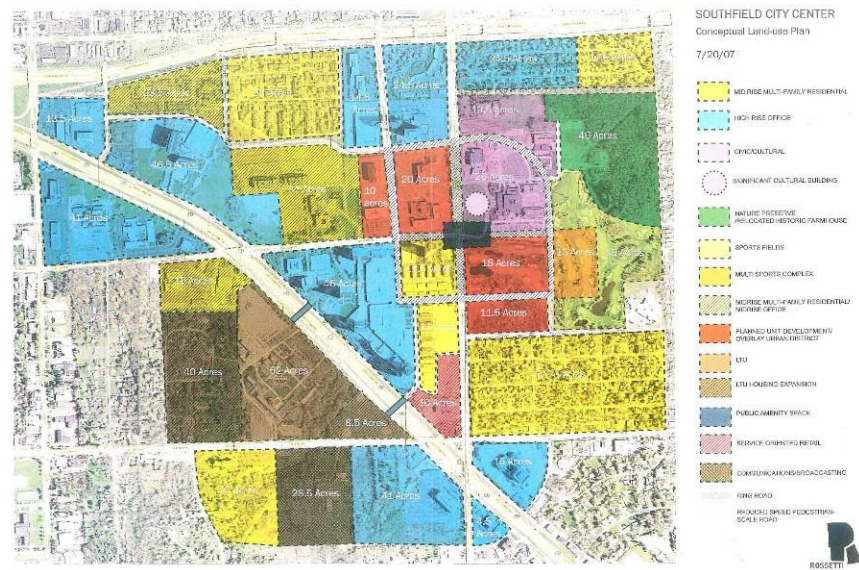
City Centre Subarea Goal

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

Objectives

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

- Provide an environment conducive to and support of living, working, shopping and entertainment.
- Accommodate a variety of densities and scales of development that are sensitive to existing development and its context and the demands of the marketplace.
- Enhance roadways, which improves the Subarea’s 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.
- Establish form-based code requirements that will assist in defining Southfield’s City Centre.
- Provide sufficient parking for new mixed-use development and visitors to the City Centre.



Graphic prepared by Rosetti



Graphic prepared by Rosetti

Issues and Opportunities

The City Centre needs to provide local services and convenient shopping, afford opportunities for recreation and socializing, continue to be the location for community-wide events and celebrations and project a strong sense of place. Readily recognized as the location where people enjoy public life, the City Centre will play a significant role in the image and identity of the entire community. To continue to be a thriving City Centre there needs to be a significant presence of worker and resident population located within easy walking distance, creating a critical population density not only in the daytime, but also in the evening. Seeing people on the streets and in cafes or restaurants will strengthen the appeal of the City Centre. While a City Centre that is enjoyed by residents and workers must also be attractive to visitors. There needs to be a balance of local identity with a dynamic destination that benefits both residents and visitors. The City Centre should be built on the local cultural qualities of the City, thus establishing a distinctive sense of place.

City Centre Subarea Recommendations

Land Use

The type, range and intensity of activity are at the core of life within the City Centre and its successfulness as a place that is attractive and meets the needs of residents. The City Centre emphasizes new residential uses, strengthens existing offices and can provide new mixed-use, cultural, recreational and civic uses.

- Provide a diversity of retail, office, residential and civic land uses that complements existing development and establishes the City Centre as a major center of social and economic activity in the community.
- Encourage retail businesses and mixture of land uses that help 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 along Evergreen Road and Civic Center Drive.

Urban Design/Streetscape

The subarea plan looks to strengthen the pedestrian scale and character of the City Centre, while balancing the efficient movement of vehicles.

- Improve pedestrian opportunities and create an attractive pedestrian environment within the City Centre.
- Create safety buffers of street trees, 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.
- Develop a City Centre plaza/town square at or near the intersection of Evergreen Road and Civic Center Drive. This grand space will connect the City Centre to the municipal complex and serve as an active and passive space for the community and its programmed events.
- Encourage pedestrian-oriented building frontages with shops opening to the public sidewalk along sections of Evergreen Road and Civic Center Drive.
- Through design guidelines and Zoning Ordinance regulations, encourage building designs, intensity and setbacks to be compatible with the desired scale and character of the area.
- Incorporate public art as an element of development and enhancements.
- Encourage the design of lighting that enhances the streetscape and facilities nighttime use of the City Centre by pedestrians.

Circulation & Parking

Circulation and parking are keys in upgrading the City Centre. The subarea plan envisions the enhancement of existing streets, effective placement of new streets, the provision of centralized public parking and consideration of the phasing of streetscape improvements in order to minimize the impact of construction on existing workers, merchants and residents. Accessible and convenient parking is essential to the health and vitality of the City Centre. Current parking on individual parcels has contributed greatly to the fragmented pattern of activities and to the lack of pedestrian activity.

- Reduce disruptive traffic movements and high traffic speeds in the City Centre. Evaluate various traffic calming techniques along Evergreen Road and Civic Center Drive including constructing a median, on-street parking, etc.
- Establish patterns of land use and circulation that promote the desired pedestrian character of the area.
- Improve pedestrian circulation in the City Centre, including pedestrian walkways between buildings, within parking areas, create a strong promenade between the City Centre and the municipal complex and its new development, and construct a pedestrian bridge/plaza over the M-10/Northwestern Highway to connect the City Centre to Lawrence Technological University.
- Improve circulation access to the City Centre at the Evergreen Road/10 Mile Road/M-10/Northwestern Highway interchange and at the I-696 Freeway and Evergreen Road interchange.
- To further improve the accessibility in and around the City Centre, the City should work with the Michigan Department of Transportation to study a two way traffic option for the M-10/Northwestern Highway service drives from Evergreen Road/10 Mile Road to Civic Center Drive.
- Develop a parking district(s) located within a quarter mile from various nodes of development to help satisfy parking needs and is an acceptable walking distance to access a parking facility/structure while providing a more cohesive City Centre.
- 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.

Economic Development

The vitality of the City Centre is dependent on its economic health. Bustling retail shops, thriving offices, active residential units and enriching cultural, educational and civic facilities would contribute to the energy on the City Centre, making it an area that people like to visit.

- 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 that provide ongoing aesthetic improvements 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.
- Economic shifts and the current regional real estate market will always be a factor in the dynamic development process in Southfield and its City Centre. All of the partners committed to the City Centre will have to stay focused on the task at hand-creating a vibrant, active City Centre. The City Centre subarea plan is, in fact the beginning of a lot of hard work and more detailed planning for specific projects and improvements.

North Southfield Road Corridor Subarea

A vibrant, colorful, diverse, multi-cultural, exciting and attractive corridor with a variety of quality places to work, shop, learn, live and be entertained

Location

Southfield Road frontage between 12 Mile and 13 Mile Roads.

Regional Context

Southfield Road is one of the major north/south arterials within metropolitan 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 section, between 12 Mile and 13 Mile Roads including a Home Depot, Target, a new residential condominium complex and single-family home subdivision on the former manufactured housing site, plus new multi-cultural restaurants and shops.

Objectives

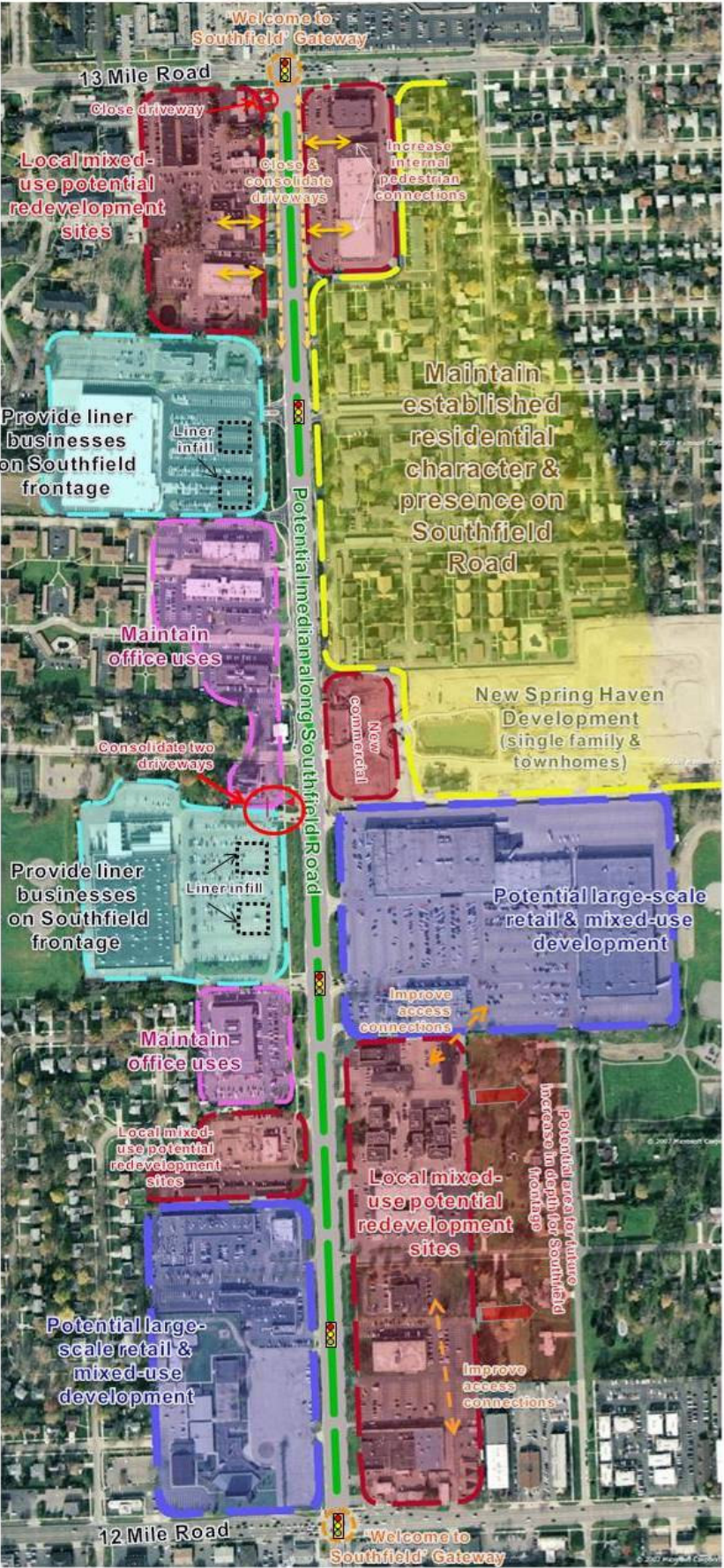
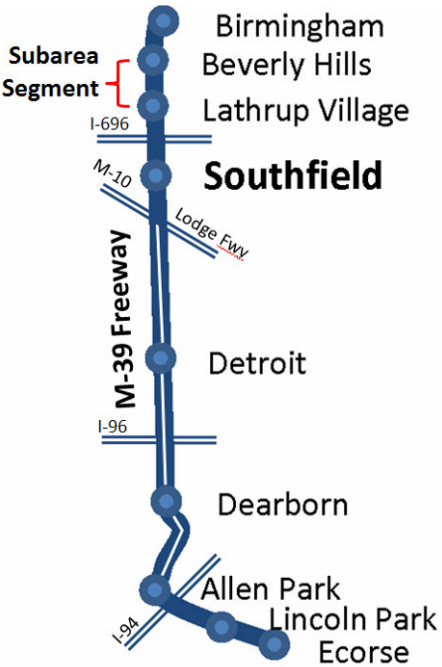
- Establish a land use pattern that characterizes the North Southfield Road Corridor as a unique destination consisting of compatible yet diversified uses.
- Plan for a safe, efficient circulation system that provides sufficient access by all modes of transportation between nodes of activity within the 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.
- 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 75,000 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 shallow lot depths, proximity to residential uses, and the need to create a synergy of uses.

The St. Bede Church and Southfield Plaza Retail Center are two large sites that could be redeveloped in the future. Because of their size and location on the corridor, these sites have the ability to be redeveloped as a mixed-use center, if desired by the City. Design of any new mid box retail, and any redevelopment of the two existing Target and Home Depot stores should consider development of “out lots” with buildings fronting Southfield Road to minimize the presence of large parking lots and increase pedestrian comfort and activity along the corridor.



North Southfield Road Corridor Subarea 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.
- For this commercial corridor, where high traffic volumes and high frequency of turning movements are expected, more aggressive access management policies that limit the number of driveways, or consolidate drives into a few strategically placed entrances from Southfield Road are recommended. MDOT recommends 30 access points along this mile stretch, where today there are roughly 50 access points.
- Coordinate with SMART to add quality bus stops and shelters along the Southfield Road Corridor.
- 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 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 the 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

- Provide street trees, landscaping and plantings to provide continuous visual connections and proper pedestrian comfort along the entire corridor.
- Encourage existing development to plant additional trees and shrubs, and provide guidelines for new development and redevelopment that require extensive landscape installation at time of development.
- Provide special paving, decorative walkways, pedestrian lighting and other physical elements that give the corridor 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.
- Through consistent code enforcement efforts, encourage a high degree of continued site and landscape maintenance.
- When undertaking streetscape improvements, new private construction and building rehabilitation/redevelopment; place utility lines underground where feasible to improve visual qualities.

Economic Development

- Establish partnerships between the public and private sectors 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. Improvements that advance traffic safety and efficiency, pedestrian access, and enhance the character of the area will help to accomplish this task.
- Create investment strategies that will increase tax base, and generate additional revenues to finance actions, which support the Plan's goals.
- Identify and coordinate with property owners in areas designated for potential redevelopment projects to assess their willingness to participate on those projects.
- 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 to private sector participants in redevelopment projects and programs.

Marketing

- Promote the corridor as having unique, multi-cultural economic activities and market its assets.
- Work with other communities, 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 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.
- Establish programs that provide incentives for voluntary compliance with new construction and retrofitting of existing signs and structures.
- Commit resources to staff and support 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 Subarea Plan. Tax increment revenues could be leveraged through grants, bonds or other financial mechanisms to expedite implementation.
- Advocate approval of development proposals that meet stated criteria and actively participate in the site plan approval process.
- Oversee the planning process and develop appropriate administrative policies for implementing the Plan effectively. The Authority would work with the Planning Commissions to actively facilitate and expedite approval of private development projects that further the goals and strategies of the subarea.
- Promote effective communication and a cohesive, cooperative spirit among various public and private leaders with the three other communities and the County, using the venues and talents of existing civic organizations and committee.

Cornerstone Development Authority Subarea
A vital Medical and Regional Shopping destination for the City or Region.

Location

The Cornerstone District is located in the southeast corner 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 largest land area in the District includes the Northland Shopping Center. Built in the 1950s, Northland was one of America’s first enclosed shopping centers. The District is also home to the Millennium Centre, Oakland Community College, Providence/Saint John’s Hospital (Southfield’s largest employer), and Oakland Regional Hospital. Medical offices, commercial and higher density residential uses are also included in this District. Since 2000, the District has seen residential growth, particularly in owner-occupied units, through new and converted condominiums. Since the inception of the Cornerstone Development Authority (CDA), the District has seen more than \$160 million in development/redevelopment construction.

Finance Mechanism

The CDA along with the City is the driver that facilitates improvements and enhancements in the Cornerstone District. The CDA was created in 1988 by the Southfield City Council in accordance with the Downtown Development Authority, P.A. 197 of 1975. The CDA’s operations are funded through a 2-mill tax levy and Tax Increment Finance (TIF) revenues. Using TIF revenues, the CDA has orchestrated over \$1 million in public roadway, streetscape, gateway and landscape improvements.

Today the CDA maintains focus on attracting retailers and restaurants to the area and filling a demand by area residents and employees for goods and services close to home and work. In addition, the CDA continues to improve the District through property acquisition, redevelopment and renovation, landscaping and infrastructure improvements, events and promotion and investment in strategic planning and design for the District.

Previous Planning Efforts

Over the years the CDA has initiated several planning and economic development studies for the area including a 1999 Master Plan, a Market Assessment Report, a study to explore a Minor League Ballpark on the Northland Shopping Center site, a Trade Area Profile, a Public Enhancement Plan, and a District Gateway Improvement Plan. In 2005, the CDA Board developed a Mission Statement and a list of Strategic Objectives that has guided the CDA through these past several years.

CDA’s 2005-2007 Strategic Plan

Mission Statement

To enhance the environment by making the area in which people feel comfortable and secure as a place to live, work, shop, learn and be entertained, and to strengthen the economic vitality and physical appearance.

Strategic Objectives

Strengthen the economic vitality

- Attraction of businesses
- Reuse of vacant land
- Maintain or rehabilitate commercial stock
- Retain current occupancy

Secure and Comfortable Community

- Upgrade public property
- Upgrade security presence

Northland Shopping Center

- Facilitate improvement of the property

Millennium Centre

Establish Centre as an independent arts and events venue

CDA’s Strategic Plan 2008-2013....Building a Vision for Tomorrow

The CDA has had numerous successes, including completing most of the priorities in its June 2000 Development Plan and Tax Increment Finance Plan. The Board recognized the need for an updated strategic plan to guide its efforts, and the importance of detailing a vision for the District’s future. In April 2008, the CDA completed a Strategic Plan 2008-2013 that reestablished an overall plan for the District, specifically considering input from stakeholders and the effects of changes in the economy, population and housing trends. The CDA reconfirmed its mission and found the existing mission statement, with minor revisions, still relevant and an accurate representation of the CDA’s core values and reason for being.

The CDA’s vision for the District as illustrated on this page is a Concept Master Plan of key recommendations of this Strategic Plan. Today the District is a mature urban plan that includes some mixing of uses. The Plan envisions the District of tomorrow as:

- Fully walkable, fine grain mixed use plan with retail, services, office, residential and other uses blended in a compatible and vital mix
- Able to build on the strengths of the health care, higher education and retail sectors present in the District. Attractive public and private spaces should be created and blighting elements removed.
- Opportunities to increase development density, particularly by redeveloping under-utilized parking areas, vacant land, or obsolete buildings and sites.

Objectives

- Connections – Create clear, attractive and well-functioning connections between Oakland Community College, Providence Hospital, Northland Center and throughout the District. A balanced transportation system should accommodate vehicles, pedestrians and non-motorized travel.
- District Character – Enhance the overall character of the District as a vibrant mixed use place with entertainment, destination retail, office and support services, focused on J.L. Hudson Drive corridor and Northland Center.
- Infrastructure and Aesthetics – Continue to implement streetscape, landscaping, lighting, infrastructure and aesthetic improvements to ensure the district is an attractive, welcoming, distinctive and comfortable place.
- Development/Redevelopment – Facilitate development, redevelopment and reinvestment in the District’s properties consistent with the Plan, including potential expansions of the Providence Hospital and Oakland Community College campuses.
- Economic Health and Vitality – Support and enhance targeted strategies of business and economic development programs and incentives for recruitment, retention, development and redevelopment.

Recommendations

Connections

- Develop a new pedestrian/bike/vehicular connector between Oakland Community College, the Millennium Centre, and J.L. Hudson Drive.
- Create a walkable District with sidewalks along all public streets.
- Expand the Oakland Community College/Millennium Centre connector to Providence Hospital, Northland Center and other destinations via linkages of public activity spaces, green spaces and walkways.

District Character

- Enhance the Districts physical layout.
- Establish Millennium Centre as a premier and self-sufficient entertainment venue.

Infrastructure and Aesthetics

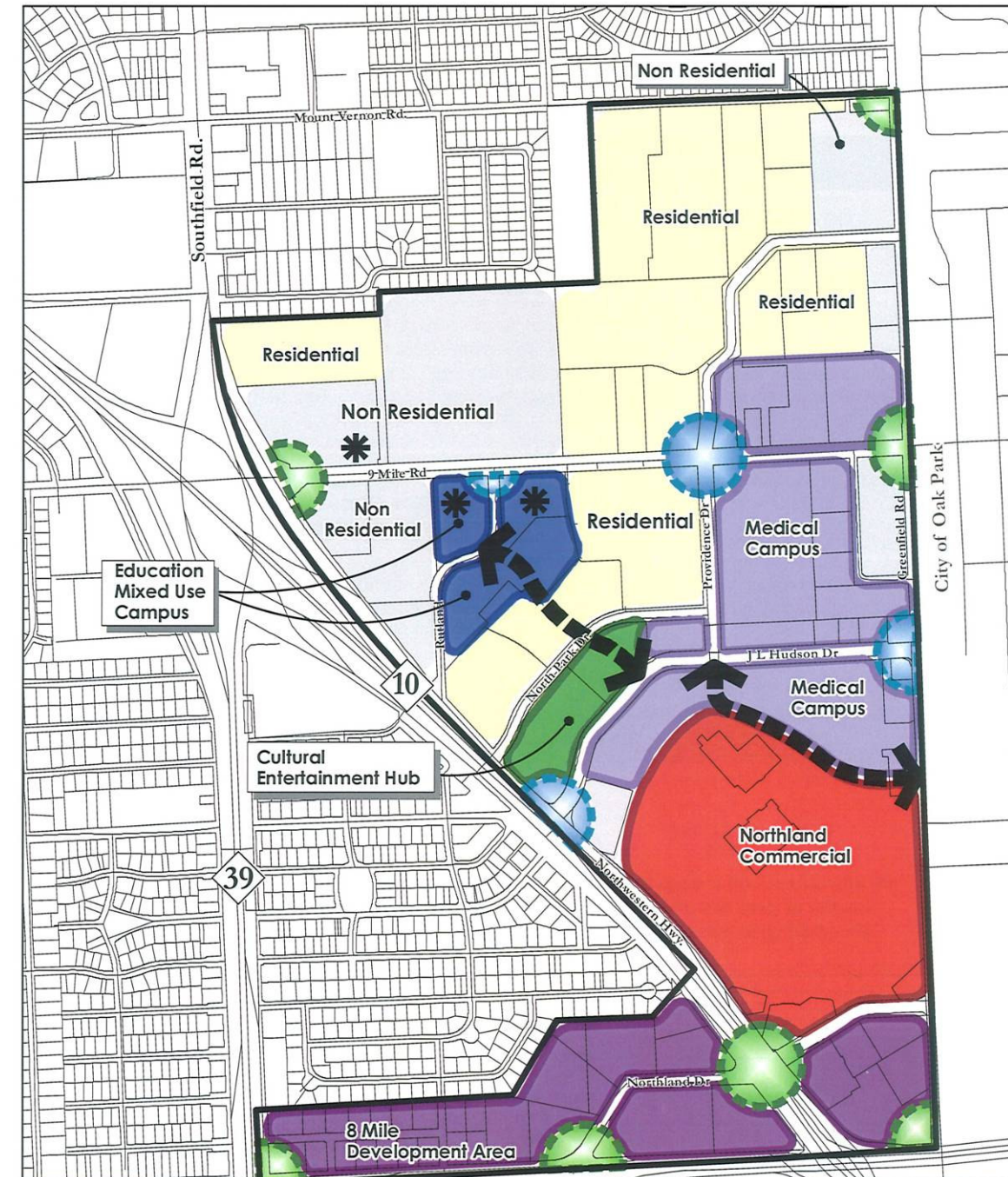
- Ensure the infrastructure is maintained.
- Enhance the gateways and image intersections.
- Continue streetscape improvements.
- Encourage quality site landscaping.
- Promote a more user-friendly parking system.
- Enhance and improve safety and security.
- Improve and enhance transit amenities and investigate a trolley system between City Centre and the District.

Development and Redevelopment

- Support Providence Hospital, Oakland Community College and Northland Center investments in the District.
- Accomplish the reuse or redevelopment of the Ramada Inn and site as a mixed use “town and gown” area.
- Enhance the economic viability of the 8 Mile area.

Economic Health and Vitality

- Use the economic development tools to promote the District’s economy.
- Enhance the human capital of the District.
- Improve the public’s perception of the District and reinforce that it is a good place to do business.
- Effectively coordinate and administer the Plan.

**Map 5: Concept Master Plan**

Map prepared by McKenna Associates

- Image Intersection
- Gateway
- Potential Redevelopment Site
- Connection

Base Map Source: Oakland County GIS, 2006
Michigan Center for Geographic Information, v6b.
Data Source: McKenna Associates, 3/2008

0 500 1,000 Feet



7 Natural and Cultural Resources

Goals

- Regard land as an irreplaceable resource and ensure that its use does not impair its value for future generations.
- Preserve cultural resources, including landscapes to maintain and enrich community character.
- Balance the City's need for economic growth and environmental health through sustainable use of natural resources.
- Develop a fundamental vision for the arts and cultural life of the City through development of a Cultural Arts Plan.

Current Conditions

Southfield is an international City bustling with people from a rich array of cultural, racial, ethnic and religious backgrounds. Growing up in such an international environment helps make Southfield children "globally prepared," (i.e. knowledgeable about cultures, customs and traditions).

Some of Southfield's most recognizable landmarks demonstrate the City's diversity, from the gold-domed St. John's Armenian church to the landmark edifice of Congregation Shaarey Zedek synagogue, all among the most beautiful religious architecture in the metro area.



Historic and Cultural Sites Analysis

The Burgh Historic Park/District. Since the development of the gazebo and fountain courtyards and the relocation and renovation of the 1854 Church, the Burgh site has become very popular for both public and private events. The Burgh Historical Park is one of Southfield's hidden gems. Located on the northeast corner of Civic Center Drive and Berg Road, the park features renovated turn of the century buildings nestled within beautiful manicured lawns and abundant flower gardens offering a perfect escape from the hustle and bustle of the City. An extensive site master plan was recently completed, including:

- Sitework around the Park's House
- Renovation of the Park's House
- Renovation and expansion of the Art Center
- Renovation of the Simmons House
- Site signage program
- Replace and expand parking lot with permeable pavement
- Enclose dumpster
- Development of the east side of site
- Carousel and related site work
- Expanded flower gardens
- Conservatory
- Second parking lot
- Croquet Court
- Outdoor dining terrace
- Arbor

Southfield Historical Society. The Southfield Historical Society was established in 1965 for the purpose of encouraging the preservation of records, pictures, structures, and other objects of local historical significance, as well as sponsoring programs to carry out these purposes.

The Historical Museum has a collection of artifacts donated by citizens of the City and other benefactors. The museum does not have a library; however, they have pamphlets, maps, photographs and old newspapers relating to Southfield's early people and events. These offer significant information about local architecture and geography, early settlers, town sites and businesses. The Southfield Historical Society should consider developing a public education program to interpret the City's historic resources to the community.

The Southfield Historical Society conducts tours of the Burgh Historical Park. Tours of the Burgh are arranged by appointment only. The tour includes:

- The Old Town Hall
- The Historical Museum (on the state registry of historic buildings)
- The first Fire Station in Southfield
- A walk around the Burgh site

The Society also encourages tours of the Mary Thompson House and Farm.

Code House. The Code House is considered to be one of the finest examples of Greek Revival architecture in Oakland County. The Code House was restored a few years ago. It could be converted for lease to a small business or for group use for private meetings and events. Parking facilities would also be required. The balance of the site could be developed as a passive use neighborhood park complimentary to the Burgh site as well as Civic Center Drive's high level of pedestrian use.

Mary Thompson Farm. The Southfield Historical Society occasionally opens the house for public tours and displays furniture and artifacts of Mary Thompson's life. Senior community gardens on the property continue to remain popular. The Senior Gardens at the Mary Thompson Farm provide plots to more than one hundred enthusiastic gardeners who offer tours to school and scouting groups. The Senior Gardens have been recognized as one of the best community gardens in the nation by the John Deere Company and have received numerous awards from the Michigan State Fair. The house is now home to the Southfield Community Foundation which provides a daily presence to the property.

Natural Resources

Parks, Forestry and Environmental Programs. The Parks, Forestry and Environmental Division is responsible for all park maintenance and forestry operations and is involved in a number of beautification and environmental improvement programs for the City.

Forestry Programs. The City offers, at cost, a tree planting program for Southfield residents. Trees are purchased for either spring or fall planting by the City forester and delivered to the homeowner for planting. For an additional fee, crews will plant the tree for the resident on the City's rights-of-way. The Tree Memorial program allows residents to dedicate trees

as memorials for a nominal fee. This division is also responsible for maintaining all trees on City rights-of-way.

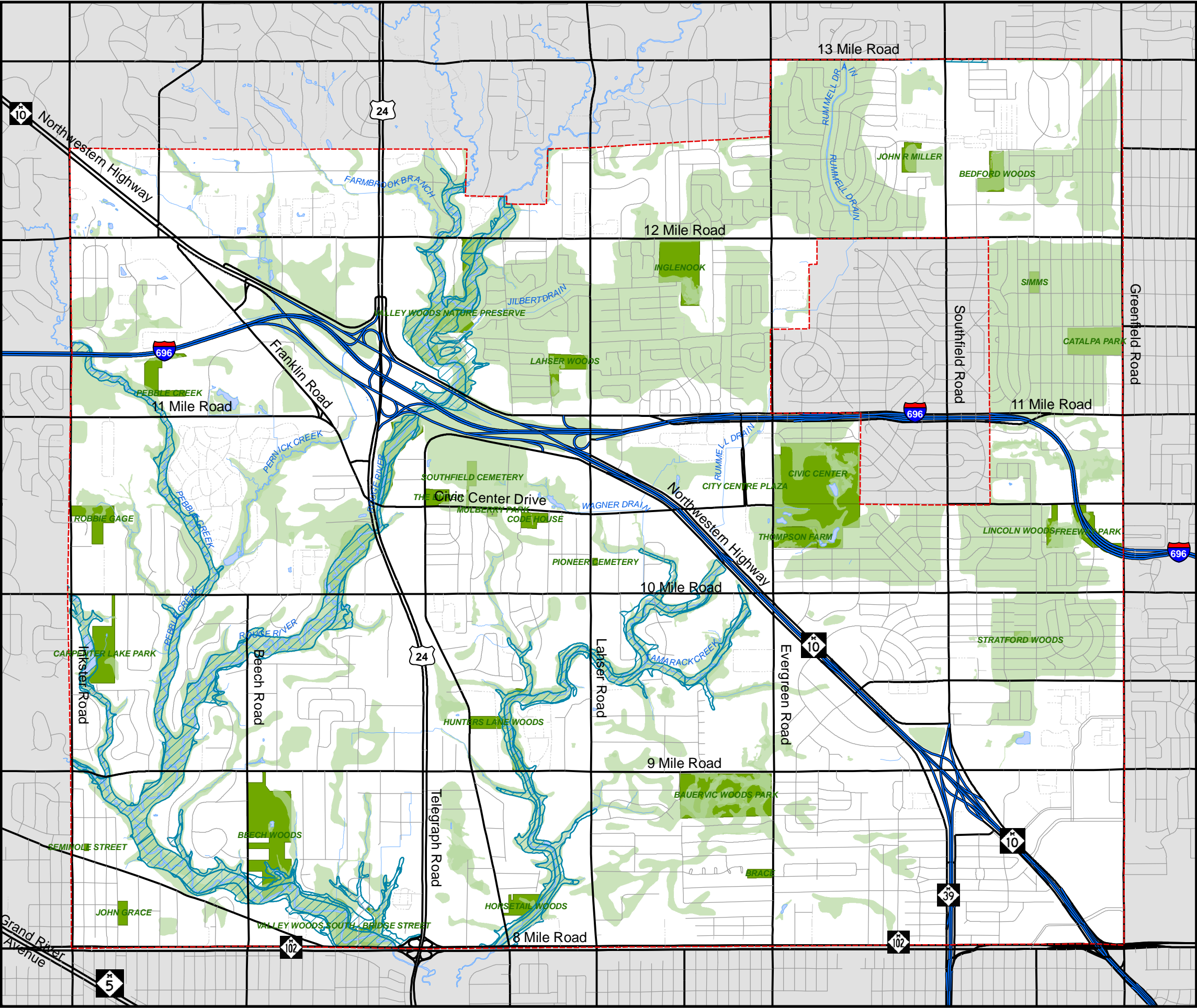
The Southfield Forestry Division is responsible for the care, maintenance and removal, if necessary, of all vegetation in rights-of-way. The Division staff also includes trained arborists and horticulturists that are able to answer most citizen tree and landscape questions.

Rouge Green Corridor Programs. The City and the community continues to be involved in the annual Rouge Green Corridor cleanup along with corporate volunteers, removing debris and clearing log jams to keep the river flowing freely. Each spring Parks and Recreation holds a Fishing Derby that allows a sport fishing opportunity in an urban environment.

Meandering through the southeast corner of Oakland County, the main branch of the Rouge Green Corridor paints a green band through neighborhoods and business districts in the west side of the City. See following Map 7-1. Over the past 15 years, efforts at improving the river's water quality have paid off, inspiring a regional environmental planning effort – the Rouge Green Corridor. This segment of the Rouge Green Corridor, and its tributaries, runs through Birmingham, Beverly Hills and Southfield. Improving residents' awareness of the Rouge Green Corridor is one way of helping everyone see the value that the Corridor and its tributaries contribute to our daily lives.

The purpose of this project is to provide local communities with tools to identify and facilitate the promotion, protection and enhancement of "Riparian Green Corridors" as unique community assets in the Rouge Green Corridor watershed and throughout watersheds in Southeast Michigan. The project is part of a larger partner-based initiative that includes the cities of Birmingham, Beverly Hills, and Southfield; the Southeast Oakland County Water Authority; Oakland County Planning & Economic Development Services; Oakland County Drain Commissioner's Office; Friends of the Rouge; and the Oakland Land Conservancy.

Environmental Programs. The Parks, Forestry and Environmental Division are involved with island beautification, special planting projects and working with residents on home planting projects. In the spring months, this division holds the City's Arbor Day festivities by working with local schools and the annual Fishing Derby on the Rouge Green Corridor.



Map 7-1: Natural Features

Southfield Comprehensive Plan



Legend

City Limits

Roads

Interstate/Freeway

Major Road

Local Road

Private Road

FEMA Floodplains

Waterbodies

Wetlands

Parks

0 0.25 0.5 1 Miles



Data Sources:
City of Southfield
MCGI

8 Parks, Open Space and Recreation

Goals

- Existing park and recreation facilities will be enhanced and expanded as needed to meet the evolving interests and needs of Southfield residents.
- Southfield will have a unified community-based open space system that protects key natural features and provides valuable opportunities for appreciation of the City's natural resources.
- The City of Southfield will offer a variety of recreation programs and events that promote a high quality of life and encourage interaction of its residents.

Current Conditions

City Facilities. The city of Southfield contains nearly 800 acres of parks and natural open space. The majority of this land is included in community or neighborhood parkland or historical sites, with the remaining acres categorized as open space and undeveloped parklands. Many of the parklands are nature preserves or incorporate significant areas of open space. These sites total nearly 400 acres. Other parkland (386.24 acres) is developed as community parks, and just under 84 acres is dedicated to neighborhood parks and recreation centers. All parkland and open space are depicted on Map 8-1. Table 8-1 identifies the acreages of parkland and open space by category, as further described on the following pages.



Table 8-1: Southfield Parkland and Open Space Acreage

Community Parks	
Beech Woods Park and Recreation Center	81.38
Civic Center Park	157.00
Inglenook Park	42.79
Total	281.17
Neighborhoods Parks and Recreation Centers	
Bedford Woods Park	14.71
Brace Park (Lease)	4.01
City Centre Plaza (Right of way)	0.72
Civic Center Drive Park	2.18
Eleven Mile/Greenfield Park	0.66
Evergreen/I-696 Park	0.73
Freeway Park (Right of way)	9.00
John Grace Park and Recreation Center	4.61
John R. Miller Park	8.79
Lahser Woods Park	15.80
Pebble Creek Park	16.27
Robbie Gage Park	16.97
Seminole Street Park	0.63
Simms Park	4.05
Stratford Woods Commons	5.29
Total	104.42
Historic and Cultural Sites Total *	49.60
Nature Preserves	
Bauervic Woods	80.45
Bridge Street	23.70
Carpenter Lake	42.36
Horsetail Woods	22.60
Hunters Lane Woods	22.31
Industrial Park	3.11
Lincoln Woods	10.27
Valley Woods	128.38
Total	333.18
Total Parkland and Open Space	768.37

* Historic and Cultural Sites are discussed in Chapter 7.

Source: City of Southfield Parks and Recreation Department, LSL Planning

Map 8-1: Parks & Open Space
Southfield Comprehensive Plan



Community Parks

- 1, BEECH WOODS
- 2, CATALPA PARK
- 3, CIVIC CENTER
- 4, INGLENOK

Neighborhood Parks & Recreation Centers

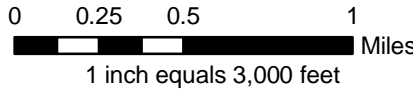
- 5, BEDFORD WOODS
- 6, BRACE PARK
- 7, CITY CENTRE PLAZA
- 8, FREEWAY PARK
- 9, JOHN GRACE PARK & RECREATION CENTER
- 10, JOHN R MILLER PARK
- 11, LAHSER WOODS PARK
- 12, PEBBLE CREEK PARK
- 13, ROBBIE GAGE
- 14, SEMINOLE STREET PARKLET
- 15, SIMMS PARK
- 16, STRATFORD WOODS COMMONS

Historical & Cultural Sites

- 17, CODE HOUSE
- 18, PIONEER CEMETERY
- 19, SOUTHFIELD CEMETERY
- 20, THE BURGH HISTORIC PARK
- 21, MARY THOMPSON FARM

Nature Preserves

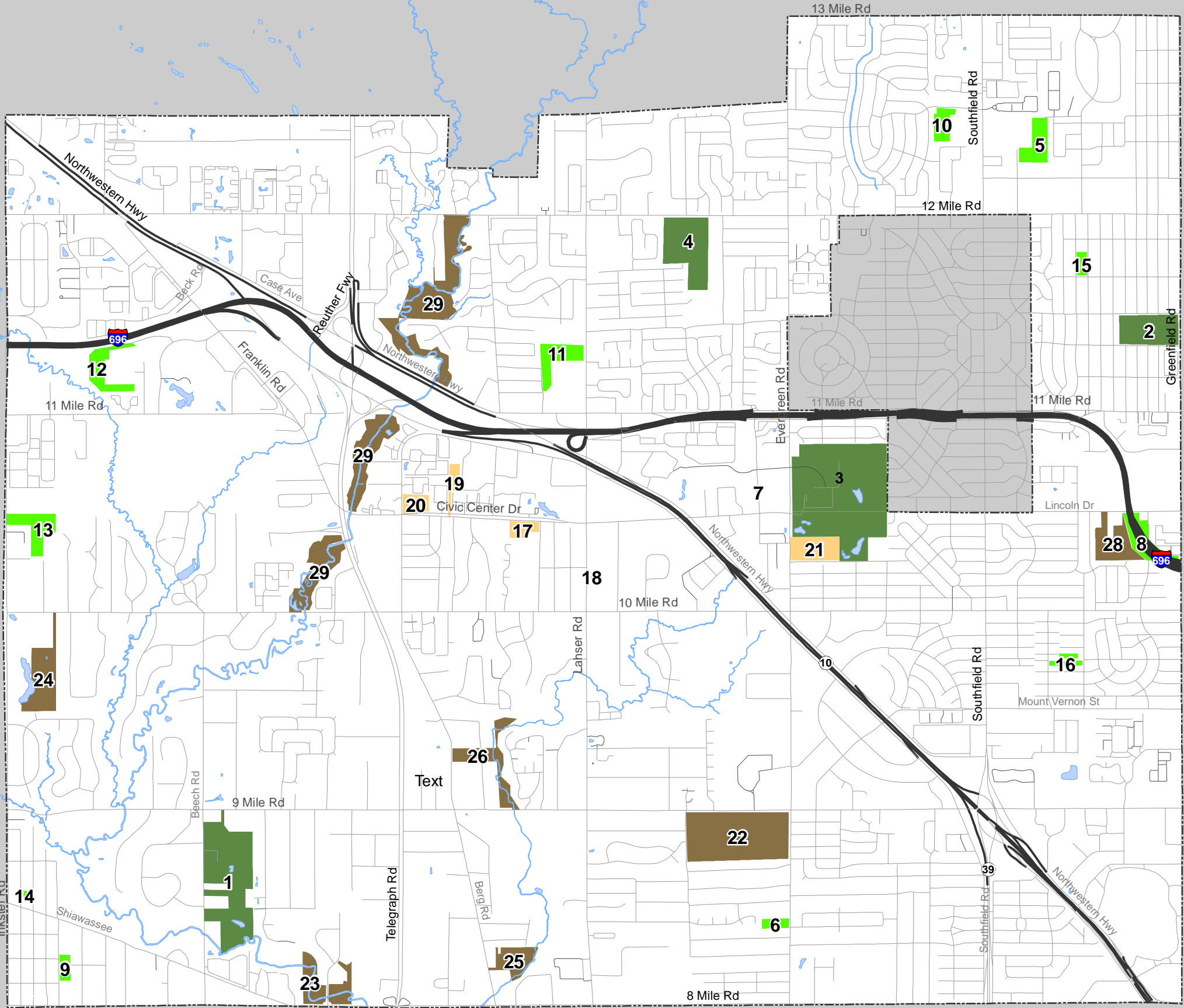
- 22, BAUERVIC WOODS NATURE PRESERVE
- 23, BRIDGE STREET NATURE PRESERVE
- 24, CARPENTER LAKE NATURE PRESERVE
- 25, HORSETAIL WOODS
- 26, HUNTERS LANE WOODS
- 28, LINCOLN WOODS NATURE PRESERVE
- 29, VALLEY WOODS NATURE PRESERVE



LSL Planning, Inc.
Community Planning Consultants



Data Sources: MCGI,
City of Southfield



Parkland. The city of Southfield classifies its parklands into four categories as follows:

- **Community Parks** - Community parks of at least 40 acres in size are intended to provide the entire community with leisure opportunities. As shown in Table 8-2, Southfield's community parks contain a wide variety of recreational facilities to meet the diverse needs of all residents. Some parks include larger natural areas, while others contain such improvements as parking and areas for both active and passive recreation.
- **Neighborhood Parks and Recreation Centers** Neighborhood parks, less than 40 acres in size, are typically multi-purpose facilities which serve as the focus of recreation for their more proximate neighborhood. Table 8-3 shows these facilities include an array of amenities including small parking areas, playlots, seating and picnic facilities, and athletic facilities such as ballfields or basketball courts.
- **Historic and Cultural Sites** – Southfield's historic and cultural sites are primarily used for passive activities and specialized recreation such as the gazebo concert series and senior gardens. These facilities are specifically described in *Chapter 7 Natural and Cultural Resources*.
- **Nature Preserves** - In addition to the 385 plus acres of open space contained in the community and neighborhood parks, the City owns an additional 333 acres of natural open space, contained in eight natural preserves. Table 8-4 summarizes the trail and parking amenities available at each of these parks. In all, eight nature preserves exist to provide additional natural open space for resident's enjoyment.

Much of the City's open space is found in the Valley Woods Nature Preserve, which follows

Table 8-4: Southfield Parkland Facilities Inventory

Park	Nature Trails	Parking Spaces (gr=gravel pv=paved)	Miscellaneous
Nature Preserves			
Bauervic Woods	Y	18 gr	Playlot, Picnic Area with 10 tables & 4 grills
Bridge Street	-	-	-
Carpenter Lake	Y	42 pv	Accessible Fishing Platforms, Interpretive Signage
Horsetail Woods	-	-	-
Hunters Lane Woods	-	-	-
Industrial Park	-	-	-
Lincoln Woods	Y	-	-
Valley Woods	Y	-	Urban Fishery Project
Total	3	18 gr 42 pv	

Source: City of Southfield Parks and Recreation Department and LSL Planning

the Main Branch of the Rouge River. The City has been proactive in obtaining environmentally sensitive lands along this corridor and throughout Southfield. The City is a partner in the Rouge Green Corridor project. This project focuses on developing a multi-community management plan for preserving and protecting the natural river greenway of the main branch of the Rouge River through Southfield, Beverly Hills and Birmingham and for educating the public about the resource and its importance for recreation and water quality in the region.



Table 8-2: Southfield Parkland Facilities Inventory

Park	Ball Fields (Little League)	Ball Fields (Softball)	Golf Course (9hole)	Handball Court	Ice Rink	Nature Trails	Parking Spaces (gr=gravel pv=paved)	Picnic Area	Playlot	Restroom/ Comfort Station	Soccer Field	Swimming Pool	Tennis Court	Track/Walking Path	Volleyball Court (Sand)	Miscellaneous
Beech Woods Park & Recreation Center	-	-	1	-	-	-	300 pv	1 shelter 21 tables 1 grill	Y	-	-	-	4	Y	1	Sports Arena, Field House/Gym, Locker Rooms, Meeting Room, Snack Bar, Wellness Center, Pro-Shop, 75 Lighted Tee Driving Range
Catalpa Park	-	2	-	-	-	-	168 gr	-	-	-	6					-
Civic Center Park	1	2	1	3	1 in	Y	1,036 pv	1 shelter 48 tables 6 grills	Y	Y	-	1 out	7	-	5	Miracle Field, Spray Pool, Water Slide, Parks & Rec Building, Admin. Offices, Multi-Purpose Rooms, Meeting Rooms, Exhibition Hall, Wood Shop, Mechanic Area, Sports Arena, Locker Rooms, Snack Bar, Pro-Shop, Commercial Kitchen, Plaza
Inglenook Park	-	4	-	-	-	-	216 pv	15 tables	Y	Y	-	-	-	Y	-	Concession Building, Miller Barn
Total	1	8	2	3	1	1	1,552 pv 186 gr	2 shelters 84 tables 6 grills	3	2	6	1	11	2	6	

Source: City of Southfield Parks and Recreation Department and LSL Planning

Table 8-3: Southfield Parkland Facilities Inventory

Park	Ball Fields (Little League)	Ball Fields (Softball)	Basketball Court	Parking Spaces (gr=gravel pv=paved)	Picnic Area	Playlot	Restroom/ Comfort Station	Roller Hockey Court	Soccer Field	Tennis Court	Track/Walking Path	Miscellaneous
Neighborhoods Parks & Recreation Centers												
Bedford Woods Park	1	1	1	128 gr	6 tables 1 grill	Y	-	-	-	3	Y	-
Brace Park	2	-	-	29 pv	-	-	-	-	-	-	-	-
City Centre Plaza	-	-	-	-	-	-	-	-	-	-	-	Festival Plaza
Civic Center Drive Park	-	-	-	-	-	-	-	-	-	-	-	-
Eleven Mile/Greenfield Park	-	-	-	-	-	-	-	-	-	-	-	-
Evergreen/I-696 Park	-	-	-	-	-	-	-	-	-	-	-	-
Freeway Park	-	-	-	17 pv	-	Y	-	-	-	-	Y	Pedestrian Plaza, Seating, Gardens
John Grace Park & Recreation Center	1	-	1	51 pv	12 tables	Y	-	1	-	-	-	Rec. Center, Library, Multi-Purpose Room, Meeting Rooms
John R. Miller Park	-	2	1	86 pv	-	Y	-	-	-	1	-	-
Lahser Woods Park	-	-	-	15 gr	4 tables 3 grills	-	-	-	-	-	Y	-
Pebble Creek Park	-	-	-	84 pv	1 shelter 20 tables 1 grill	Y	1	-	1	1	Y	-
Robbie Gage Park	-	-	-	-	-	-	-	-	-	-	-	-
Seminole Street Park	-	-	-	-	-	Y	-	-	-	-	-	-
Simms Park	1	-	-	-	1 shelter 4 tables 1 grill	Y	-	1	-	-	Y	-
Stratford Woods Commons	-	-	-	-	7 tables	Y	-	-	-	-	Y	-
Total	5	3	3	267 pv 143 gr	2 shelters 51 tables 6 grills	8	1	2	1	5	6	

Source: City of Southfield Parks and Recreation Department and LSL Planning

Educational Facilities

Public. A significant portion of public recreation and open space in Southfield is provided by school sites. The Southfield Public School district has 15 school properties, totaling more than 245 acres, within the cities of Southfield or Lathrup Village. These facilities serve the enrolled student population and supplement the broader range of public recreational opportunities provided by the City.

In addition to the physical grounds, Southfield Community Education, a part of Southfield Public Schools, offers area residents a number of educational and enrichment programs.

Private. Twelve private schools located in Southfield provide varying levels of recreational facilities. Typical recreational facilities include play lots, athletic facilities, and open space for their students.

Colleges. The Lawrence Technological University Campus and Oakland Community College's Southfield campus, provide a variety of recreation facilities including an athletics building, tennis courts and softball diamonds. Facilities are reserved for students and faculty.

Private Facilities

The private sector addresses more regional recreation needs of the population.

Commercial. Commercial recreational facilities are generally open to the public, but typically charge fees for use and/or membership and are not accessible to all residents. Also, in contrast to City or school facilities, commercial recreation resources serve customers from areas beyond Southfield. Private commercial recreation facilities in Southfield include:

- **Bowling.** Plum Hollow Lanes, Southfield Bowl
- **Entertainment.** Star Theater, Millennium Theater (City-owned), Jeppers (Indoor amusement park and arcade at Northland)
- **Exercise and Athletic Clubs.** Bally's, Curves, Fitness Factory, Franklin Athletic Club, Fitness USA Supercenters, Grunt Personal Training Studio, It Figures of Southfield, Powerhouse Gym
- **Golf.** Plum Hollow Golf Course (Private)
- **Swim Clubs.** Cranbrook Swim Club, Village Swim Club (Lathrup Village)

Multiple-Family Residential Complexes. The majority of multiple-family complexes, including rental apartments, townhouses and condominiums, provide their tenants and owners with on-site recreational facilities. Swimming pools, clubhouses, fitness centers and weight rooms, tot lots, tennis courts or on-site natural open space may be provided. Facilities in these complexes are not available to the general public. These recreational facilities are important because they provide recreational opportunities within close proximity to the population residing in the complexes. In addition, these facilities supplement municipal recreation resources in the vicinity.

Nature Preserves. The city of Southfield encourages environmentally sensitive design for new projects being built in Southfield. A premiere example of privately developed nature preservation is located just north of Eleven Mile within the American Commerce Center. The office development features a boardwalk over protected wetlands and interpretive nature signage which is open to the public.

Regional Facilities

Regional parks offer unique natural features that are particularly suited for outdoor recreation, such as wildlife viewing and nature study, fishing, boating, hiking and trail use. Many also include active play areas such as ballfields or courts. There are several regional recreational opportunities located within a short drive of Southfield, provided by Oakland County, Wayne County, the Huron-Clinton Metropolitan Authority, the Michigan Department of Natural Resources and other sources.

Oakland County Park Facilities. Since 1966, more than 6,000 acres of land have been acquired by the Oakland County Park System with assistance from state and federal governments. To date, there are 11 County parks which range in size from 125 acres to 1,088 acres. Only Glen Oaks, Red Oaks and Lyon Oaks are located in the southern half of the County; however, Southfield is conveniently situated within a short drive of the following facilities:

- Glen Oaks (Farmington Hills)
- Lyon Oaks (west of Wixom)
- Red Oaks (Madison Heights)
- Waterford Oaks (northwest of Pontiac)
- White Lake Oaks (White Lake Twp.)

Wayne County Park Facilities. The Wayne County Park System has more than 7,500 acres of public recreation land throughout 10 parks. The Wayne County parks listed below are conveniently located within a short distance of Southfield; and provide athletic fields, golf courses, swimming pools, trails, playgrounds and picnic shelters.

- Bell Creek (Redford Township)
- Chandler Park Family Aquatic Center (Detroit)
- Hines Park (Northville to Detroit)
- Inkster Valley Golf Course (Inkster)
- Lola Valley (Redford Township)
- Lower Rouge Parkway (Inkster)
- Warren Valley Golf Course (Dearborn Heights)
- William P. Holliday Forest and Wildlife Preserve (Westland)

Other Regional Opportunities. Several other recreational facilities exist throughout the region, most of which are provided by the state of Michigan or the Huron-Clinton Metropolitan Authority. The parks provide a full range of recreational and educational opportunities, including playgrounds, picnicking, hiking, golf, biking, winter sports, golf, water-related activities, camping, boating, hunting, fishing, skiing, horseback riding, and special programs.

- **Huron-Clinton Metropolitan Authority Facilities .** The Huron-Clinton Metropolitan Authority (HCMA) is a regional park district that encompasses the counties of Wayne, Oakland, Macomb, Washtenaw and Livingston. The HCMA regional parks located within a short drive of Southfield include Huron Meadows Metropark (Brighton), Indian Springs Metropark (White Lake), and Kensington Metropark (Milford Twp.).



- **Michigan State Facilities.** There are several Michigan State Parks in southeast Michigan totaling more than 55,000 acres of recreational lands that provide recreational opportunities to

the citizens of Southfield and the surrounding areas. The state parks in the region include Dodge No. 4 State Park (Waterford), Highland Recreation Area (White Lake), Island Lake Recreation Area (Brighton), Maybury State Park. (Northville), Michigan State Fairgrounds (Detroit), Pontiac Lake Recreation Area (Waterford), and Proud Lake Recreation Area (Wixom).

Programming

Southfield Parks and Recreation offers more than 1,000 different classes, programs and special events for people of all ages and interests throughout the year. Athletics, cultural arts, and senior citizen programming represent major components of Southfield's offerings.

The types of activities currently offered include:

- **Adult Programs.** Arts, athletics, dance classes, fitness, special interest classes.
- **Children's Activities.** After school drop-in, arts and crafts, athletics, dance classes, martial arts, school break activities and specialty camps.
- **Concerts, Plays and More.** Eat to the Beat Lunchtime Concerts, Kids Koncerts Series, Metropolitan Singers, Smooth Jazz Festival (co-sponsor), SRO Productions.
- **Fun for All Ages.** Classes and athletics.
- **Senior Programs.** Art, athletics, dance, fitness and trips.
- **Special Events.** Arbor Day, Boo at the Burgh, Daddy-Daughter and Mother-Son Dances, EGGS' travaganza, Family Pool Parties, Fishing Derby, Holiday Tree Lighting, Movie Night at the Pool, Native American Festival & Mini Pow-Wow, Snow Drop/Ride with Santa, Star Spangled Southfield Festival, Teen Jam and Therapeutic Halloween Party.
- **Sports.** Baseball, basketball, cheerleading, football, golf, figure skating, hockey, soccer, softball, swimming and tennis.

More than 300,000 people attend Southfield-sponsored or co-sponsored events annually. The vast majority of these events take place on the Civic Center site, either in the Pavilion, at the ballfields or the arena and pool. Other locations include Beech Woods, Mary Thompson Farm and the Burgh site.

Many public events are also held at the Pavilion, which are sponsored by outside groups and organizations including art exhibits, antique shows and international festivals, as well as trade shows and business meetings.

Sidewalks and Multi-Use Pathways

A comprehensive pathway system adds to the overall quality of life for residents by providing access to various community facilities and parks and by offering a source of recreation for residents that bike, jog or walk. *Chapter 9 Transportation and Circulation* details the type and location of pathways that currently exist or are proposed to be provided in the future.



In addition to the City, Oakland County envisions an interconnected trail system throughout the region for enjoyment of outdoor and fitness activities. The County Parks and Recreation and the Oakland Trails Advisory Council are teaming up to expand and coordinate a network of trails.

Recommendations

The City will prepare an update to its Parks and Recreation Master Plan following adoption of this Plan. The Parks and Recreation Master Plan guides future improvements, investments and changes to parks and recreation in the City. The development of the updated Parks and Recreation Plan should build upon the goals and recommendations of this Plan.

Park and Facilities Analysis

Increased development and higher than normal use levels due to Southfield's location within the metropolitan area puts a high demand on the City's park resources. Currently, the City maintains nearly 800 acres of parks and natural open space. Where possible, the City should continue to acquire property according to the criteria of the Parks and Recreation Master Plan. The City should also continue to modernize and update existing facilities and maximize the use of existing parkland.

The City has a both a large number and wide variety of recreation facilities to meet the diverse needs of residents. Based on local demand, additional facilities have been identified that would best serve City residents as follows:

Playgrounds. Southfield is recognized for high quality playgrounds. New or renovated playgrounds could be located at several existing parks to help alleviate any deficiencies. Many play areas have been replaced and upgraded in recent years. A few neighborhood parks are scheduled for upgrades within the next few years.

Pathways. As the popularity of jogging, hiking, cycling and rollerblading increases, so does the demand for multi-modal pathways. Additional on- and off-street pathways are needed to create a comprehensive system in the City. Refer to *Chapter 9 Transportation and Circulation* for pathway recommendations.

Sports Fields. There is a demand to light fields for fall sports such as flag football. Currently participants are forced to go to the adjacent community of Oak Park to meet this need.

Softball Fields. While the number of softball fields is sufficient to meet demand, the City only has one lighted field and annually turns teams away. The City needs to increase the mount of lighted fields that are available.

Basketball Courts. Indoor basketball courts have been successful at Beech Woods Arena. The addition of outdoor basketball courts are considered where they do not conflict with other uses.

Volleyball Courts. The growing sport of sand volleyball has increased demand for this amenity, particularly at picnic areas and neighborhood parks. An increase in the number of courts at the Civic Center and other neighborhood locations will help to meet this demand.

Soccer Fields. The increasing popularity of soccer has caused increased demand for the number of fields. The City is able to adequately handle the current demand for soccer due to the number of fields at various schools and at Catalpa Oaks and Miller parks.

Swimming Pools. The City has no indoor pool available for year-round use and offers little in the way of family water-play activities. The pools at the two high schools have limited availability for general public use and have accessibility problems. None of the pools in the City meet new competitive standards. The development of a modern indoor pool at one of the community center locations should be investigated.

Park Improvements

Each park in the Southfield system has a different level of development, from the extensive level of development of Civic Center or Freeway Park to the minimal development of Valley Woods Nature Preserve. Many parks such as Lahser Woods or Miller, were developed many years ago. They are now in need of redevelopment. Because the parks vary considerably, it is necessary to look at each one individually to identify specific items for park improvement. All new park development should feature sustainable or “green” design and operation.

Bauervic Woods Park. At 80 acres in size, Bauervic Woods is one of the largest parks in Southfield. Consisting almost entirely of woodlands and wetlands, extensive recreation facility development is precluded for this nature preserve. A new concept park plan is required that should include goals to:

- Improve public access.
- Expand and improve parking.
- Expand picnic area with shelters.
- Expand trail system with handicapped accessible portion and interpretive and directional signage.
- Improve park signage.
- Install pathways along site frontage and to park features.
- Develop restroom facilities.

Bedford Woods Park. Future plans for the park include:

- Renovate play area.
- Pave parking lots and trails.
- Additional trail to north end of park.
- Construct picnic shelter and picnic area.
- Improve park signage.
- Install sand volleyball court.
- Renovate tennis courts.
- Add park benches.
- Develop new soccer fields.
- Landscaping.

Beech Woods Park. Beech Woods Park is extensively developed but is in need of major redevelopment. A new concept park plan has been developed which features sustainable design that includes:

- Expanded picnic area.
- Improved park signage.

- Renovated parking and circulation with permeable pavement and bioswales.
- Improved site pathway system.
- New landscaping, irrigation and site lighting.
- New site furnishings.

Brace Park. Brace Park is a leased parcel from the Southfield School District. As a result, there are no plans to invest in capital improvements at this park.

Bridge Street Nature Preserve. Minor development of trails and picnic tables along the river could be developed for area residents and employees. The site could also be used to pick-up canoes dropped off at 12 Mile Road.

Carpenter Lake Nature Preserve. The newest park in the Southfield park system, Carpenter Lake opened in 2008 with an interpretive trail system and viewing and fishing platforms. Future plans for the park include the development of a nature center.

Civic Center. The Civic Center is the primary parks and recreation site for the City, as well as the center for municipal government. Recent and anticipated redevelopment of the Civic Center will result in significant relocation and improvement of facilities. Possible improvements to this site include:

- New community center including indoor pool and aquatic center.
- Enhancements to the ice arena.
- Relocation of the Parks and Recreation administrative offices.
- Miracle Field.
- Tennis center/restroom building.
- Wildlife habitat demonstration area, picnic area and trail development at pond.
- Improvements to the site pathway system
- Interpretive nature trails in preserve area.
- Improve the picnic area.
- Improved and lighted ballfields.
- Play area renovation.

Freeway Park. Freeway Park is a passive-use park built as part of the I-696 freeway construction to provide for pedestrian circulation across the highway. Improvements planned for Freeway Park include:

- Overall modernization of site including new seating, signage, landscaping and lighting.
- New playground equipment with safety surfacing.

Horsetail Woods Nature Preserve. Primarily a nature preserve, the park is the only public open

space for residents along Berg Road just north of 8 Mile. A nature trail could be developed at this site in the future. Additional land to the south would encompass a larger natural area for preservation.

Hunters Lane Woods. Hunters Lane Woods is the only parkland on Berg Road between 9 Mile and 10 Mile Roads but contains some floodplain property. The site could be developed as a neighborhood park in the future and include a small picnic area, playground and pathway system. Some consideration should also be given to redesign the private road which now bisects the property into a cul-de-sac design, which requires agreement from the neighborhood.

Inglennook Park. Inglennook Park is one of Southfield's most popular parks. Opened in 1985, the park is in need of redevelopment including:

- Improve picnic facilities.
- Improved site pathway system.
- Landscape improvements.
- Improved park signage.
- Redevelop fitness trail.
- Site furnishings.
- Lighting for ballfields.
- Additional parking.
- Ballfield shelter.

John Grace Community Park and Recreation Center. Future improvements are limited to new park signage.

John R. Miller Park. Goals for future improvements are as follows:

- New playground equipment.
- Improve site pathway system.
- Improve park signage.
- Landscape.
- Replace fencing around tennis courts and neighborhood to the west.

Lahser Woods Park. Lahser Woods Park is a relatively old park which needs completely redeveloped. Including:

- Pave parking lot.
- Improve site pathway system.
- Landscape improvement package.
- Park benches.
- Improve park signage.
- Renovate tennis court.

Lincoln Woods Nature Preserve. The City should coordinate development of this site with the adjacent elementary and junior high schools to develop an environmental education program and interpretive trail system. MDOT developed a wet prairie habitat and pond on both Lincoln Woods and MDOT property to the east which features re-created native grass habitats. This MDOT property will ultimately be incorporated into Lincoln Woods and is currently under City management. The interpretive trail system would allow public access to a unique and a sensitive environment after a five-year establishment period.

Pebble Creek Park. This would also be a good location for installation of a sand volleyball court as a companion facility with the picnic area. The playground is in poor condition and does not meet current standards for accessibility and needs to be replaced. Supplemental tree planting, particularly mature trees in the picnic area, should also be planned. The newly opened American Drive exit ramp from I-696 caused the relocation of the park's entrance; therefore, improved signage and access is needed.

Robbie Gage Park. Robbie Gage Park is currently undeveloped. Future enhancements are planned for neighborhood use including:

- New playground equipment.
- Parking lot.
- Picnic area.
- Trails.
- Park signage.

Seminole Street Park. Seminole Park's play equipment is in need of replacement. Park signage is also recommended at this park.

Simms Park. Simms Park could benefit from new tot lot play equipment.

Stratford Woods Commons. Primarily a passive use park with a walkway through the center, this site requires updating to include:

- Replace playground to ADA and CPSC standards.
- Improve site pathway system.
- Improve park signage.
- Landscaping and drainage improvements.
- Site furnishings.

Valley Woods. Valley Woods is one of Southfield's most significant properties. A linear park, the first

phase of trail development along the Rouge Green Corridor was completed in 1995. Future plans include a trail system to be developed along the banks of the Rouge Green Corridor from 10 Mile to 12 Mile Road. A proposed canoe drop at 12 Mile with pick ups at 10 Mile and again at 8 Mile Roads would provide unique recreational opportunities in the City on a seasonal basis. Fish habitat improvements and stream bank erosion reparations, which run from Telegraph Road to I-696, should be extended through the river's length to improve water quality and fishing opportunities for Southfield residents. There is also a need for better pedestrian access from Civic Center Drive.

Land Acquisition

Southfield is a highly developed community with relatively little vacant land. Much of the vacant land is suitable only for limited recreational development due to a high incidence of wetlands, floodplain or mature woodlands. Vacant land should be investigated by the city of Southfield to maintain a comprehensive open space system and develop active parks in underserved neighborhoods. The City should continue to acquire land along the Rouge River and its tributaries.

The Michigan Natural Resources Trust Fund has been the primary source of all acquisitions in the past along with landowner donation of local match requirements; however, other sources of funding will continue to be sought.

As an alternative to acquiring the additional properties, the City should consider the use of conservation easements with access. This ensures the long term preservation of natural features and open space, while providing recreational access through pathways or nature trails.

The following is a list of acquisition proposals; some specific, some general, which represent the Parks and Recreation Department's priorities for land acquisition. The program is intended to be flexible and is dependent on the property owner's willingness to sell to the City and in most situations wait for outside funding to become available.

- Properties suitable for neighborhood or community park development in Sections 20, 21, 26, 27, 29 and 35.
- Large parcels along the Rouge Green Corridor with significant natural features as identified in the Green Infrastructure Plan prepared by

Oakland County should be considered for acquisition whenever they become available.

- Property south of Horsetail Woods which is environmentally sensitive and on the Evans Branch of the Rouge Green Corridor.
- Property along the Rouge Green Corridor, particularly that which is contiguous to Valley Woods.
- Property at the rear portion of the WXYT property. It is the only Southfield property identified as significant on the Michigan Natural Feature Inventory listed with the Natural Conservancy.
- Acquisitions of property contiguous to existing parkland, school sites or portions thereof.
- Properties which possess significant natural resource and scenic values such as wetlands, mature woodlands, and floodplains. Each property would be evaluated individually for quality and suitability for parkland.

9 Transportation and Circulation

Goals

- Maintain and improve safety and efficiency in the transportation system to support Comprehensive Master Plan goals, land use patterns and ensure that Southfield remains an attractive place to live, work, learn, play and visit.
- Improve the visual appearance of the City through street and related improvements.
- Provide a high-quality system that provides safe and efficient access to all areas of the community for all users.
- Provide alternatives to the automobile through multi-modal transportation options which connect neighborhoods, schools, the library, businesses and other activity areas.

Introduction

In Southfield and communities across the country, transportation is no longer just a way to serve the needs of new development. Transportation investments can act as a catalyst for desired redevelopment of land uses. Reconstruction of a roadway with elements such as medians, or combined with the installation of a streetscape enhancement system, can attract other quality development and cause a resurgence in activity and economic development and investment.

A high-quality transportation system has supported the growth and development of Southfield and will remain a key ingredient in the City's future. Southfield's location along several freeways has attracted residents and businesses, making Southfield the "Center of it All," but the configuration of freeways favors traffic moving through the City and does not provide convenient access to key destinations in the City. The automobile is the dominant mode of transportation and, thus, most transportation planning efforts focus on improving the street system for automobiles. However, providing a "multi-modal" transportation system (vehicles, pedestrian, bicyclist, and transit) provides access for those citizens unable or unwilling to drive such as seniors, children, and those who do not own a car.

Increasing strain on funding makes improving the transportation system increasingly difficult and increases pressure for cost-effective decisions. Concepts such as access management, advanced traffic signal technology, interchange/driveway redesign, and public education are cost-effective methods that can contribute to congestion reduction and improved traffic flow.



One goal of this 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 transit riders. Developing an efficient transportation system that meets the needs of various users requires an evaluation of existing conditions, needs and opportunities. In particular, this Chapter focuses on how changes to transportation can verify or support other goals, such as the Future Land Use Plan.

Current Conditions

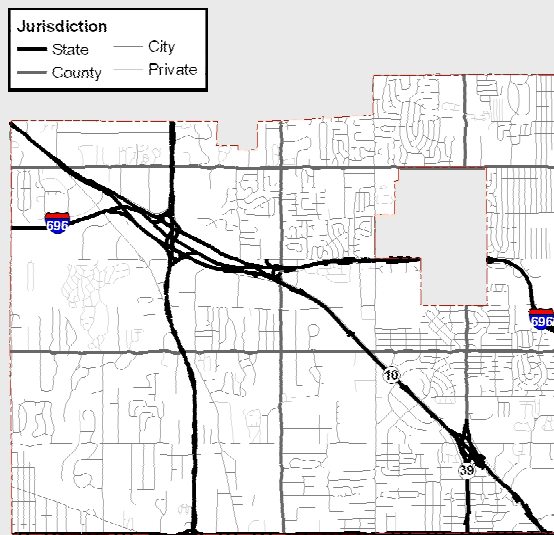
Access to transportation has been a key factor in Southfield's land use development pattern. Southfield has an established street system that includes a hierarchy of streets from local residential streets to high-capacity expressways. The expressways, such as I-696, M-10, and M-39, provide access to the primary transportation links in the Detroit metro area, including I-96, I-94, I-75, and the region's airports. The City's major commercial and cultural centers such as the City Centre have located near expressways, but navigating from the expressway to destinations in the City is circuitous and confusing, rather than clear and convenient. The expressways provide access to other employment centers and residential areas throughout the metro area but primarily function to move traffic through the City.

Street Jurisdiction

Design, construction, maintenance, and improvements to the transportation system are managed by a number of governmental bodies. The Federal Highway Administration (FHWA) has ultimate jurisdiction over many of the City's interstates and U.S. Highway routes, which include I-696 and US-24 (Telegraph Road). The Michigan Department of Transportation (MDOT) administers these highways for the FHWA and also has jurisdiction over many of the City's other highest volume roadways, including M-10 (Lodge Freeway and Northwestern Highway), M-39 (Southfield Freeway), and M-102 (8 Mile Road). Several major streets are under the jurisdiction of the Road Commission for Oakland County (10 Mile, 12 Mile, Greenfield, Southfield, and Lahser Roads).

The remaining streets in Southfield are major, local, and neighborhood streets under city jurisdiction (with some streets on private property). While the majority of Southfield's streets are under the City's jurisdiction, the highest-capacity roadways are not. This warrants proactive coordination with all jurisdictions as being critical to achieve the City's improvements to the transportation system.

Figure 9-1: Roadway Jurisdiction

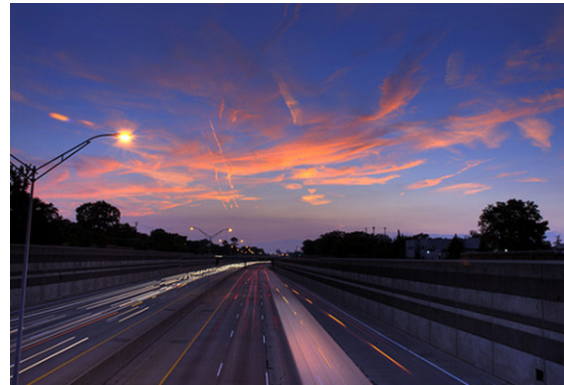


Source: Michigan Department of Transportation

Street Classification

MDOT classifies streets according to the National Functional Classification (NFC). Street classes are generally designated based on a number of factors

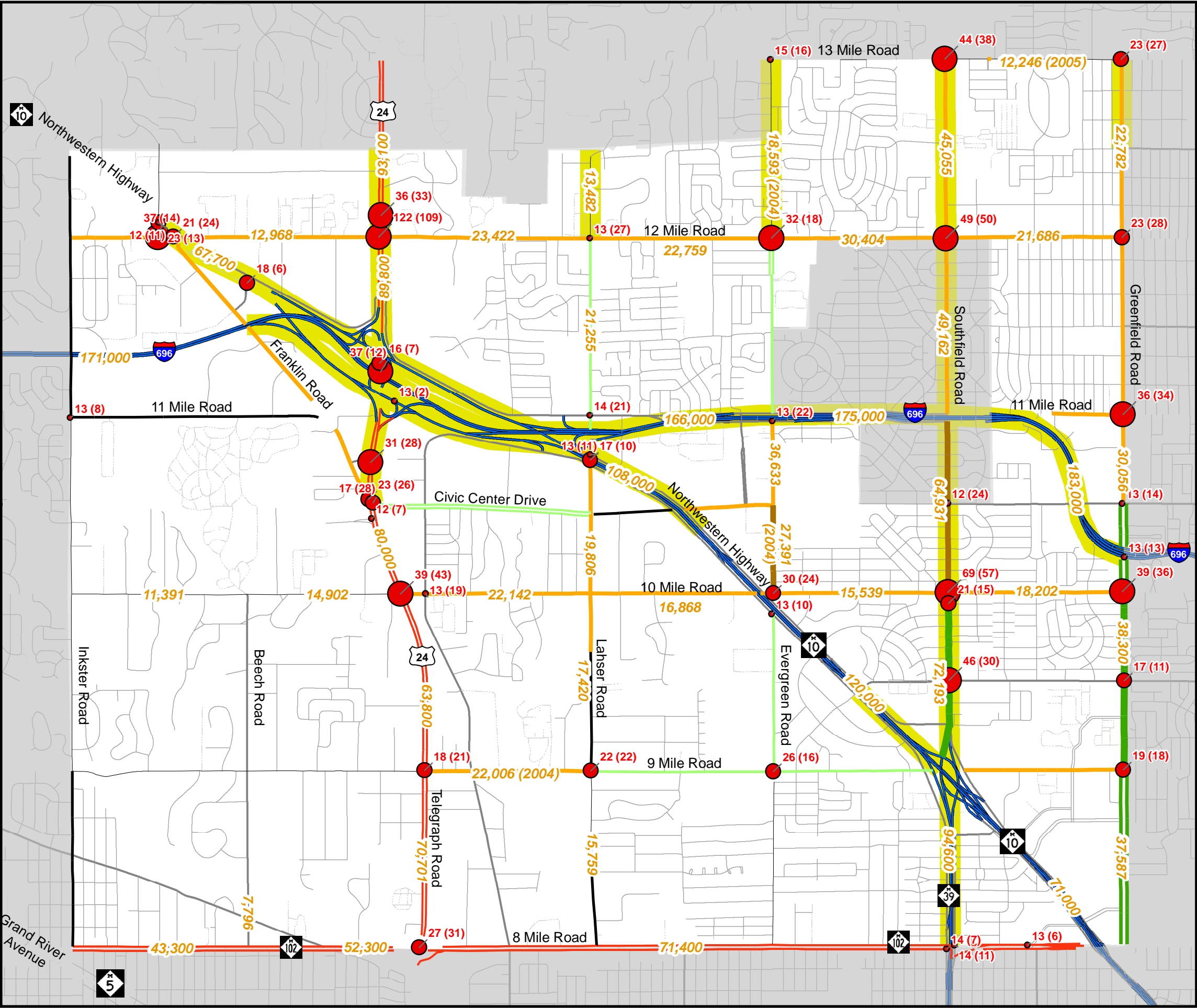
such as daily and peak-hour traffic volume, capacity, location in relation to other streets, and the primary traffic served (through or local). The hierarchy recognizes that certain streets are intended to accommodate through traffic at higher speeds and volumes while others are intended to handle local 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 9-1 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).


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)



Map 9-1: Existing and Projected Traffic Conditions

Southfield Comprehensive Plan



Legend

2007 Number of Lanes (Arterials)

- 2
- 3
- 4
- 4 w/ median
- 5
- 6
- 6 w/ median
- 7
- 8.5

Functional Classification

- Interstate/Freeway
- Arterial (see above)
- Collector
- Local Road
- Private Road

175,000 Average Daily Traffic (2006)

SEMCOG 2030 Projected Congestion

(Volume greater than design)


High Crash Locations

2005 Crashes (2001-2005 Avg.)


- 12 - 15
- 16 - 30
- 31 - 122

0 0.25 0.5 1 Miles

1 inch equals 3,000 feet



LSL Planning, Inc.
Community Planning Consultants



JE JACOBS
Carter Burgess

Data Sources:
City of Southfield,
SEMCOG, MCGI

- 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 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 they 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.

Traffic Operations

Most street improvements are intended to address a capacity deficiency (high traffic volumes resulting in excessive delay), a correctable crash pattern and/or a need for road maintenance. This Plan includes a long-range thoroughfare plan intended to address the key needs of today, but also anticipate future needs as

land uses change and traffic volumes increase. Some of the key data applicable to long-term thoroughfare planning are listed below. Any maintenance, such as repaving, is not part of this long-range plan, but should be part of the city, county, and state on-going capital improvement programs.

Traffic Counts. Traffic counts identify the most heavily traveled roadways and the most common routes to destinations. Map 9-1 shows the most recent traffic count data from MDOT and the Road Commission for Oakland County for the 20 most heavily traveled street segments in Southfield. Not surprisingly, I-696, M-10 (Lodge Freeway), M-39 (Southfield Freeway), Telegraph Road (US-24), and Southfield Road are the most heavily traveled roadways. These roadways are major regional freeways that transport people through Southfield from other suburbs to major employment centers in Southfield and the rest of Southeastern Michigan.

Crashes. Crashes (traffic accidents) are one factor used to identify where problems exist in the roadway network. High crash locations, or the number of crashes related to the volumes (a ratio), may indicate the need for improvements especially where there is a trend for a particular type of crash (e.g. rear-end collision). Map 9-1 identifies intersections with the highest number of crashes in 2005 and the average number of crashes from 2001 to 2005. High crash locations may indicate the need for improvements to reduce the potential for crashes, such as intersection widening, changes to signal timing, restrictions on some turning movements, or changes to access along the street. The top six highest crash locations, by total number of reported crashes, are all located along either Telegraph Road or Southfield Road. Mostly due to the extremely high volumes of traffic on these two Principal Arterials, the top location with over 100 crashes is Telegraph at 12 Mile Road, and the next four highest are along Southfield at 13, 12, 10, and 9 ½ Mile Roads, respectively.

Air Transportation

The Detroit Metropolitan Wayne County Airport (DTW) is located approximately 20 miles southwest of Southfield. DTW provides commercial and charter passenger links to destinations across the nation and world and serves cargo airlines. DTW is a major metropolitan airport and a hub for Northwest Airlines. Proximity to a major airline hub makes Southfield accessible from anywhere in the world for business and pleasure trips. Smaller airports located within 35 miles of Southfield serve charter and freight flights, including Detroit City Airport,

Oakland Troy Airport, Oakland County International Airport in Waterford, and Willow Run Airport in Ypsilanti.

Recommendations

Proper planning for the transportation system in Southfield is important to provide proper access to various destinations, but can also impact the safety of travel.

The character of a street is dictated by both the design and aesthetics of a corridor. Aesthetic features such as streetscape elements and trees along the street and parking location, building setbacks, business signage, and building design outside of the right-of-way also play an important role in the function of a street. These factors must be integral to the planning process as they often affect how people use the transportation system.

It is important that area streets foster safe travel for all modes (methods) of transportation and are easy to navigate. As mentioned above, street design elements in the City reinforce a desired image, and can cause motorists to drive at certain speeds. For example, residential streets should include design elements that make drivers intuitively travel at a low speed, and major commercial corridors should not be excessively wide so as to encourage speeds in excess of the posted limit. In many places in Southfield, the street system is properly designed, while in other cases, transportation improvements outlined in this Plan need to be considered to meet the Plan's goals. This Plan relies on a range of approaches to help ensure the future transportation system operates safely and efficiently while staying within the context of the character of the City.

The provision of alternative travel options can improve traffic flow and safety by diverting automobile traffic into other modes such as pedestrian, bicycle, or public transit. These alternatives must be attractive and cost-effective in order to be relevant. This Plan identifies ways to encourage use of alternative travel options to reduce automobile traffic, provide access to transportation for those without automobiles, and provide recreational opportunities for all residents.

This Plan examines current and projected transportation problems, including whether street segments have traffic exceeding its capacity, intersections that have long delays at peak periods and the condition and age of the street. Based

primarily on this analysis, the Plan outlines street expansion (additional lanes), intersection expansions, and corridor improvement projects such as reconstruction, adding a median, access management, gateway improvements, and corridor enhancement. In addition to traditional addition of lanes along a street segment or at an intersection, alternative roadway treatments and alternative intersection treatments should be considered in unique circumstances, including the following:

- Street treatments
 - Narrow Median
 - Wide Median/Boulevard
 - Road Diet (reduction in through traffic lanes with provision of on-street parking, bike lanes, and/or median)
- Intersection Treatments
 - Roundabouts
 - Dual Left-Turn Lanes
 - Textured Pavement/Crosswalks

Traffic conditions, including crashes, delay, and congestion, need to be monitored regularly to adjust the prioritization of recommended projects in this Plan.



7-lane to 4-lane boulevard conversion on Livernois in Detroit, MI

Standards for Street and Intersection

Improvements. Street capacity refers to the ability of a roadway to accommodate expected traffic volumes with an acceptable amount of travel delay. Traffic engineers measure this capacity through a comparison of the volume of traffic on the road during the peak travel hour to the designed capacity (the amount of traffic the road is designed to accommodate). This comparison determines the

amount of congestion on the street, or the average delay per vehicle, which is then translated into a “level-of-service” rating that is indicated by a letter grading system (from A to F) or a “volume-to-capacity ratio” (V/C). Streets and intersections with current or projected poor traffic operations (usually areas with a level of service D or below) should be evaluated to determine any benefits of improvements. Maintaining a level of service D or better for street segments and intersections is the standard for the City.

While opportunities may exist to expand roadways in Southfield, this Plan promotes use of cost-effective transportation and land use tools over more costly projects.

Planned/Programmed Major Improvement Projects.

While some funds for maintenance and minor improvement projects are provided by the state and federal government directly to the City, major improvements to the transportation system in Southeast Michigan must be included in the SEMCOG 25-year Regional Transportation Plan (RTP). Placement on the RTP project listing is required to secure federal funding, and requires consistency with regional planning goals. The highest priority projects are taken from the RTP and added to short-term (5-years or sooner) regional and state Transportation Improvement Programs (TIPs), where they are assigned funding. Once funded, the projects can proceed. Projects that are not selected for the RTP or TIP can still proceed, given initiative and funding by the City and/or Road Commission for Oakland County.

In addition to general resurfacing, reconstruction, rehabilitation, road preservation and safety improvement efforts funded by the city’s and county’s share of federal funding, the following projects are already listed on the SEMCOG RTP or TIP:

Table 9-1: Planned Major Road Improvements

Roadway	Limits	Proposed Work	Year
RTP Projects			
Southfield Road	9-1/2 Mile to 11 Mile	Widen from 5 Lanes to 6 Lane Boulevard	2011-2015
M-10 SB	Over Rouge River	Replace Bridge Deck	2006-2010
Southfield Road	12 Mile to 13 Mile	Reconfigure from 5 Lanes to 4 Lane Boulevard	2006-2010, 2011-2015
9 Mile Road	Beech to Telegraph	Widen from 2 to 3 Lanes	2006-2010, 2016-2020
Lahser Road	10 Mile to 10-1/2 Mile	Widen from 2 to 5 Lanes	2021-2025
Lahser Road	11 Mile to 12 Mile	Widen from 4 to 5 Lanes	2021-2025
Lahser Road	8-1/2 Mile to 9 Mile	Widen from 2 to 5 Lanes	2021-2025
TIP Projects			
13 Mile Rd	Southfield to Greenfield	Resurface and widen from 2 to 3 Lanes	2008
US-24	12 Mile Road to N. of Quarton	Patch & overlay	2009 or later
I-696	EB & WB over Inkster	Rehab bridge	2008
Southfield Rd	At 10 Mile Rd & 11 Mile Rd	Upgrade signals using box span configuration	2008
US-24	8 Mile (M-102) to 12 Mile Road	Patch & overlay	2008

Source: SEMCOG

Recommended Improvement and Enhancement Projects.

In addition to embracing the major planned projects listed in the RTP and TIP, this Plan recommends numerous transportation and land use projects across the City to support Plan goals. These projects, described in detail in the remainder of this Chapter, fall under the following categories:

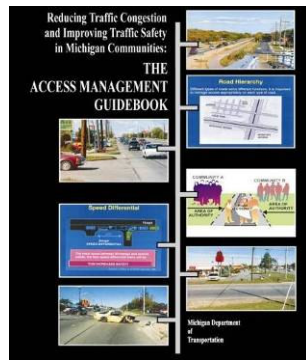
- Access Management
- Corridor Character
- Gateways
- Visual Corridors
- Natural Corridors
- Enhancement Corridors
- Traffic Calming
- Transit-Oriented Design
- Transit Service
- Non-Motorized Transportation

In addition to specific recommendations and programs, the Plan also discusses implementation

tools, including funding sources throughout the Chapter.

Access Management. Numerous national and statewide studies demonstrate that access management can reduce the potential for crashes, and help preserve the street's ability to carry traffic. Access management is a set of techniques used to reduce the overall number of access points and improve the spacing intervals between them, especially in relation to access points across the street and those close to signalized intersections. When implemented, access management often significantly reduces the number and likelihood of access-related conflicts, improves traffic flow, and solidifies a corridor's business sustainability and non-motorized safety.

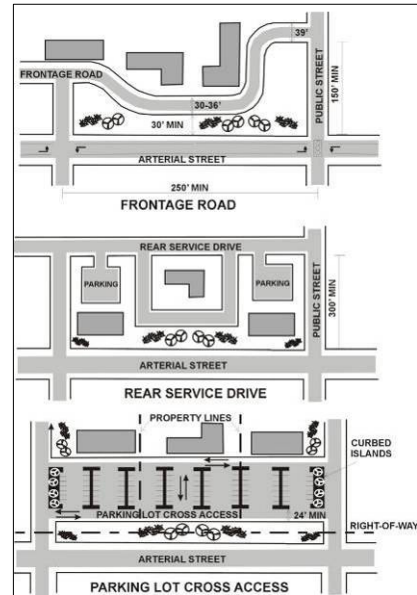
Southfield's formal access management program should build upon widely accepted best practices for access management. A task force of public and private experts developed the MDOT "Access Management Guidebook" to establish the tools, techniques, and standards used by MDOT on all roads under its jurisdiction. A city-wide access management ordinance should be established to establish specific standards for access spacing and design applied in every site plan review. The ordinance could also pull in specific recommendations of other transportation studies and access management corridor plans to provide more specific guidance to the planning commission or zoning board of appeals when making access-related decisions.



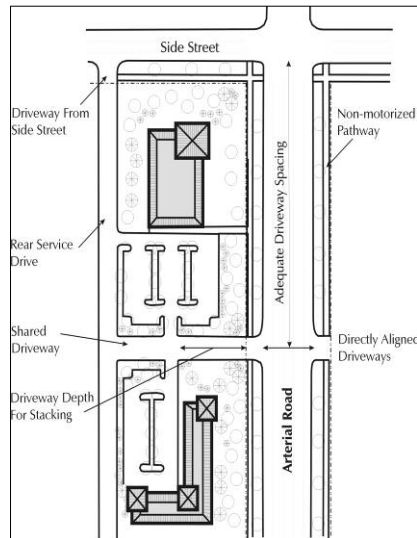
Access management involves tools to appropriately space access points or restrict problematic turning movements. These tools include the following:

- Adequate spacing of access points along the same side of the street.
- Alignment or spacing from access points on the opposite side of the street.
- Placing commercial driveways a sufficient distance from intersections to minimize impact to intersection operations.
- Geometric design such as channelized right turns to restrict certain turning movements (usually left turns) by use of a raised island,

- Location/spacing of traffic signals.
- Shared access systems (connections between land uses, shared driveways, frontage roads or rear service drives).



Rear service drives and shared driveways are important techniques to reduce the number of access points, especially near cross streets.



The success of different types of shared drives, roads, and parking connections are dependent on lot depth, building placement, and parking configuration. Application of access management can provide several benefits to motorists, land uses, and non-motorists in the City. The following is a list of benefits often resulting from aggressive access management policies and specific access management standards in City ordinance language.

- Reduce crashes and crash potential.
- Preserve or increase roadway capacity and the useful life of roads.
- Decrease travel time and congestion.
- Improve access to and from properties.
- Ensure reasonable access to properties (though not necessarily direct access nor the number of driveways preferred by the landowner/developer).
- Coordinate land use (site plan) and transportation (access permit) decisions for projects that need both city and MDOT or Road Commission for Oakland County approval.
- Improve environment for pedestrians and bicyclists (fewer driveways to cross).
- Improve air quality by reducing congestion and delays.
- Maintain travel efficiency and related economic prosperity.

Based on factors including high volumes, crash concentrations, congestion, and a proliferation of poorly spaced driveways, several specific corridor sections (illustrated on Map 9-2) have been identified as having the greatest need for aggressive access management. While this plan also recommends city-wide access management standards in an ordinance, these corridors require a proactive approach from the City to improve access and ensure the City's corridors remain vibrant as development and redevelopment occur:

- Telegraph Road/US-24
- Southfield Road
- Northwestern Highway/M-10, Inkster to 12 Mile Road
- 11 Mile Road/Lahser Road intersection vicinity
- Evergreen Road, 11 Mile Road to 10 Mile Road
- 10 Mile Road, Evergreen Road to Southfield Road
- 8 Mile Road, Telegraph Road to Greenfield Road
- Greenfield Road, north of 11 Mile Road to 10 Mile Road

A city-wide access management ordinance that incorporates the access management corridor plans will empower the planning commission to use these specific plans, in lieu of more general standards, when making decisions along these select corridors.

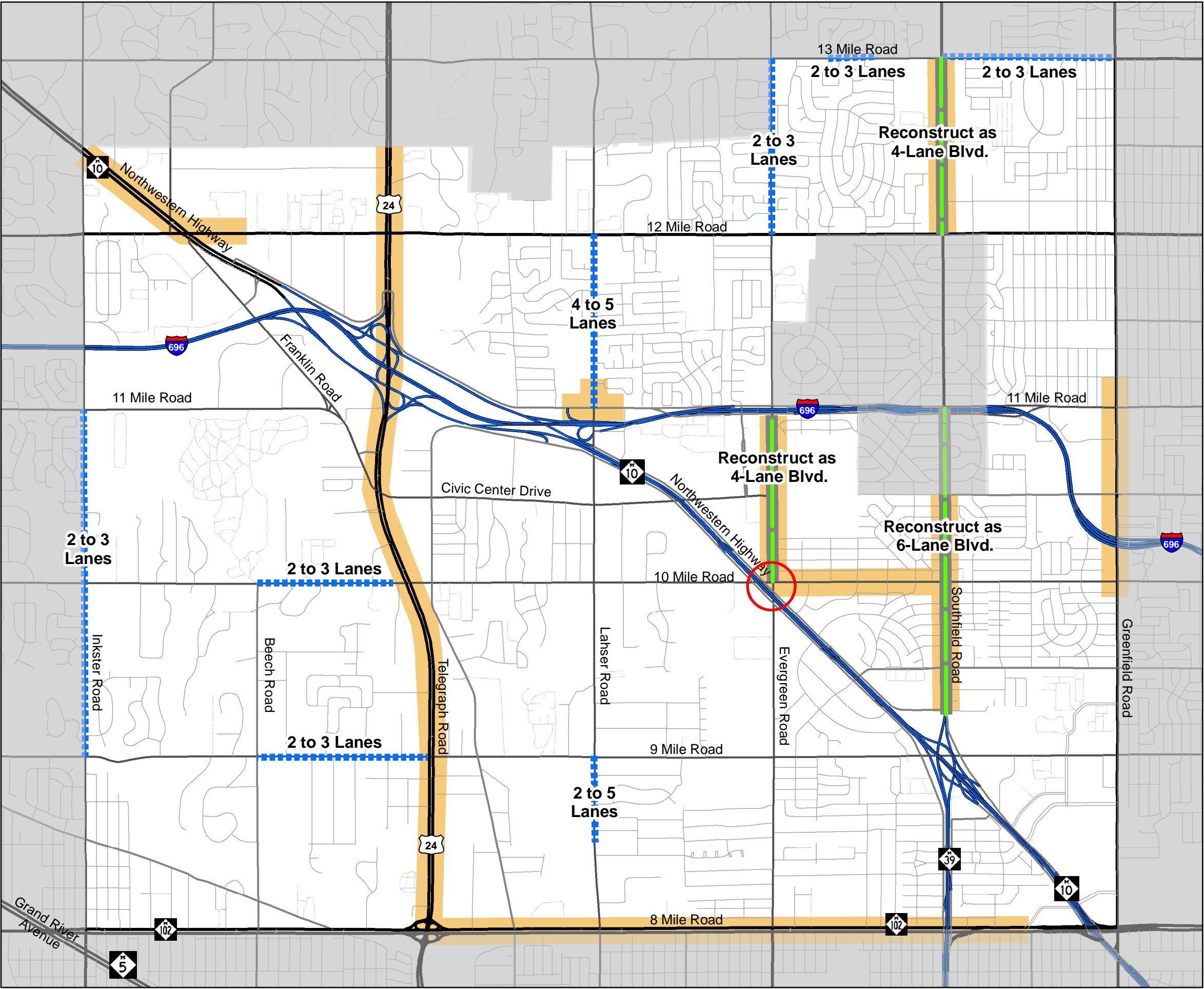
Both the specific recommendations in the Telegraph and Southfield Road corridor subarea plans in this Plan, and the standards in the city-wide ordinance, will be implemented gradually and incrementally over the next 10-20 years as redevelopment and growth continues. Establishing these standards lays the framework for better access related decisions and will continue to benefit the City for years to come.

Corridor Character

Gateways and Portals. Intended to help in creating identity for the community as a whole, as well as each individual district, gateways and portals are visual icons that are designed to attract attention and portray an image or message.

Portals create district identity, form a sense of belonging for those who visit or live there, and create additional opportunities for aesthetic enhancement around the community. The general principle is to establish portals at entrances to and within the unique districts whereby creating a theme/brand that can be portrayed in the district's streetscape, gateway markers, street and pedestrian lighting, etc. by using a select style of materials, colors, placement, etc. A 'gateway' is the entranceway to a city and creates the initial visual impression about a city's character and identity. Gateway corridors for Southfield have been identified in order to prioritize enhancement projects. These routes include the following:

- **Gateways.** Based on traffic counts, functional classification and other characteristics, Southfield's primary gateways were identified. Some of these locations lack unified, aesthetic features and do little to distinguish Southfield from other communities in the region. The general principles used to establish formal gateways include improvements to the roadways, such as well designed landscaped medians and landscaped freeway embankments, significant entry monuments, upgraded lighting standards, wayfinding signage and well-maintained and attractive adjacent properties. See Map 12-1 Community Image Improvements for location of Gateways.
- **Portals.** These routes are important links into the City or into major activity areas. Many of these routes lack character and, similar to gateways, design features and appearance along these streets should reinforce the image of a quality district. These portals can also provide wayfinding information to destination points.



Map 9-2: Transportation Plan
Southfield Comprehensive Plan



Legend

Planned Improvements

- Reconstruct with Median
- Widen
- Redesign Intersection
- Access Management

Priority Corridors

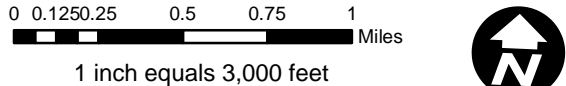
Functional Classification

- Interstate/Freeway
- Principal Arterial
- Minor Arterial
- Collector
- Local Road
- Private Road

Other City-Wide Enhancements

- Advanced Signal Technology (ITS)
- Traffic Calming
- Green-freindly Design for Major Road Construction Projects

Sources: City of Southfield, MCGI, SEMCOG Regional Transportation Plan



Data Sources: MCGI, City of Southfield

See Map 12-1 Community image improvements for location of portals.

The City should continue to improve the appearance, including signage, landscaping, and streetscape, at and along these gateways with a consistent image to clearly identify when a visitor enters and exits the city.



Visual appearance entering the City Centre area from the northwest along M-10 Lodge Freeway.

Visual Corridors. Like gateways, the views along primary street corridors provide important visual impressions about a city's character and identity. The primary visual corridors in Southfield are the highways such as I-696, US-24, M-10, and M-39. Secondary visual corridors are Greenfield, Evergreen Southfield, Lahser, Civic Center, and the Mile roads.

Many primary visual corridors in Southfield are flanked by a hodgepodge of building types, signs, and lighting fixtures that vary from attractive to unattractive. Since the views along these roads influence motorists' impression of Southfield, views along these corridors are very important. Views can be improved through a variety of techniques including more attention in the design or reconstruction of roads, lighting, landscaping, and amenities within the right-of-way. Design of private projects can be improved through design guidelines and other regulatory techniques applied to new development. The City should upgrade the aesthetic appearance of these visual corridors through the use of streetscape improvements, tree preservation, and improved landscaping and site design standards. Many of the corridors abut rear yards of the adjacent properties, where design standards don't require as much 'curb appeal.' Design standards along these corridors should include separate standards for property lines that abut the right-of-way.

Natural Corridors. While gateways and other visual corridors in the City establish the character and identity along prominent routes, several other major

routes form natural corridors around the City. In contrast to the streetscape improvements and more urban character goals of the visual corridors, natural corridors are akin to Natural Beauty Roads in more rural communities; these are roads with large, mature trees providing a vegetative canopy and natural setting along significant lengths. These natural corridors, or "shady lanes" as they have been called, include 9 Mile Road west of Lahser, Berg, Beech, 10 Mile Road west of Telegraph, Evergreen Road between 8 and 9 Mile Roads, and Inkster south of 10 Mile Road. The City should emphasize preservation of natural features and incorporation of natural greenbelts, landscaping, and building design and placement compatible with the natural setting along these corridors.

Enhancement Corridors. Two main corridor sections in Southfield would benefit greatly from coordinated corridor enhancement: Telegraph Road and Southfield Road. A section of each of these streets is a corridor subarea which discusses the land use and transportation issues and opportunities in more detail and establishes objectives and detailed future land use that guide development. Both corridors have also been identified as having the greatest need for access management.

- **Telegraph Road (US-24):** Telegraph Road is Southfield's main north-south road in the western half of the City. It is already an 8-lane boulevard with a wide median, designed to be wide enough to accommodate indirect "Michigan" left-turns at major intersections. Some sections of the street have coordinated landscaping and signage, but coordinated design and character elements are needed for its entire length. The City should evaluate the benefits of forming a new city improvement authority for Telegraph and extending invitations to neighboring communities immediately adjacent to Southfield.
- **Southfield Road:** Southfield Road is the main north-south road in the eastern half of Southfield. The street is a 5 to 7 lane cross-section with a mix of office, commercial, and residential developed piecemeal over the last 25 years. New infill development and the potential for future redevelopment presents a opportunity to encourage common design elements and help create a stronger sense of identity and character along this important section of Southfield Road. A planned improvement project to convert the center turn lane area into a landscaped median will also provide additional opportunities for

unifying streetscape elements and access management. As Southfield's adjacent neighbors along Southfield Road have similar plans to upgrade their segments with a median, the City should seize this opportunity to evaluate the benefits of forming a Southfield Road Corridor Improvement Authority jointly with Lathrup Village, Beverly Hills, Birmingham, and the Road Commission for Oakland County.

Traffic Calming. Balancing safety and accessibility for all modes of transportation includes harmonizing the roadway and non-motorized facilities with the surrounding development. Traffic calming measures (i.e. physical changes in the road design) often cause drivers to reduce speeds and be more attentive by affecting the driver's psychological frame of mind. Statistics show that 85 percent of vehicle-to-pedestrian crashes will result in death to the pedestrian if a vehicle is traveling at 40 mph, versus only a 15 percent rate if a vehicle is traveling at 20 mph. The reduction of speeds in areas designed or intended to encourage pedestrian and bicycle use through speed limits and traffic calming will improve both safety statistics and the perception of safety for all users.

While many traditional traffic calming programs have been aimed at taming high-speed cut-through traffic in residential areas, traffic calming is also effective along major roadways to encourage pedestrian and bicycle use and reduce speeds. A number of factors need to be considered with any traffic calming measures or programs, such as traffic volumes, cost, maintenance and impact on emergency access.



Some common traffic calming techniques:

- Street Narrowing, Slow Points, or Chokers
- Medians and Boulevards
- Streetscape Enhancements
- Perimeter Treatments

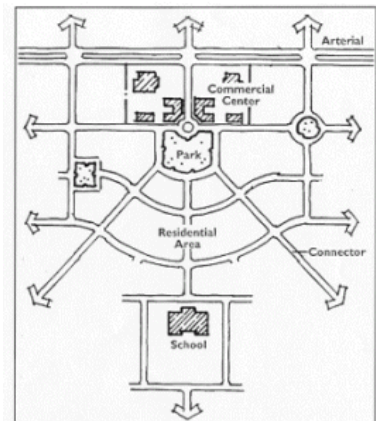
The City should include traffic calming elements in its transportation standards that evaluate the benefits and opportunities for implementing traffic calming measures in the City.

Transit-Oriented Development (TOD)

There are opportunities within the City at several locations to make corridors and development areas more transit friendly by adopting Transit-Oriented Development (TOD) standards for development. Future growth and redevelopment of commercial employment centers should strongly consider the inclusion of a mixture of residential, commercial, and institutional uses designed to promote convenient non-motorized access to transit facilities and between residential, retail, and office uses. National data from numerous studies shows automobile traffic in and around TOD is often 10 percent or more less than similar developments designed with a suburban style separation of uses.

TOD strategies support the City's goal to create a more livable and walkable community. TOD and transit-oriented corridors consist of land use patterns that promote travel by transit, bicycle, walking and ridesharing, and encourage concentration of mixed use development along transportation corridors serviced by transit. A conceptual design of a typical TOD layout is provided below. Elements of TOD include:

- Development of a highly desirable community with cultural amenities, easy walking distance to goods and services, access to regional and local trail systems, and the opportunity to live and work in the same area.
- Heightened sense of community through increased pedestrian activity and development at a more human scale.
- Clustered development with transit access offering better access to goods and services.
- Enhanced marketability of new development and enhanced property values.



- Stronger inter-modal connections, providing opportunities for pedestrians and bicyclists to better link with transit and the regional trail system.
- Increased economic development opportunities in attractive commercial and employment locations.

Transit Service

Transit service is an important component of the transportation system because it offers another transportation option for the community and increases mobility for those who are unable to drive. Transit increases the overall capacity of the transportation system, which supports the Plan's goal to maintain and improve the transportation system without excessive road widening. The City's efforts in improving the transit system should be focused on the most cost-effective methods to increase ridership in the existing bus systems.



Southfield is served by two main public transit operators: the Suburban Mobility Authority for Regional Transportation (SMART), and the Detroit Department of Transportation (DDOT). SMART is the regional transit provider that serves many suburban communities in southeastern Michigan, including Southfield. SMART offers a fixed-route bus system and an advanced reservation curb-to-curb connector. Several SMART bus lines serve Southfield and a major SMART hub and park and ride lot are located at Northland Mall. DDOT offers bus service for the city of Detroit that serves several locations in Southfield: Northland Mall, Providence Hospital, and the 8 Mile corridor between Lahser and Greenfield roads (see Map 9-3). SMART and DDOT routes are frequently reviewed and adjusted by each transit service provider based on ridership counts and transit-supportive land uses can increase the demand for transit services.

In addition to the two major transit providers, Transportation of Southfield Seniors (TOSS) provides advance reservation door-to-door service within Southfield and to and from its adjacent communities. Greyhound Bus links Southfield to communities throughout and beyond the region from a station at the corner of Lahser and 11 Mile at interchange of I-696 and M-10. This station serves as a hub connecting local transit and automobiles with destinations across the country. Renovation or expansion of the station property in the future as a true multi-modal station in the future could support the City's goal of improving the transportation system without costly road widening. Key features could include bike racks or bike parking with bike route information, taxi stand, SMART bus information center and stop, and space to accommodate other transit providers such as DDOT or future regional enhanced transit services.

Convenient access to transit is an important component of the City's Transportation Plan. Consistent with the City's goals, developing the City with a multi-modal transportation system will help maintain the long term health and sustainability of the community. The city of Southfield should consider transit needs (routes, shelters, park and ride) when evaluating development projects.

In order to have the critical mass to make public transit viable, the density of development needs to be sufficient to support transit. Shopping and employment destinations need to be designed to be transit-oriented (and pedestrian oriented). A common standard cited by transit authorities is a threshold of seven dwelling units per acre or seven jobs per acre to create the critical mass to make transit viable. A diffused land use pattern near transit lines reduces ridership and the effectiveness of the system. In addition, low density development limits the ability for those who need transit service to easily access it.

Where practical, the City should cluster the higher density development within a walkable distance (generally a quarter mile) from a transit route. Within mixed use areas, the highest intensity uses, such as retail and personal service uses, should be located closest to the transit route(s), with the remaining uses radiating out at a decreasing intensity. In addition, the city can help encourage transit use by ensuring that sites along transit routes are designed to be pedestrian-friendly, are located along routes accessing key destinations, and have bus shelters to make transit even more convenient for residents and workers.

New or enhanced transit facilities (including new stops, shelters, or park and ride) should be considered where large commercial or residential developments are proposed along existing routes. Route networks and service areas should be examined for potential improvements if a large development is proposed where transit service is not provided. Design considerations are needed to ensure all residents and workers, including those who are disabled, have safe access to all transit stops. Stops with higher than average use should be 'enhanced' and include amenities such as a bus shelter, benches, signage, route information, and wider sidewalks, which all provide a more attractive environment and encourage the use of the transit system. Bus shelters have been shown to increase ridership compared to a stop without a sheltered area to wait for a bus, but maintenance (such as repair of damaged structures, trash collection) may require a joint effort between the City and transit provider. The City and SMART/DDOT should work together to identify locations and maintenance options for 'enhanced' bus stops. Any changes to routing, frequency, stop locations, and stop amenities must be coordinated with SMART and/or DDOT (or other relevant transportation agency).

A highly accessible and convenient transit system requires a well integrated non-motorized network and transit oriented development patterns, which are discussed in more detail in this chapter.

Non-Motorized Transportation

Non-motorized transportation (sidewalks, bike lanes, pathways) not only helps meet the overall goal of a healthy community but also provides an alternate mode of travel. An interconnected system of bike routes, bike lanes, sidewalks, and pathways not only provide residents an alternative travel option for shorter trips, they also provide more convenient access to transit facilities, recreation opportunities, improve connections throughout the City, help reduce isolation, and can even help reduce traffic volumes. A more walkable community also has significant health benefits for its residents. The City should consider preparing a city-wide non-motorized transportation plan.

A primary goal of non-motorized pathways is the connection of residential areas to parks, schools, and employment, shopping, and entertainment centers. Non-motorized transportation can provide health benefits by providing local, convenient facilities for

exercise to allow users to be active and through the potential for reduced automobile emissions.

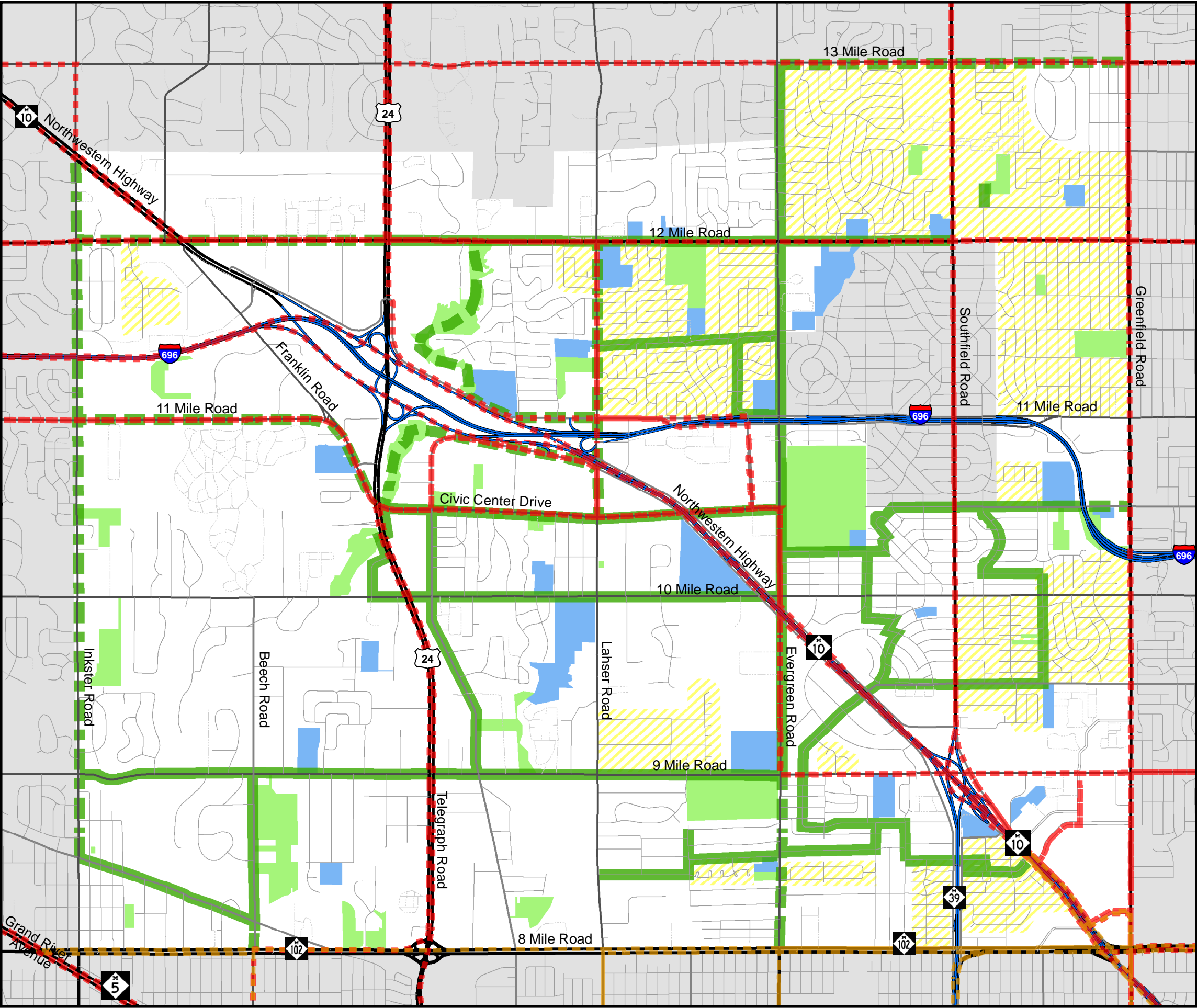


While a majority of the City's non-motorized facilities are sidewalks, Southfield maintains a designated network of bicycle routes throughout the City. Primarily located along major streets, the system contains over 32 miles of bicycle routes that are contiguous, uninterrupted paths that connect destinations across the City as illustrated on Map 9-3. While most of the routes in the system are internal to the City, Nine Mile and Shiawassee routes terminate on the west at the city's border with Farmington Hills, and Evergreen route terminates on the north at the city's border with Beverly Hills. These routes offer the potential links to communities beyond Southfield's borders.

The City's bicycle routes are made of four distinct pathway types:

- Asphalt bike paths, 8 feet in width, marked with bike route signs (5 3/8 mi).
- Concrete sidewalk, 5 feet in width, marked with bike route signs (15 3/4 mi).
- Asphalt paved shoulder, 5 feet in width, marked with bike route signs (4 1/2 mi).
- Roadway (concrete or asphalt) marked with bike route signs (6 3/4 mi).

Although not widely used in Southfield, on-street bike lanes, located adjacent to the vehicular portion of a road, may be used to accommodate higher-speed non-motorized travel. Sidewalks generally accommodate foot traffic and shorter bicycle trips, while pathways are known to accommodate both foot



**Map 9-3: Non-Motorized
and Transit**
Southfield Comprehensive Plan



Legend

Non-Motorized Facilities

Bike Paths/Routes

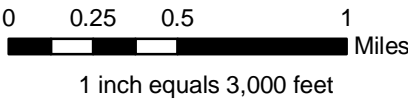
- Existing
- Planned
- Neighborhoods with sidewalks

Transit Facilities

- DDOT Routes
- SMART Routes

Community Facilities

- Parks
- Schools



LSL Planning, Inc.
Community Planning Consultants



Data Sources: MCGI,
City of Southfield

and wheeled, non-motorized travel. The function of each bike route (or new bike routes) should be considered when designing the type and width of facilities.

The residents in Southfield have expressed a desire for more recreational pathways and local parks. To accomplish this, the City should capitalize on existing natural corridors, such as the Rouge River, to provide such resources. The natural, comforting environments of river corridors, coupled with the separation from vehicular traffic, make these corridors ideal for a pathway system. The watercourses often link Southfield with other communities, and provide the opportunity for future connections with other regional trails. In addition, river corridors are often associated with the regional detention basins that exist throughout the City. These sites, when properly designed, have the potential to become recreational destinations located conveniently along a pathway route.

Throughout the community, the system of sidewalks and pathways should be continually upgraded and expanded. All new development and redevelopment should require sidewalks on both sides of the street, and standards and design criteria should be developed to ensure safe, convenient connections between internal circulation and public non-motorized facilities. The non-motorized transportation system should be expanded and upgraded taking into consideration the following factors:

Connectivity. To establish connections between the Southfield pathways system and the greater regional pathways network, the City must coordinate with neighboring communities. Oakland County Parks and Recreation has developed a plan to create and expand a regional network of paths and trails. While no proposed pathways are indicated for Southfield, the City should actively pursue connection of Southfield's bike routes to those of neighboring communities, including Lathrup Village, Berkley, Oak Park, Huntington Woods and Detroit.



Map 9-3 shows recommended bike path/bike route improvements throughout the City. It illustrates the location of existing bike path/bike routes, and

provides a vision for future improvements. The City maintains a fairly well connected system, but the system is limited and has gaps in connecting key areas. Any new development in the City should be required to construct or improve the pathways along the site frontage, or contribute to a fund to expand and improve the City's bike route network.

Continuity. Maintaining an interconnected system of sidewalks, leading to community or regional pathways, enhances the pedestrian and non-motorized environment. The City should vigorously pursue filling in gaps in the system that act as barriers. While City funds may be used for this purpose, the community in general should also share in this commitment. Options to accomplish this include requiring the installation of pathways along major roads and sidewalks throughout the interior of new projects or for residential lots that have not maintained or installed their sidewalks, requiring an escrow or performance guarantee when transfer of property ownership occurs.

Continuity also refers to making critical connections throughout the system. This includes ensuring that sidewalks internal to a neighborhood maintain a connection to the main road or other pathway systems, and that commercial or civic destinations include non-motorized (and transit) connections and amenities for users.

Accessibility. Children, young adults, seniors and disabled residents often rely on the non-motorized transportation system and public transit as their primary means of travel. Their unique needs must be considered when designing them. When considering improvements to these systems, the following considerations should be included:

- Require a safe non-motorized link between internal site amenities and the public non-motorized system in regulations and when reviewing developments.
- Emphasize linking areas with high concentrations of senior or child/teen residents with facilities that serve them, such as senior centers, recreational facilities, churches and schools.
- Pedestrian signals that produce an audible sound to indicate signal changes to assist disabled and hard of hearing residents crossing at critical intersections.
- Maintain a consistent intersection design, so disabled users can easily anticipate where a bench, pedestrian crossing button, or shelter is located.

- Install textured materials, such as brick or stamped concrete, at the edges of sidewalks to indicate where the walk ends and the motorized travel lanes of the road begin.

One of the most important destinations for children and teens is school, both for regular class time and extracurricular activities. MDOT has a special program, described in detail below, to encourage and assist communities in evaluating and improving non-motorized routes to schools.

Safe Routes to School. Particular attention to safety is needed near schools. Schools in the Southfield Public School District should seek this funding source as a way to encourage walking or biking to school by providing a safer environment for children. The “Safe Routes to School” program, managed by the Michigan Department of Transportation, is expected to gain momentum because it offers state money for physical improvements and programs aimed at increasing students’ use of the non-motorized system as a means to and from school. While the program requires each school to prepare an action plan in order to qualify for funding, the City can assist in coordination and engineering assistance for schools wishing to participate.



Convenience. While people will walk farther distances for exercise/recreation purposes, the average pedestrian will not walk more than 15 minutes or a quarter mile to reach their destination. Therefore, convenient routes must be offered to encourage more pedestrian activity as an alternative to driving. This includes considerations for road crossings, conflicts with others using the same pathway, continuity of the pathway, and directness of the route. Inconvenient systems can encourage unsafe activity or use of non-designated pathways or crossings. Where the City wishes to increase pedestrian activity, it should ensure that continuous pathways are provided that offer numerous, safe crossings that bring the pedestrian to the forefront of consideration, rather than making the automobile the priority.

Safety. Without a safe pedestrian system, it will not be used to its maximum. Elements such as lighting, proper maintenance, and proper crossing enhancements will bring comfort to sidewalk and pathway users, which will encourage more use. Where high pedestrian activity exists or is

encouraged, the City should work toward reducing the posted speed limits to reduce the severity or likelihood of serious injury or death in these types of crashes. A combination of these factors, along with the other elements that follow, should be used to increase the safety of the entire system. In addition, an annual sidewalk repair program is used to identify problems and repair existing sidewalks to provide a safe and accessible sidewalk network. This program is effective and should continue.

Crosswalk Improvements. User safety is of particular concern where sidewalks and pathways intersect with motorized travel routes. Safety hazards exist where the non-motorized system crosses



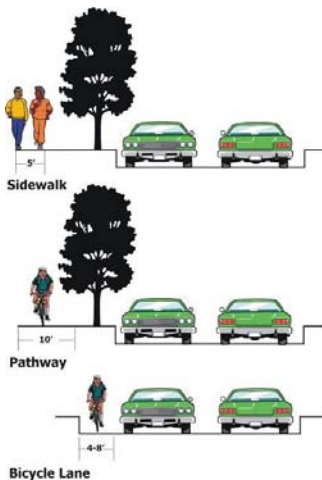
individual driveways, or where they meet at a road intersection. In these areas, the following improvements should be considered.

- Pavement markings should clearly indicate to motorists where pedestrian activity will occur. Vehicles are not permitted to block these areas.
- Maintain clear vision zones at all intersections. This can increase visibility for motorists, pedestrians and bikers, all of whom need to be aware of potential conflicts.
- Narrow the roadway at crossing points by installing road medians or raised islands within the roadway to create a safe haven for pedestrians and bikers, or by eliminating on-street parking and extending the sidewalk closer to the road. This will reduce the number of lanes a pedestrian must cross and increases their perceived safety. These elements can also enhance the aesthetic environment by providing planting areas or resting areas.
- Provide adequate lighting at intersections so pedestrians and bikers are safe at all hours.
- Include overhead flashers to indicate non-signalized crossing points. Mid-block crossings

can be further enhanced by using pavement markings and signage at the motorists' eye level.

- Consider restrictions of right turns on red at high volume intersections, as most motorists fail to consider the pedestrian when turning.
- Include medians in the design or redesign of intersections, especially where a high volume of pedestrian activity is expected. Medians provide safer crosswalk options for all residents.

On-Street Bike Lanes vs. Separated Paths. While not widely recognized, design of sidewalks and pathways can discourage use by bicyclists. Bicycles using sidewalks or shared pathways often encounter slow pedestrians, multiple driveways and intersection signals that interrupt their flow. These factors can



slow their speed, and discourage bicycle activity. Alternatively, on-street bike lanes allow bikers to travel at higher speeds, and give them the right-of-way over intersecting traffic and pedestrians.

Bikers using designated on-street lanes share the road with motorists and are more visible to them. The City should consider adding bike lanes along routes commonly used by bicyclists. Bike lanes require some public education during the initial stages of use, but can provide desirable travel alternatives in the long-term.



Buffers. Landscaped buffers consisting of street trees or other streetscape elements create a separation between motorized and non-motorized activity. They also provide a physical barrier to protect pedestrians on the sidewalks from vehicles, and breaks in landscaping indicate to motorists where driveway and non-signalized intersections are located and where pedestrians are likely to cross. Buffers should not be confused with setbacks, as larger setbacks are not necessarily endorsed as a way to improve pedestrian safety because they can decrease visibility from motorized traffic.

Implementation

In addition to specific measures outlined above, general implementation tools such as funding sources and impact studies will play an important role in realizing benefits proposed by this plan. During the plan process, citizens and the Advisory Committee identified a desire for more bike paths and sidewalks in the City, as part of a healthy Southfield initiative.

Transportation Funding

The primary source of City funding for roadway improvements is the Michigan Transportation Fund (MTF), established by Public Act 51 of 1951, as amended. This program is administered jointly by the Department of Transportation and the Department of State. State revenue from fuel taxes, vehicle registration taxes, sales taxes from auto related sources, and other vehicle fees are provided to local road agencies in accordance with statutory formula. This is the primary funding source for both the City and the Road Commission.

There are also federal transportation funds available for transportation improvements through a variety of programs including the Federal Highway Trust Fund, National Highway System, Surface Transportation Program, State and Community Highway Safety Grants and Congestion Mitigation and Air Quality Improvement Program (CMAQ). These funds are allocated to road agencies by SEMCOG through the long range regional transportation planning process and the Five-Year Transportation Improvement Plan (TIP).

Federal transportation legislation also established a fund for specific transportation enhancement activities, such as non-motorized or streetscape improvements. Funds from the Surface Transportation Program (STP) are set aside for these activities and can include a number of transportation

enhancement activities including historic preservation, landscaping and beautification, bike paths, roadway improvements, environmental mitigation to address water pollution due to highway runoff and other similar projects. Each year funds become available for allocation based on competitive needs. Requests are solicited and screened for application completeness at the local level, screened for project merit at the regional level and finally selected for action at the state level by MDOT.

MDOT also offers a Transportation Economic Development Fund (TEDF) to assist in the funding of highway, road, and street projects necessary to support economic growth. The program's mission is to enhance the ability of the state to compete in an international economy, to serve as a catalyst for economic growth, and to improve the quality of life enjoyed by Michigan residents. Specifically, the program is intended to create or retain jobs and encourage private sector investment. The fund, administered through the Michigan Department of Transportation Office of Economic Development, in conjunction with the president of the Michigan Strategic Fund, provides a means for state government, local agencies and businesses to work together to meet the often extensive and urgent demands placed upon the transportation system by economic development throughout the state. Those eligible to apply for funds are MDOT, Road Commission for Oakland County and the City. There are several types of TEDF grants available. Roadway improvements in Southfield could qualify under Categories A and C.

- Category A is intended to improve the network of highway services essential to economic competitiveness; improve accessibility to target industries as a catalyst for economic growth; support private initiatives that create or retain jobs; and encourage economic development and redevelopment efforts that improve the health, safety, and welfare of Michigan citizens. A 20 percent local match is required.
- Category C is intended to promote increased economic potential and improve the quality of life by reducing urban traffic congestion levels. The project must reduce traffic congestion on county primary or city major streets within urban counties (counties with a population greater than 400,000).

There are also other local programs that can be used as a source of funding for roadway improvements. The City has the Cornerstone Development Authority

(CDA) that provides funding mechanisms for infrastructure improvements within the CDA district, such as Tax Increment Financing (TIF). The property tax revenue captured by the City within the TIF district can be used to finance improvements established in the overall CDA plan. The City may also establish a Local Development Finance Authority (LDFA) to fund infrastructure improvements in industrial areas. Similar to the CDA, the LDFA can use Tax Increment Financing to fund infrastructure improvements.

Traffic Safety Board. Similar to other successful communities in the region, Southfield should form a Traffic Safety Board (also known as a Traffic Review Board) comprised of members appointed by the City Council. With the support of staff from the engineering department, this board would review citizen complaints and comments, development and redevelopment, and proposed transportation projects to consider all land use and transportation impacts, consult standards, and ultimately make decisions on driveway locations, circulation of developments, and transportation improvement projects.

The Board would use many of the tools outlined in this Chapter, including access management, traffic calming, gateway and portal treatments, and traffic impact studies.

In order for the City to mitigate anticipated traffic impacts of a proposed project, they must understand how much traffic will be generated. A traffic impact study should be required for a rezoning request or proposed project that would generate traffic above a specified threshold. In Michigan, this threshold is typically 50 or more directional (one-way) trips in the peak hour or 500 trips expected in an average day. In reviewing traffic impact studies, established sources such as the Institute of Transportation Engineers (ITE) Trip Generation Manual or "Evaluating Traffic Impact Studies: A Recommended Practice for Michigan Communities" should be referenced to determine how the projected traffic will impact the City's transportation system.

Roadways must be designed to meet the needs of all modes of travel and to support the availability and use of alternate modes of transportation. As the City continues to develop and redevelop, a more pedestrian and transit-oriented streetscape should be favored over the sole convenience of automobiles. In addition to a reduction in the expected vehicular level of service, developers should be encouraged to improve the adequacy of sidewalks, pathways, bike lanes and transit convenience and access.

10 Public Facilities and Services

Goal

- Southfield will offer high quality and efficient public services for residents.

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/redevelopment among communities grows and as technology advances, citizens and business owners will expect more from local government. 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 8 Open Space and Recreation*), sewer, water and refuse removal (discussed in *Chapter 11 Community Utilities*), all of which are provided to serve the needs of residents and businesses in Southfield. See following Map 10-1. These are all organized and operated on a daily basis by city departments. Citizens 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 City Hall is located on Evergreen in the Municipal Center complex. The building houses offices for most City Departments and boards and commissions. At the time this plan was prepared, the City had 26 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 citizen population that participates in a number of different boards and commissions. Citizens 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:

- Brownfield Redevelopment Authority
- City Centre Advisory Board
- City Council
- Commission on Senior Adults
- Cornerstone Development Authority
- Economic Development Corporation
- Historic District Commission
- Historic Designation Advisory Board
- Housing Commission
- Library Board
- Local Development Finance Authority
- Parent-Youth Guidance Commission
- Parks and Recreation Commission
- Planning Commission
- Tax Increment Finance Authority
- Total Living Commission
- Veterans Commission
- Zoning Board of Appeals

Map 10-1: Community Facilities

Southfield Comprehensive Plan



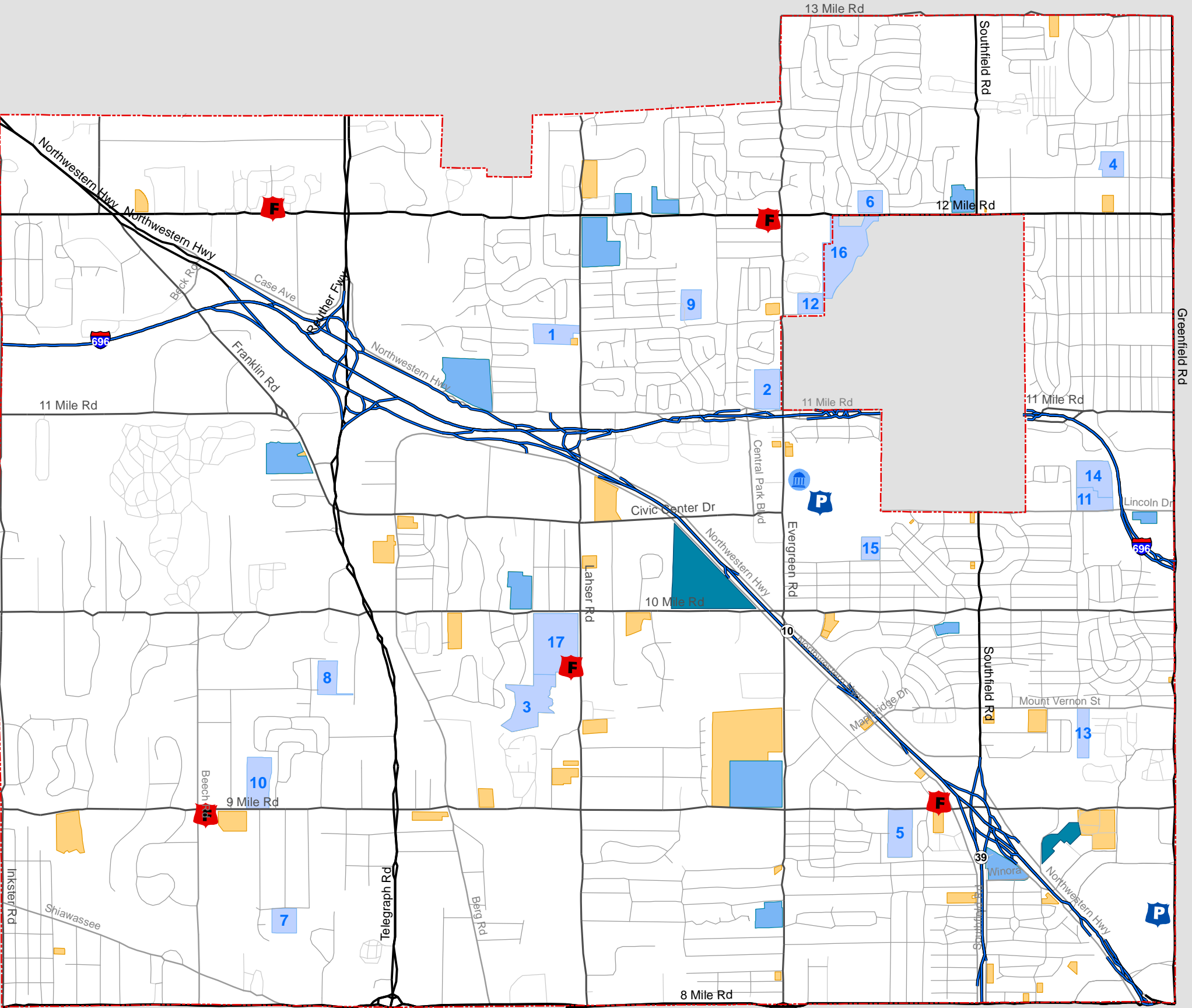
Legend

- Police
- Fire
- Civic Center (City Hall, Library)
- Public Schools

- 1, ADLAI STEVENSON ELEMENTARY
- 2, ALICE M BIRNEY MIDDLE SCHOOL
- 3, ARTHUR ASHE ACADEMY
- 4, ARTHUR H VANDENBERG ELEMENTARY
- 5, BRACE LEDERLE ELEMENTARY SCHOOL
- 6, BUSSEY CENTER
- 7, MACARTHUR K-8 UNIVERSITY ACADEMY
- 8, DWIGHT D EISENHOWER SCHOOL
- 9, FRED D LEONHARD ELEMENTARY
- 10, GLENN LEVEY MIDDLE SCHOOL
- 11, GLENN SCHOENHALS ELEMENTARY
- 12, HELEN MCINTYRE ELEMENTARY
- 13, JOHN F KENNEDY ELEMENTARY
- 14, MARY THOMPSON MIDDLE SCHOOL
- 15, MORRIS ADLER ELEMENTARY
- 16, SOUTHFIELD LATHRUP HIGH SCHOOL
- 17, SOUTHFIELD HIGH SCHOOL

- Religious Institutions
- Private Schools
- Colleges & Universities

0 0.25 0.5 1 Miles
1 inch equals 3,000 feet



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, planning, and economic development departments; and court system.

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. 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.

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."

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. In 2008 there were five fire stations, two located on 9 Mile, two on 12 Mile, and one on Lahser Road as depicted on Map 10-1.



Police. The City of Southfield Police Department is an integral part of the Public Safety Group. The

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."

department, based out of the Municipal Center, provides a full range of quality services which include marked and unmarked patrol units, investigative staff, and crime prevention services. Numerous accolades and awards have been bestowed on the police department by various organizations.

Emergency Management. Emergency Management has been in the Southfield community for many years. Formally termed *Civil Defense*, Emergency Management was designed to meet the current needs of residents with regard to early warning and safety in cases of natural or man-made disasters. While many communities rely upon County and State agencies, Southfield has an independent Emergency Management Division to serve its residents directly.

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 intellectual freedom since its conception with a collection of 300 books at its founding in 1844. Since that time, the library has steadily grown and now offers an unsurpassed collection of print and media, all easily accessed within a world-class building constructed in 2003.

All residents of Southfield and Lathrup Village are eligible for a Southfield library card, which provides access to the library's off-site, web-based information sources. In addition, Southfield is a part of The Library Network (TLN) which permits residents to use libraries in other metro Detroit communities who have formed reciprocal borrowing agreements. The Southfield Public Library offers a full array of modern library services. Beyond a great print collection, residents can enjoy music CDs, DVDs, well-equipped computer labs, and wi-fi throughout the building. Below is sampling of the types of amenities available at the library:

- The Bookends Café
- Friends Book Sales
- Drive-Up Services
- Express Check Out Stations
- Books by Mail
- English Language Learning Instruction System
- Foreign Language Collection
- Literacy Collection



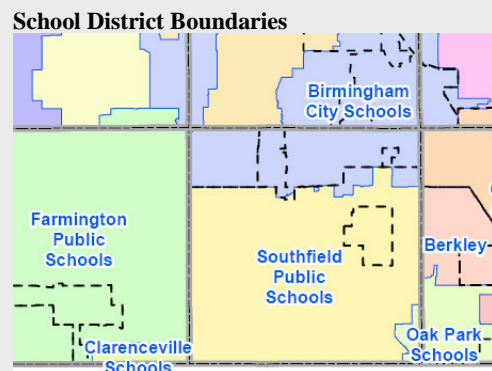
Educational Facilities

Public. 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.



In 2008, the Southfield Public School district had 17 school sites located near and within the neighborhoods, and accessible by school bus or walking and biking. They include:

- Adler Elementary School
- Birney Middle School
- Brace-Lederle K-8 School
- Bussey Center for Early Childhood Education
- Eisenhower Elementary School
- Kennedy Elementary School
- Leonhard Elementary School
- Levey Middle School
- MacArthur K-8 University Academy
- McIntyre Elementary School
- Schoenhals Elementary School
- Southfield High School
- Southfield-Lathrup High School
- Southfield Regional Academic Campus (SRAC)
- Stevenson Elementary School
- Thompson Middle School
- Vandenberg Elementary School



Source: Oakland County Planning and Economic Development Services

While enrollment in the district has declined in the past four years, a trend that is expected to continue, MEAP scores continue to improve. See Figure 10-1 on the following page. MEAP scores increased each year and are comparable with state averages. The graduation rate for the graduating class of 2005 was

84.5 percent, which is just slightly under the state average of 87.7 percent.

Private and Charter. 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 18.

Figure 10-1: Southfield Public Schools Total District Enrollment Trends

2004 ¹	2005 ¹	2006 ²	2007 ³	2008 ³
10,102	10,121	9,484	9,020	8,568

¹Official Fall Counts

²Total 9/27/06 Count Day

³Projected Enrollment Method 2

Source: Southfield Public Schools



Charter schools in Southfield enrolled over 3,500 Southfield students in the Fall of 2006, 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).** This private university occupies 125 acres in the City. LTU enrolls nearly 5,000 students in more than 60 degree programs at the associate's, bachelor's, master's, and doctorate degree levels in Colleges of Architecture and Design, Arts and Sciences, Engineering, and Management.
- **Oakland Community College (OCC).** With eight campuses in southeast Michigan, OCC has an enrollment over 70,000. The Southfield Campus focuses on the health profession and offers 15 programs ranging from health professions and technologies and nursing to diagnostic medical sonography and nuclear medicine technology.

Religious Institutions

Southfield has a diverse population with varied spiritual interests. As a result, the City contains more than 50 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 this Plan, it will be important that all of the departments coordinate on a regular basis regarding the implementation status. 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 five-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 ‘training’ sessions be held. 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 citizens, 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 citizens will feel. This will, in turn, garner long-term stability among residents and business owners and assist with residential and economic growth.

Library, Educational and Religious Institutions. Institutional resources such as libraries, schools and places of worship enrich the lives of citizens and are important in attracting new businesses and residents to the region. Institutional resources should be showcased consistently as this plan is implemented. While development of institutional facilities many times falls out of the City’s jurisdiction, the City should work with the appropriate agencies to maintain a high quality of services and ensure convenient access to the facilities. Most importantly, the city of Southfield should work to highlight these facilities in promotional materials to help market the City.

11 Community Utilities

Goals

- Southfield should provide and maintain a high quality, cost effective, energy and resource efficient public water supply, public wastewater service, storm water management and household refuse and recyclables collections for the community; and serve as a warden for the installation of telecommunication facilities and power transmission lines.

Introduction

Water. Water is provided to the city of Southfield by the Detroit Water and Sewerage Department (DWSD) via the Southeast Oakland County Water Authority's (SOCWA) pumping and distribution system. SOCWA's governing body is a Board of Trustees consisting of one representative from each member community.

The SOCWA water system has two primary connections to the DWSD water system. These are near the intersections of 12 Mile Road and Inkster Road, and 14 Mile Road and Lahser Road.

There is a third connection to DWSD near the intersection of Greenfield Road and 8 Mile Road. Because this connection does not have as much available hydraulic grade elevation, this flow is pumped into the SOCWA system through SOCWA owned and operated pumps. These pumps are only used during periods of high demand in the summer when the two primary connections cannot be utilized any more due to their high flow limits.

The SOCWA system has five ground storage reservoirs with a total capacity of 29.5 million gallons. Water is pumped by seven pump stations out of storage and into higher terrain. It has three elevated water storage tanks with a total of 3 million gallons. SOCWA delivers water through approximately 54 miles of water main with diameters ranging from 16 to 48 inches leading to 48 metered connections to its 11 member communities.

Between July 1995 and February 2006, the City purchased an average of 13.26 million gallons per day from SOCWA. During this period the amount of water purchased and billed to individual Southfield customers trended downward. The difference between the amount of water purchased from SOCWA and the amount Southfield bills to its customers represents water loss. The average water loss in the City's water distribution system has been decreasing. The average water loss dropped from 9.1 percent in 1999 to 6.7 percent in 2007. This is less than the typical 10 to 12 percent average water loss for a community of Southfield's size.

Southfield's water usage breaks down approximately as follows:

Figure 11-1: Water Customer Class

Customer Class	Usage
Residential	68%
Commercial	32%
Total	100%

The 2007 Water Master Plan Update projected that average water consumption in the City would not change significantly over the next 20 years.

The City's water system has two pressure districts. The high-pressure district is located in the northwest corner of the City in the area generally bounded by 11 Mile Road, Telegraph Road, and the City's limits. This district is created through two connections to SOCWA high-pressure mains. These connections are SO-10 and SO-11. City system demands from the SO-11 connection flow through a Pressure Reducing Valve (PRV). Another PRV exists in the City system along Inkster Road near the intersection of Inkster Road and 11 Mile Road. This PRV allows connection between the high-pressure district and the remainder of the City's water distribution system.

The City's distribution system contains no storage tanks or booster stations.

The most recent Fire Protection Classification Improvement Statements for the City were prepared by the Insurance Services Office (ISO) in 2002. The City's Fire Protection Classification is rated as 3, which is considered to be a good fire protection rating for a city of Southfield's size.

Sanitary and Combined Sewers. There are approximately 217 miles of sanitary and 40 miles of combined sewers in the City. New sanitary sewer lines are being installed in many areas, allowing more properties to connect to the sanitary sewer system.

The City contracts with the Oakland County Drain Commissioners Office for sewage disposal via the DWSD sewage system.

Storm Water. The City's 1999 Storm Water Permit Application and 2001 Storm Water Management Master Plan contains detailed information on the City's storm sewers.

There are six drainage districts in Southfield as follows:

Drainage District	Drains to:
Twelve Towns	Ultimately to the Clinton River
8 Mile	Rouge River
Evans Branch	Rouge River
Main Rouge	Main branch of the Rouge River
Pebble Creek	Rouge River
Rummell Drain	Rouge River

The City covers approximately 26.2 square miles (16,768 acres) with 21.7 square miles within the Rouge River Watershed and 4.5 square miles within the Clinton River Watershed.

There are approximately 34 Oakland County drains within the City.

The majority of the City's sewer system consists of separate sanitary and storm sewers. However, some areas of the City are in the Twelve Towns Drainage District which is a combined sanitary and storm water system.

There are approximately 6,000 storm and combined system catch basins that the City is responsible for, 4,000 catch basins on private property that are privately maintained and 2,000 on federal, state and county road rights-of-ways in Southfield. Of the City's 6,000 catch basins, it cleans approximately 3,000 each year.

The Main Branch of the Rouge River and its tributaries and the Clinton River are the receiving waters for Southfield's 26 square miles of surface

drainage. In Southfield there are 40 miles of natural watercourses including nine miles of the Main Branch of the Rouge River and over 31 miles of Rouge River tributaries.

Fiscal Year 2006/07 Water and Sewer Expenses. Recommended water and sewer fund expenditures in the fiscal year 2006/07 budget totaled approximately \$35 million. This included approximately \$3.4 million in capital projects. Water and sewer expenditures are approximately 26 percent of all City expenditures.

Recommendations

Water. The 2007 Water Master Plan Update recommended the following capital improvements to the City's water infrastructure. Details of these proposed improvements are included in Appendix F of that report.

- Phase I Improvements (Cost estimate \$2,750,000).
- Phased development of a high-pressure district in the Northeast section of the City.
- Implementation of pilot pipe rehabilitation practices.
- Preparation of a Michigan Department of Environmental Quality Drinking Water Revolving Fund Project Plan for the remainder of the City based on the pilot rehabilitation program.
- Phase II Improvements: Replace and/or rehabilitate various old, small diameter, cast iron water mains with a history of water main breaks.

The report also recommended the following operational improvements:

- Develop a valve maintenance program, including knowing the operational condition and location of valves. This is especially needed in sections 11 through 13 of the City to enable the successful implementation of the recommended high pressure district. The City should conduct a field reconnaissance to locate and identify valve conditions in these sections. The City should use Global Positioning Systems (GPS) for these valves and incorporate their locations into the existing Geographic Information Systems (GIS) database.
- Explore the use of trench less technologies to rehabilitate water mains in priority districts.

- Record and manage data about pipe size, soil conditions, material and other pertinent information for use in future decision-making processes.
- Develop a computerized maintenance management program.
- Establish data viewing terminals or acquire SCADA (supervisory control and data acquisition systems) data from SOCWA on a regular interval. By documenting flow rate and pressure variations, the City will improve the flow management of the water distribution system.
- Because the SO-11 connection meters approximately one-half of all the water used in the City, this connection as well as the water mains connected to it, should be regularly investigated and maintained.

Storm Water. The City's 2001 Storm Water Management Master Plan recommended that each of the City's 6,000 catch basins be inspected and cleaned at least once a year and each connecting storm sewer line should be cleaned at least every five years.

The City's annual Rouge River Clean Up Day project should be supplemented by additional clean-up efforts at other times of the year to allow for a wider pool of volunteers. The City should also develop an "adopt a section" program for the Rouge River. Businesses, churches and other groups would then maintain and enhance their section either through the June event or at other times of the year. The City should consider more bank stabilization projects using contractors, seasonal college labor, court probation workers and volunteer groups.

The City should review the feasibility of establishing a viable, dedicated funding source for its storm water management program, such as a storm water utility.

12 Community Image

Goals

- Promote commercial and residential development/redevelopment that is carefully considered, aesthetically pleasing and functional.
- Improve the highly visible public parks/open space/roadways to maintain community character and increase public safety.
- Enhance the identity and appearance of mixed use/commercial districts and residential neighborhoods.
- Protect and enhance Southfield's natural attributes.

Introduction

A community's physical image is composed of both natural and man-made features. Distinct or unique features such as the elaborate design of a landmark building, maintenance of a concrete median, or debris along the roadway are all elements that play a part in defining community image.

Many of the elements that make up the community's physical image have to be accepted as givens or beyond local public control. The natural features which make up the physical environment of Southfield, such as the general topography, rivers and streams and existing vegetation, are elements which cannot be easily changed and must be considered permanent. Also, many of the region's economic and man-made structures and features are the result of forces beyond the local control and need to be accepted or accommodated. Some of these larger forces include the following: dominance of the automobile, new technologies and changing market trends.

Dominance of the Automobile. One of the greatest impacts on our lifestyles and on our urban environment has been the emergence of the "automobile culture." The auto, while providing convenient and comfortable transportation, has also contributed to urban sprawl, air and water pollution, and the need for an extensive network of roads and parking facilities. These factors tend to be a primary component of our visual environment. How to

accommodate the auto is perhaps the single most critical challenge in contemporary urban design.

New Technologies and Changing Market Trends.

Technology is changing how we design our homes and communities. Communication technologies, such as television, the computer, video recorders and the Internet are changing many of our personal habits and patterns, ranging from how we shop to how we interact and are entertained. For instance, before the advent of movies, television and videos, people would frequently sit on front porches and socialize with their neighbors. Conversely, the current trend is to rent a video and watch it at home or go to a multi-screen movie complex. Regarding shopping, the market trend has been to develop large, single-stop, "big box" retailers. In the future, more shopping will be done via the Internet without leaving the home or office. Coupled with Internet shopping use, many communities and their residents long to venture out in the community and interact/socialize in a community and/or neighborhood multi-store commercial districts/node where they can feel a part of a larger diverse community. These trends are not absolute, but they do show that our general living patterns are changing and these changes need to be continuously monitored in order to provide the appropriate response in our physical environment.

All these major forces can be appropriately managed and controlled to minimize most of their negative environment and visual impacts. The essential requirements are to recognize that these forces are a major factor in our lives and address them realistically and appropriately.

The community Image Plan was prepared with the understanding that Southfield wants to improve and enhance its physical environment, even if the enhancements will require extra effort in terms of capital costs, upkeep and maintenance expenditures. Common, day-to-day housekeeping items, such as the need to keep streets clean, prune and trim street trees, pick up litter and debris, and remove weeds and unsightly vegetation, are assumed to be basic requirements and are not discussed in this chapter. However, their importance in presenting a good community image is critical and must be funded at appropriate levels.

Various elements combine to form community image. In using the Comprehensive Master Plan as a tool to enhance image, it is important to consider the issues that shape Southfield's image. The following questions help to frame the challenges/issues related to community image:

- Can the commercial corridors be visually improved?
- Should and/or how can the image of Southfield be improved in the minds of residents and non-residents?
- How can the sense of "place" be enhanced?
- Should neighborhoods be more clearly defined and identified?
- How can the entrances (or gateways) to Southfield be more clearly identified?
- Do the City, business community and school district market themselves effectively to existing and prospective residents (especially families)?

The answer to these questions will help guide actions related to community image. Some of these issues are explored in greater detail in the remainder of this chapter.

Community Appearance

The appearance of Southfield is important to its livability and its physical and economic development. Residents, business and property owners recognize the value of an impressionable community and are committed to its betterment. They desire welcoming entryways, attractive corridors, unique and inviting districts, pleasant and quiet neighborhoods, beautiful parks and public open spaces, well-kept properties, and a community presence that exhibits its unending pride. This is a keen awareness that qualities such as charm and character do not just happen; rather, they require the involvement of the whole community to make improvements - both individually and collectively - to achieve the overall community vision.

Southfield's physical character is perhaps the single most evident glimpse of its economic viability, government proactiveness and civic pride. The initial impression of the community is formed by the quality appearance of its physical development, including the nature of community aesthetics; condition of municipal facilities and spaces; amount of public open space; maintenance of roadways and public infrastructure; and the overall attractiveness of the community. The appearance of the community contributes to quality of life and livability for those

who reside in Southfield, as well as those who may be making an investment or relocation decision.

Simply put, beauty adds value to the community. The appearance of Southfield is one of the foremost influences in value and one of its most regarded assets. Residents take pride in their community and its attractive and interesting places. Businesses also like to locate in attractive environments, which improve their ability to recruit employees, host clients and investors, and continue to invest in their facilities.

The appearance of Southfield is formed by many factors. While some areas rely on the beauty of their natural environment, such as the Rouge River corridor and its tributaries and open spaces, other areas must focus their attention toward design of their public spaces, municipal buildings and infrastructure, while taking a proactive stance to ensure their land use standards deliver quality development/redevelopment outcomes. Without focusing attention on the quality and sustainability of physical development, character is left to chance, leaving little opportunity for the community to control the destiny of its appearance.

The image, character and appearance of Southfield are of top priority according to the community that participated in the residential opinion survey and key person interviews and community forums. Residents, business and property owners, and community stakeholders recognize the importance of quality of life in the success of their economic development; therefore, both desire and expect quality new development and redevelopment. There is a strong desire to improve the entrances to the City with distinctive gateways, enhance the roadway environs with streetscape improvements, create an identifiable community center "downtown," add more landscaping and screening of parking and storage areas, control the size and location of public and private signs, incorporate public displays of art and community history, manage the appearance of structures and vacant priorities, and diligently enforce the City's codes.

The focus of this Chapter is the character and appearance of Southfield, which emphasize how the physical elements of individual corridors and districts fit together to form a unified whole community. It also expresses how the framework of the community ties important locations together and helps orient people within the community, how new construction relates to the physical elements already in place, how districts and neighborhoods are to function and be designed, and how government processes work to effectively achieve these goals.

This chapter also focuses on character and design issues and is intended as a community image vision for the future of Southfield. The Community Image Plan emphasizes the primary attributes of the community, the features that make it special, the policies that can preserve its valued assets, and how character and design may be used to improve community appearance. This plan is important because:

- Sensitive design and development policies can enhance the livability and quality of life in Southfield, which strengthens the community's competitive position.
- Good design and quality development increase property values and, therefore, tax revenues.
- A community with character has been demanded by the public, which articulated their desire for an enhanced community appearance through their involvement in the comprehensive master planning process.
- An attractive community is achievable as the City uses its financial resources, regulatory means, strategic policy decisions, and its own sense of design on public projects to influence private development.

Community Appearance Issues

In conjunction with the Comprehensive Master Plan Steering Committee, input received from interviews, meetings with sub-area stakeholders and input from the Resident Public Opinion Survey, there are a number of key appearance issues identified, including the following:

Development Pattern and Form that Contribute to Visual Appeal. The evolution of development in Southfield has radiated from the center of Detroit with its freeway systems traversing through the City and a grid street system, with principal arteries spaced evenly on the mile section lines. As a result of local and regional traffic patterns and volumes, higher land values exist adjacent to these thoroughfares leading to more intensive non-residential use. Telegraph, Southfield, Greenfield, Evergreen, and 8 Mile Roads; sections of 9 Mile, 10 Mile and 12 Mile Roads; and other arterial roadways have developed or are developing with commercial/office/service uses. The resulting street environment is a patchwork of parking lots for each individual business with, in many cases, multiple property entry and exit points. Signage for each of the businesses shares the limited space immediately adjacent to the street with power and light poles, sidewalks, traffic devices and street signs, and other public displays.

Enhanced Corridor Environments. As described in the previous issue statements, the appearance of the corridors is perhaps the most significant issue pertaining to community appearance. After all, these are the most frequently traveled roadways in the community, carrying both those who travel them daily and those who are introduced to the community for the first time. The appearance of the corridors may be characterized in two ways. They are characterized by either their wide street sections or by varying building setbacks and expanses of parking adjacent to the street, limited provision of green space or landscaping, multiple points of ingress and egress interrupting the pedestrian ways, a proliferation of signs with little consistency as to its placement and size, and widely varying building styles and use of materials. Achieving enhanced corridor environments involves policies, programs, regulations and incentives addressing each of the contributing factors. Enhancement of a single factor will help but will not result in a positive visual impact. Instead, each of the factors must be handled together to revitalize and re-establish a desired character and appearance.

There are two separate, yet related, components involved in improving the appearance of corridors. First is the street right-of-way, which is owned and controlled by the City, Oakland County or the Michigan Department of Transportation. Within the public rights-of-way, the design of the pavement surface, including whether the roadway is undivided or divided by a raised median, improved with curb and gutter, or constructed of asphalt or concrete, contributes to the appearance of the corridor. Maintenance of the pavement surface, as well as the open space within the rights-of-way, is also significant to its visual appeal. The preservation of natural features, such as vegetation and wetlands, and provision of green space and landscaping helps to soften the roadway environs and enhance views. The design of structures, such as bridges and overpasses, retaining walls, and drainage improvements, are also important elements in the overall design scheme. Each of these improvements is largely at the discretion of the City in coordination with Oakland County and Michigan Department of Transportation.

The second component involves private property, which must be either regulated or provided with incentives to achieve the desired development outcomes. Typically, regulations and design guidelines pertaining to building appearance, signs, landscaping, screening and buffering, and open space are applied city-wide or to the properties within a certain distance of specified corridors. Incentives for compliance with the standards/guidelines may

include automatic approval, increased density or intensity, relaxed parking requirements, reduced dimensional standards, or financial participation through grants or when done in conjunction with a public infrastructure improvement.

Preserved Vegetation and Community

“Greenness.” Trees and vegetation - or a lack thereof - contribute significantly to the appearance of the community. Landscaping is useful in the design of individual sites, corridors, and districts to enhance aesthetics, frame quality views, buffer adjacent uses, and screen activity areas or undesirable views, as well as serve an important environmental function by altering the microclimate. Regulations and guidelines imposed by the City on new development, redevelopment or building additions should require preservation of mature trees, as they are commonly felled during construction and replaced with small caliper trees-if any at all. Furthermore, limited landscaping within buffer yards, throughout large parking areas, in the streetscape areas, and around the perimeter of the site, is more often than not the first to be lost to project budget woes. As a percentage of overall project costs, though, the added price of landscaping is nominal, yet proven to add value and return to the development. People are naturally attracted to pleasant environments, whether they are well-designed neighborhoods, commercial centers, a downtown district, or public spaces; therefore, the value of landscaping and open space must not be overlooked.

Well-defined Community Gateways and District Portals. Based on the comments received by residents, business and property owners, and community stakeholders the appearance of community entrances is important. They are proud of their community and would like to continue to portray a positive first impression on those who visit or pass through the community for the first time. Understanding this pride, the City has installed community entry signs/markers in cooperation with Lawrence Technological University at select entrance points to the City. The entry markers identify the community entrances but these gateways offer further opportunities to establish an image, convey community values, and attract attention to local attractions and destinations.

Southfield is somewhat unique because it has multiple entrances. Most travelers, other than local residents, enter the community from the Lodge/Northwestern highways, the Southfield freeway, Telegraph Road or I-696. It is recommended that formal gateway improvements are

focused at these locations, with less significant entrance treatments at the other arterial roadways.

Entryway enhancements to establish formal gateways include improvements to the roadways, such as well designed landscaped medians and landscaped freeway embankments, significant entry monuments, upgraded lighting standards, wayfinding signage and well-maintained and attractive adjacent properties.

In addition to the gateways to the community, there are also multiple opportunities for enhancement of special district portals. Examples include notable areas that distinguish themselves by way of their character, such as City Centre, Cornerstone Development Authority (CDA) district, North Southfield Road corridor, the Telegraph Technology corridor and individual neighborhoods. Portals to these districts create identity, form a sense of belonging for those who visit or live there, and create additional opportunities for aesthetic enhancement around the community. The CDA has constructed a series of portal and wayfinding sign systems in the district, which could lead as an example and provide uniformity for other Special District portal improvements.

Attractive Public Buildings, Spaces and Infrastructure. The City, Southfield Public School District, Lawrence Technological University and other public or semi-public entities and agencies have the opportunity to lead by example. There are several models of highly attractive and notable structures that contribute to the character of the community. For instance, the Southfield Public Library, Thompson Farm, The Burgh Historic Park, The Rouge River corridor, Beech Woods Recreation Center, Valley Woods Nature Preserve, Carpenter Lake Nature Preserve and other individual buildings and neighborhoods are local landmarks that communicate to the public a message of community pride and heritage. These facilities, along with numerous faith-based institutions, must be acknowledged for their presence and contribution to the fabric of Southfield by continued diligence in their upkeep and preservation.

Local landmarks require a substantial investment on behalf of the City or their sponsoring entity or agency. These investments pay dividends, not only in their functional use, but also by way of giving the community form. The quality of public buildings, spaces and infrastructure is reflective of how the community views itself and the priority placed on its presence within the region and state. It is warranted for the community to concern themselves with improvements, as well as their function.

Public expenditures often lead to private investment. For example, streetscape enhancements commonly result in improvements to adjacent properties. Once an individual owner commits to upgrade the appearance and/or redevelopment of their property, the action tends to spur other improvements and investments by nearby land or business owners. While public financial resources are always limited, increasing the investment will benefit in the long-term by a resulting increase to the tax base and enhancement of community character and identity.

Community Image Areas

The overall image of the community is derived by the collective appearance of individual areas. Rather than evaluating the character and appeal of each neighborhood or roadway individually, the community is organized into image areas. See following Map 12-1. The design principles and character improvements described in this chapter may be applied universally to the framework areas, which together form the aesthetic fabric of Southfield.

The image areas include the following:

Corridors. Corridors provide connections for people, commerce, and infrastructure, as well as natural river systems. Corridors provide the visual and functional imagery of the community at large. In other words, the impression made by the corridors largely represents the image of the community as a whole. The design and appearance of Southfield's corridors is significant in forming a positive experience and lasting image for those who visit or pass through Southfield. The general principles for enhancing the community's corridors include enclosing or framing each street with the use of the natural (trees and vegetation) and built (buildings) environments; arranging buildings and parking areas to complement the streetscape, placing emphasis on form, as well as function; balancing the needs of pedestrians and bicyclists with that of automobiles; substantially enhancing the overall level of design quality; and creating an improved visual setting for local commerce.

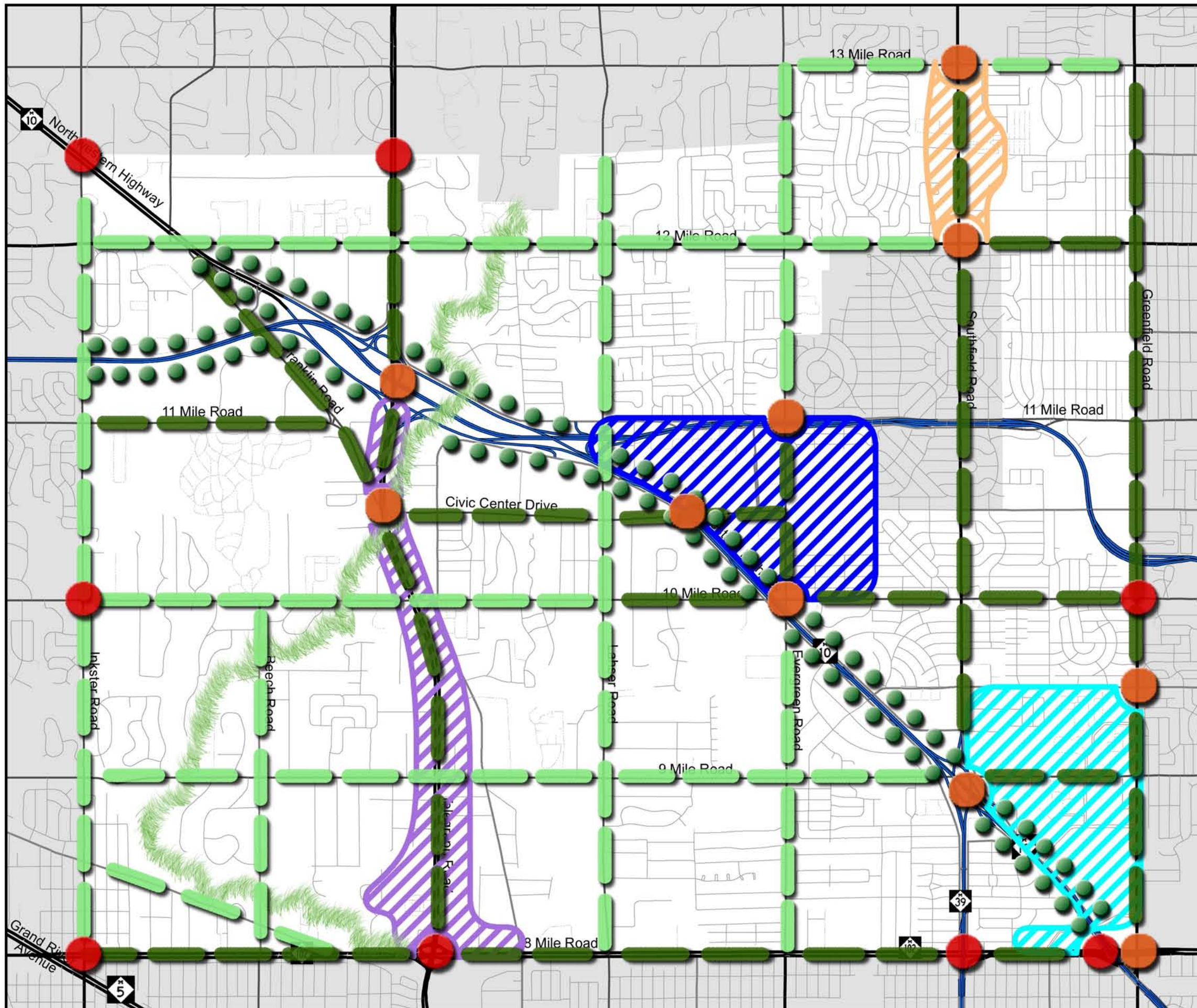
Districts. Districts represent the places that are unique and have individual identity. These are the places that commonly attract people for specific purposes, such as education, cultural/historic attractions, shopping, government, public gatherings employment, health care and living. They represent a common place where people come together for a variety of reasons. They are each unique in their physical character by way of their use, the density

(units per acre) and intensity (bulk, scale and height) of the development, the architectural style, or other distinctive features and amenities. The general principles for establishing stronger identities of Southfield's districts include exploiting their visual distinctiveness with portal features and treatments (monuments, fencing, landscaping, signs, etc.); creating an individual style; enhancing the streetscape for pedestrian use; and promoting a common identity through signs and other means.

Gateways and Portals. Gateways and portals are intended to help create identity for the community as a whole, as well as each individual district. They are visual icons that are designed to attract attention and portray an image or message. For entrants, they are an introduction to the area. They shape the identity and form a sense of belonging for those who live or work within the boundaries of the district. The physical improvements give form and establish an edge to the districts.

The general principles used to establish formal gateways include improvements to the roadways, such as well designed landscaped medians and landscaped freeway embankments, significant entry monuments, upgraded lighting standards, wayfinding signage and well-maintained and attractive adjacent properties.

Portals create district identity, form a sense of belonging for those who visit or live there, and create additional opportunities for aesthetic enhancement around the community. The general principle is to establish portals at entrances to and within the unique districts by creating a theme/brand that can be portrayed in the district's streetscape, gateway markers, street and pedestrian lighting, etc. by using a select style of materials, colors, placement, and more.



Map 12-1: Community Image
Southfield Comprehensive Plan



-  Community Gateways
-  District Portals
-  District / Subarea & Mixed Use Corridor Improvements
-  Residential Corridor Improvements
-  Freeway Embankment Improvements
-  Rouge Green Corridor
-  Telegraph Technology Corridor
-  North Southfield Road Subarea
-  City Centre Subarea
-  Cornerstone Development Authority Subarea

0 0.25 0.5 1 Miles
1 inch equals 3,000 feet



LSL Planning, Inc.
Community Planning Consultants



Data Sources: MCGI,
City of Southfield

13 Design Guidelines

Introduction

The physical appearance of a site, architecture and landscape is critical to the success of the Southfield community. Achieving a healthy and vibrant image is the goal of these guidelines. They advocate a strong and consistent site development/redevelopment design vision for the community. To ensure that the recommendations of the guidelines are achievable, these guidelines are intended to be functionally compatible with and a supplement to the City of Southfield's Zoning Ordinance. The intent of the guidelines is to maintain flexibility and responsiveness to market conditions over time while still providing the vision and ground rules necessary for a successful development/redevelopment style that would span the years. The purpose of these Design Guidelines is to improve the overall quality of public and private development/improvement projects in the community, ensure the compatibility of development with surrounding land uses, and enhance pedestrian safety and walkability and vehicular movement and access within and through the community.

Applicability

These Design Guidelines will apply universally to all public and private development/improvement projects in the community. The guidelines are intended to become a part of the development review process that is discretionary in nature for types of review that include:

- Requests for Rezoning
- Site Plan Approval
- Special Use Approval
- Major Rehabilitation of Existing Structures

Major rehabilitation shall mean any renovation, restoration, modification, addition or retrofit of a structure or site. Major rehabilitation shall not include routine maintenance and repair of a structure or feature on the site, such as roof replacement or general repairs to a parking area or other site feature.

While the guidelines address the physical design of different types of land uses and structures, they encompass large areas of the City. Thus, they are general in scope and coverage. In some cases, the Design Guidelines may be more restrictive than, but

they do not supersede or modify, the City of Southfield's Zoning Ordinance. In the event of conflict or discrepancy between the Design Guidelines and the Zoning Ordinance, the City Ordinances prevail. Proposed development will need to obtain the necessary variances, exceptions, waivers, etc. from City regulations as applicable.

Site Planning

Building Location and Orientation

Principles

- Emphasize pedestrian-orientation in site planning using appropriately-scaled buildings, placement and interconnectivity.
- Develop an efficient pattern of buildings and open spaces to concentrate activities, rather than dispersing them in a manner that requires greater automobile dependency.
- Locate and orient buildings to complement the orientation of adjacent development.
- Coordinate all infrastructure and utility design and location with utility providers to balance function and desired aesthetic character of the plan with efficient maintenance of the utilities.

Mixed-Use

1. Coordinate and comprehensively plan the location of buildings to provide order and compatibility, avoiding jumbled or confusing development patterns.
2. Site buildings to reasonably respond to solar, wind and other climatic factors.
3. Locate buildings so that their primary orientation complements adjacent development.
4. Orient buildings to frame pedestrian corridors and access drives, parking areas, open spaces and on-site amenities.
5. Discourage long, "barracks-like" strip commercial configurations.

Commercial/Office/Research

1. Locate satellite (pad site) buildings at street intersections designed to anchor the corner.
2. Locate buildings to create and frame plazas and courtyards.
3. Orient freestanding satellite pad site building fronts toward the street or plaza and courtyards.
4. Link plazas and courtyards to pedestrian sidewalks and walkways.
5. Do not “wall-off” sites from surrounding land uses.
6. Provide connectivity and accessibility between the proposed site development and adjacent land uses.
7. Segment large parking lots into smaller parking courts enclosed and framed by trees to minimize the perceived scale of the total parking area.
8. Locate loading docks, trash enclosures and service areas out-of-view from roadways, sidewalks and open space amenities.
9. Provide separate parking areas for delivery trucks and service vehicles located away from customer/tenant parking lots and walkways.

Multiple-Family and Single-Family Residential Attached

1. Organize buildings to create meaningful and usable open space areas.
2. Do not encircle multiple-family and single-family attached projects with parking stalls and drive aisles. Parking lots should be located in individual pods or small, defined parking courts.
3. Vary multiple-family residential building setbacks to promote streetscape variety.
4. Compose buildings of simple yet varied planes to assure compatibility and promote variety in overall building forms.

Single-Family Residential Detached

1. Locate single-family detached units to create streetscape variety and visual interest. Discourage subdivisions of seemingly identical units sited with no variation on long, uninterrupted streets.
2. Site single-family detached units to mitigate garage impacts along the street by varying their locations and orientations.
3. Stagger the location of single-family units and garages relative to the street to create different building patterns.
4. Minimize building setbacks from streets as densities increases, while maintaining privacy.

5. Consider different setbacks to reflect different product types within the neighborhood.
6. Connect residential neighborhoods to commercial centers with sidewalks and open space areas.

Vehicular/Pedestrian Circulation

Principles

- Provide a safe, interconnected and efficient site circulation systems.
- Maximize opportunities for strong balanced transportation systems for vehicles, pedestrians and bicyclists.
- Create a safe, continuous network of pedestrian walkways within and between developments, so pedestrian will be more inclined to safely walk (rather than drive) between buildings.

Vehicular Access and Circulation

1. In order to maximize the efficiency of the City’s street network, major traffic generators should be located so their primary access is from a principal or minor arterial.
2. Large site development/redevelopment should be located at the intersection of arterial streets so that access is available for both east/west and north/south traffic. Primary access points should be located so non-residential traffic is separated from the residential street system.
3. Internal vehicle circulation should provide a clear and direct path to the principal customer entrance of the primary building, to outlying pad sites, and to each parking area.
4. Every site development/redevelopment will be required to provide loading and delivery facilities separate from customer parking and pedestrian areas. As the size of the development and the volume of trucks increase, internal circulation patterns should reflect an increasing separation between automobile and truck traffic in order to minimize accidents and congestion.
5. Where possible, connections should be made to adjoining parking areas and access to lots consolidated through the use of shared curb cuts.

Pedestrian Access and Circulation

1. An on-site system of pedestrian walkways should be designed to provide direct access and connections to and among the following:
 - Primary entrance or entrances to each building, including pad site buildings.
 - Any sidewalks or walkways on adjacent properties that extend to the boundaries shared with development.
 - Any public sidewalks along the perimeter streets adjacent to the development.
 - Where practicable and appropriate, adjacent land uses and development, public parks/open space or the other public or civic use.
2. Create opportunities for pedestrian gathering places throughout the site development using sidewalks and plaza areas connected to walkways.
3. Provide appropriate site furnishings for pedestrians.

Parking

Principles

- Parking areas should be designed for a safe and orderly flow of traffic throughout the site.
- Major circulation patterns within parking areas should be well-defined with curbs and landscaped island and parking spaces along main circulation drives should be avoided. To the maximum extent practicable, dead-end parking areas should be avoided.
- Parking should be designed to reduce the scale of parking areas and siting a portion of the parking area out of view from the public street.
- Clear pedestrian circulation paths and amenity areas within parking areas should be included and install landscaping within parking areas to screen spaces and reduce the overall visual impact of large parking areas.

On-site Parking

1. Configure developments that accommodate large anchor tenants to promote convenient parking and vehicular access, as well as parking lot visibility.
2. Locate small shops/offices along the street or drive edge, with minimum setbacks. As a general rule, anchor tenant buildings such as large format retail and supermarkets; however,

this is just a guideline because they often require visible surface parking for patrons' major shopping trips.

3. Parking lots should be well-landscaped, pedestrian-friendly; adding character to the streetscape.
4. Divide surface parking areas into a series of small, connected lots defined by rows of trees and walkways that link parking areas to destinations.
5. Stagger building setbacks, above minimum standards if necessary, to enhance visual interest along the streetscape.
6. Do not wrap the perimeters of the developments with parking lots.

Building Architecture

Principles

- Create a consistent architectural theme for all buildings in the development. Also create building masses and roof forms that reflect the architectural style of the development.
- Break down larger-scaled buildings into a series of smaller, pedestrian-oriented components.
- Articulate façades to reduce the massive scale of large commercial/service/office buildings.
- Incorporate architectural features that create visual interest and easily identifiable entrances.

Building Massing and Roof Form

1. Design all buildings within the development, including satellite (pad site) buildings and fast food establishments, to reflect a consistent architectural style.
2. Locate higher-intensity satellite building masses at corners designed to "announce" the entrance into the development.
3. Locate higher-intensity building masses toward the center of building complex. Transition building height outward and down to adjacent developments.
4. Punctuate large building masses with towers designed as landmark icons.
5. Segment buildings with a distinguishable base, middle and cap.
6. Reduce building mass. Use the following techniques to diminish the size and scale of buildings:
 - Building step backs
 - Variation of pitched roof forms and heights

- Emphasis and variation of building color and texture
7. Create roof forms that contribute to the unified appearance of the development.
 8. Use a consistent roof pitch for all buildings in the development, designed to unite the entire complex.
 9. Avoid continuous roof planes. Pitched roof planes should incorporate articulated roof elements that may include the following:
 - Cross gables
 - Roof monitors
 - Vertical tower elements
 - Roof dormers
 10. Terminate the top of pitched-roofed buildings with a distinctive cap. Design roof caps using the following techniques:
 - Support pitched roof eave overhangs with corbels or brackets.
 - Sheath pitched roofs with a roofing material that is complementary to the architectural style of the building.
 - Discourage radical roof pitches that create overly prominent or out-of-character buildings.
 11. Terminate the top of flat-roofed buildings with a distinctive cap. Design roof caps using the following techniques:
 - Terminate the top of flat roofs with a distinctive cornice and parapet wall.
 - Distinguish the cornice from the building façade, with the corbel forward from the front plane of the building face to articulate the cornice.
 - Top roof parapet walls with a distinctive cap or coping.
 12. Create pedestrian interest at storefront elevations. Use the following elements to provide storefront elevation variety and visual interest:
 - Arcades
 - Awnings
 - Bulkheads
 - Canopies
 - Storefront display windows
 - Transom windows

13. Create visual rhythms with structural bays that divide storefronts into a series of repetitive components. Storefronts should be segmented with vertically repeating columns/piers.
14. Promote four-sided architecture. Use similar storefront elements on side and rear building elevations that are visible from public view.
15. Locate building entrances to be clearly identifiable. Use the following techniques to distinguish building entrances:
 - Use towers and articulated corner elements to distinguish building entries.
 - Recess entrances into building façades sheltering patrons from the elements.
 - Define building entrances with an awning or canopy.

Grocery Stores and Food Establishments

1. Design grocery stores to reflect the architectural style of the development.
2. Provide covered entrances and arcades designed to shelter patrons from the elements.
3. Provide tower and other elements that function as orientation features and landmark icons.
4. Use pitched roof forms to project a neighborly image.
5. Break-up pitched roof forms with plane breaks and roof dormers that segment large roof areas into smaller components.
6. Divide grocery store storefront windows with mullions to create a series of individual windows.
7. Design food establishments that reflect the architectural style of the development and use building materials and colors that are consistent with the development's architectural style.
8. Use a consistent sign type, style, materials, and illumination source as those used within the development.

Large Format Retail

1. Design large format retail buildings to reflect the architectural style and use consistent building materials and colors of the entire development.
2. Encourage elements such as entrance pavilions to break-up large format architecture.
3. Encourage covered arcades as single-story transitional elements to larger-scaled building masses.
4. Articulate large format building façades by accentuating structural piers.

5. Punctuate building corners with material changes.
6. Encourage material changes to create a distinctive base, middle and top.
7. Encourage raised planters and landscaping to screen building façade.
8. Encourage window openings and awnings to articulate blank façades.
9. Design large format retail façades based upon the following guidelines:
 - Minimum storefront height: 16 feet
 - Minimum percentage of storefront window area: 25 percent
10. If flat roofs are used, terminate the top with a substantial cornice element.
11. Design large format accessory structures (i.e. gas station canopy) to reflect the architectural style of the large format retail building.

Office/Research/Industrial

1. The scale and massing of these buildings are generally large, being more oriented to drivers than pedestrians. Street-facing façades of buildings should be highlighted with accent elements, lighting or other features that aid in orientation.
2. Buildings should avoid blank elevations on street frontages through the use of building fenestration and architectural details related to the 'structure' of the building.
3. The selection of materials and colors should provide an enduring quality and enhance the architectural and massing concepts of the building.

Screen Walls and Trash Enclosures

1. Install decorative loading area screen walls that complement the building architecture.
2. Soften screen walls with landscaping.
3. Design trash enclosure screen walls to complement adjacent building architecture in terms of materials, texture and color.
4. Locate trash facilities near building service entrances and easily accessible by service vehicles.

14 Stewardship and Implementation

Introduction

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

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

Tenets of Successful Implementation

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Organizational Structure

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

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

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

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

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

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

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

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

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

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

Under the umbrella of the Planning Commission may be a series of technical teams comprised of various City department directors and staff and/or other boards and commissions, who provide technical competence in the following areas:

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

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

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

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

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

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

chosen and structured to yield meaningful and effective involvement.

Accountability is Essential

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

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

Annual Plan Evaluations. Plan evaluations will provide the opportunity for regular review and preparation of minor Plan updates and revisions, such as changes to future land use, implementation of actions, and review of Plan consistency with ordinances and regulations. Plan evaluations should be prepared and distributed in the form of an appraisal report, with recommendations for necessary amendments to the Comprehensive Master Plan. Identification of potential Plan amendments should be an ongoing process by the Planning Commission, as well as City staff, throughout the year. Proposed Plan amendments resulting from an evaluation report should be reviewed and recommended by the Planning Commission and adopted in a manner similar to the Plan itself. This process includes public hearings and consideration of action by the Planning Commission and City Council.

Evaluation and Appraisal Report. Evaluation and appraisal reports should be prepared every five years, and follow Section 5.59-Comprehensive Master Plan Procedures, Article 4-General Provisions of the City's Zoning and Planning Code. Each report will ensure

renewal and continued use of the Plan by the Planning Commission, Mayor, City Council, and staff. Annual evaluations and resulting Plan amendments from the previous four years should be incorporated into the next Plan update. The result of the evaluation and appraisal report will be a revised Comprehensive Master Plan for the City, including identification of new or revised information that may result in an updated vision, policies, goals, objectives, and action statements.

Intergovernmental Cooperation

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

Intergovernmental cooperation is becoming more important as each jurisdiction struggles with increased service demands and limited resources. Issues tend to be common across jurisdictional boundaries, affecting more than one community or region. Improved mobility means that people, money, and resources move freely across jurisdictions. For instance, those traveling to and through Southfield use a network of transportation routes and modes, which include those that are owned by a variety of other jurisdictions including the Road Commission for Oakland County and the Michigan Department of Transportation. Therefore, it is essential that there is communication and coordination between entities to provide the infrastructure and services necessary to function effectively. Frequently, the actions of one jurisdiction impact others. Increasingly, jurisdictions are acknowledging that vital issues are regional, rather than local, in nature. Watersheds and other ecosystems, economic conditions, land use, transportation patterns, housing, and the effects of growth and change are issues that cross the boundaries of the community and impact not only Southfield, but also Oakland County and the larger region. The economic health of Southfield and its larger region are innately interconnected, meaning that the success of one is largely dependent on and, thus, responsible for the success of all.

Intergovernmental relationships can help improve cooperation by:

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

Benefits of Cooperating

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

- **Cost Savings.** First and foremost, cooperation can and does save money by increasing efficiency and avoiding unnecessary duplication of services. It may also offer opportunities to provide facilities and services that may not be possible to provide individually, such as recreation/sports facilities and other major capital investments.
- **Solving Larger Issues.** There are many issues that are beyond the control of each individual jurisdiction and require cooperation to address. Examples of these issues may include such things as major transportation improvements, and economic development, among others.
- **Predictability.** Decisions and outcomes that are predictable are of great benefit to residents, businesses, land owners, and others. Any opportunity to coordinate to resolve potential disputes or conflicts with other jurisdictions that may impact the community will save time and money.
- **Mutual Understanding.** As jurisdictions work together and become more acquainted with the vision and preferred outcomes of other entities, they may work together to achieve common goals and interests.
- **Enhanced Public Service.** Those who benefit the most from intergovernmental relationships are their

constituents. Increased and improved services may be provided at reduced cost when jurisdictions eliminate duplication and work together.

Implementation

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

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

- **Updating Regulations.** The Comprehensive Master Plan includes recommendations for amending the current development ordinances to accomplish the community vision. The Plan may be used as the policy framework to support these changes and the decisions resulting from the new or revised regulations.
- **Land Use Decisions.** Every decision City Council makes will affect the community's land use, whether it is the improvement of infrastructure, sustainable policies, or economic development incentives. This Plan may be used to guide these decisions, as well as those that are made in response to development proposals.
- **Capital Improvements.** The Plan may be used to coordinate the provision of public facilities and services and for establishing priorities and timeframes for municipal investments and improvements. It is essential that there is close coordination between infrastructure improvements and the City's Future Land Use and Sub Area Plans in order to effectively manage development.
- **Economic Incentives.** The City's Future Land Use Plan should be used as a basis for deciding economic incentives, thereby encouraging businesses to locate in areas or select sub areas. Infill development areas and redevelopment sites should receive incentives, to direct new economic opportunities in areas that can be efficiently serviced by existing infrastructure.
- **Private Investments.** Land owners and developers may use the Plan in making decisions about private investments to ensure that new development is consistent with the Future Land Use Plan and compatible with existing neighborhoods and establishments.
- **Personnel.** Successful implementation of this Plan will impact requirements for staffing. Since the current staff is fully occupied with ongoing responsibilities, new or redefined positions are warranted to concentrate sufficient attention to the Plan's recommendations.
- **Funding.** Implementation of the Plan will require adequate funding, which may come from current revenue sources, a dedicated funding source, or outside grant funds from the state and federal governments. Annual appropriations and capital improvement funds will likely require reallocation to implement the Plan's recommendations.

Action Plan

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

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

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Housing and Neighborhoods			
Target key opportunity sites for higher density residential redevelopment. The City should look into key areas to consolidate properties to channel development into these areas, which may involve rezoning for higher density residential.	Zoning Ordinance	PC HC	Short Term
Promote larger lot, housing opportunities in the northern and western sections of the City by continuing to support zoning regulations for such development and to preserve and protect areas natural features and character.	Zoning Ordinance	PC	Short Term
Continue to investigate and prepare a Home Occupation Ordinance and any necessary code revisions to accommodate homeowners the use of their primary residence as a place of business.	Zoning Ordinance	PC	Short Term
Keep revising building codes to accommodate changes in community demographics and be sufficiently flexible to meet the greater diversity of resident's needs for health, safety, well being, sustainable development and age in place.	CIP	BUD CE PD	Short Term
Establish a private/public partnership to develop a manufacturing incubator program and facility in an industrial district along Eight Mile Road.	CIP	EDC	Short Term
Promote awareness of housing programs and services for special groups such as low to moderate-income households, age-oriented population, physically challenged and families in need of child and adult day care.	MSHDA HUD	HC	Mid Term
Develop and organize a neighborhood round table with representatives from block clubs and neighborhood associations to discuss organization and improvement initiatives.	CIP	CR	Short Term
Continue to provide incentives for property owners to maintain and enhance their property. Provide low interest loans to property owners for property improvements and promote property maintenance education. Provide tool rental vouchers to homeowners to help offset the costs of do-it-yourself improvement projects and provide loans to age-oriented homeowners to help them manage repairs and improvements to their homes.	MSHDA HUD	HD	Short Term
Keep improving the housing stock by working with public and private agencies. Rehabilitate, or if necessary, demolish identified distressed properties to prevent further deterioration of the neighborhood and maintain home ownership. Establish a pilot housing project that is more sustainable, healthy, durable and energy efficient.	MSHDA HUD	HD	Short Term
Define neighborhoods based on their character and/or history by developing specific neighborhood improvements (i.e., landscape, entry markers, parks/open space, etc.)	CDBG	PWG	Mid Term
Continue to inventory blighted houses and establish programs to rehabilitate or remove them.	GIS	BUD CE	Short Term
Neighborhoods will include pedestrian and bike paths that are interconnected with a community-wide pathway system.	SAFETEA-LU	PWG	Mid Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Recreation and Natural Resources			
Continue to implement the current Parks and Recreation Plan with regular updates every five years.	CIP	PR	Short Term
Work with Oakland County and the State to develop and promote the Rouge Green Corridor as a natural corridor of scenic value, recreational and educational opportunities of diverse natural resources.	MNRTF LWCF	PRB	Short Term
Convert appropriate vacant, City-owned parcels into pocket parks or neighborhood playgrounds.	CIP	PRB	Long Term
Provide incentives for developers to incorporate open space into their project.	Zoning Ordinance	PC	Mid Term
Continue to modernize existing park facilities through upgrades in design, equipment, barrier free accessibility, uniform entrance/directional/interpretive signs and landscaping to keep parks safe and attractive.	CIP	PR	Short Term
Explore even more funding opportunities for park improvements.	CIP	PRB	Short Term
Improve the monitoring of recreation programs and fees to ensure they meet the desires of residents and accommodate enrollment figures through surveys, focus groups and/or assessment of current enrollment fees to ensure affordability for area residents and cover department costs.	CIP	PR	Mid Term
Keep abreast of the latest trends in recreation programs and facilities through the national and local Recreation and Park Association's programs and events.	CIP	PR	Mid Term
Expand and introduce single adults, age-oriented population and multi-generational programs and events	CIP	PRB	Mid Term
Continue to prohibit clear cutting of large stands of trees and/or require relocation of significant/mature specimens to public open spaces.	Zoning Ordinance	PC	Short Term
Keep developing tree replacement and planting programs for parks, road corridors and open spaces that will improve overall quality of life.	MPG	PWG	Mid Term
Continue to use technology, such as GIS maps and other tools to inventory woodlands and wetlands.	GIS	PWG	Short Term
Continuously and diligently pursue regulations of natural resources. Establish city-wide sustainable policy ordinances.	Zoning Ordinance	PC PR	Short Term
Implement programs to maintain and improve natural areas through partnerships with local citizens, agencies and businesses.	CIP	PWG	Mid Term
Business and Economy			
Coordinate with area businesses and the Southfield School District to encourage job creation and retention for young adults.	CIP	EDC	Mid Term
Make efforts to retain and encourage the expansion of large institutions and employment centers including local universities and hospitals.	Zoning Ordinance ULA	MCC BD	Short Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Continue to implement Wi-Fi high-speed, broadband Internet access throughout the entire community.	Franchise Agreement	FSG	Short Term
Work with SMART to improve transportation services and facilities to the City's major business sub area districts and corridors.	TEDF SAFETEA-LU	MCC	Long Term
Combine effort and resources of the City and the City Centre Advisory Board to develop a private/public partnership to implement the City Centre sub area plan.	CIA BID/PSD ULA	CCAB	Short Term
Reinstate business roundtable meetings with private sector leaders and realtors in the corridors and sub area districts. Organize collaborative market programs and identify top priority development and redevelopment sites.	CIP	BD CR	Short Term
Organize a focus group of technology business owners and Lawrence Technological University to develop a technology market initiative.	CIP	BD	Short Term
Examine the feasibility of creating a Corridor Improvement Authority for Telegraph Road, Southfield Road and City Centre's sub area districts.	CIP	BD	Short Term
Organize the faith-based institutions and organizations in promoting and facilitating neighborhood economic development and services to area residents to find quality jobs.	CIP	HD	Long Term
Acquire and implement business needs assessment database software (Synchronist, Executive Pulse, etc.) to respond to employer's needs.	CIP	BD	Mid Term
Encourage home businesses in areas where they will not detract from their surroundings.	Zoning Ordinance	PC	Short Term
Develop a business forum to discuss business retention and expansion programs to resolve problems and grow locally. Use the local cable network and a business assistance portal on the City's Web site to increase awareness of available local, county and state business incentives and assistance programs, existing business expansion and new business attraction efforts.	CIP	MCC CR	Short Term
Prepare market-oriented development package materials, including site identification, incentives, workforce skills. These packages would target office employers, technology businesses and retail and consumer service businesses.	CIP	BD CR	Short Term
Continue to address scattered land use patterns, inadequate commercial lot sizes, high building vacancy rates, poor building conditions, and traffic issues through updated land use arrangements and policies.	Zoning Ordinance	PC	Mid Term
Continue to concentrate compatible commercial uses into sub area districts and select corridors where residential areas can provide a base of support. Promote compatible mixed-use and infill residential or office for those areas between the commercial and residential areas.	Zoning Ordinance BID	PC	Long Term
Continue to update applications/forms and site plan review procedures to streamline approvals to encourage desired development and redevelopment.	Zoning Ordinance	BUD CE PD	Short Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Promote adaptive reuse of buildings through use of redevelopment overlay districts that offer flexibility in regulations.	Form-Based Code	PC	Mid Term
Keep participating in a regional economic development consortium to seek out and pursue economic development opportunities that will diversify and strengthen the economic market.	CIP	BD	Short Term
Encourage the Southfield Community Foundation to increase its financial assets and designate economic and community development as its top financial investment priority. The Foundation should sponsor a reunion of former Southfield graduates that could spearhead economic development initiatives.	CIP	SCF	Mid Term
Reorganize the Southfield Chamber of Commerce mission to strengthen its services to local businesses and contribute in a more defined way to support local economic development programs.	CIP	BD	Short Term
Transportation and Infrastructure			
Link neighborhoods, commercial/mixed use districts, cultural, civic facilities, schools, higher education facilities and other destinations through parks, open space and pathways.	MNRTF LWCF	PR	Long Term
Prepare a city-wide non-motorized transportation master plan	SAFETEA-LU	PWG, PD,PR	Mid Term
Continue to work with local road authorities, to coordinate signalization and light-timing.	CIP	PWG	Mid Term
Implement a “Safe Route to School” program at elementary and middle schools.	SRS	PWG	Mid Term
Reduce storm water runoff and low-impact development techniques for storm water management.	CIP	PWG	Short Term
Provide regular maintenance of water and sewer infrastructure.	CIP	PWG	Short Term
Capitalize on utility and transportation corridors to create a linear open space system.	CIP	PWG	Long Term
Continue planning, design, construction and repairs of sanitary sewer facilities.	CIP	PWG	Short Term
Educate all water users to practice water conservation techniques.	CIP	MCC	Short Term
Support the addition of renewable energy to the current energy portfolio and sustainable design of City structures.	CIP	PWG	Mid Term
Separate turning movements at high volume intersections and provide right turn lanes to minimize crashes and improve traffic flow.	CIP	PWG	Long Term
Enhance primary and secondary gateways.	CIP, TEDF, BID/PSD, TIFA	EDC, Other	Mid Term
Implement access management techniques and promote efficient circulation.	CIP	PWG	Mid Term
Implement an intersection hierarchy to prioritize improvements on large volume roads.	CIP	PWG	Short Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Continue to inventory existing road conditions and properly plan for maintenance, improvement or reconstruction as necessary.	GIS	PWG	Short Term
Improve the public transportation system through transit shelters, expanded routes and schedules, and transit-oriented development.	CIP	PWG	Long Term
Incentivize transit-oriented, pedestrian-friendly development along existing or proposed transit routes.	Zoning Ordinance	PC	Long Term
Incentivize mixed-use development to encourage transportation mode shift and reduce vehicle miles traveled city-wide.	Zoning Ordinance	PC	Mid Term
Require wide pathways along the frontage of new development with internal, connected sidewalks.	Zoning Ordinance	PC	Short Term
Pursue creation of new/additional corridor improvement authorities/TIFA/CDA districts to enhance public and private realm aesthetics along key corridors and at key gateways.	TIFA, DDA, CIA, PSD/BID	BD, PC	Short Term
Amend zoning ordinance with access management standards for arterials and collectors in Southfield.	Zoning Ordinance	PC	Short Term
Prepare access management corridor plans for identified problem corridors in the City.	CIP, CIA, MDOT	PWG/PC	Short Term
Establish process and assign responsibility for regular coordination with area communities and groups to identify opportunities for regional paths and connections.	Coordination	PR	Mid Term
Pursue grants and other funding to construct pathways along state/federal roads, where practical and in conjunction with improving Southfield's image along freeways.	CIP, SRS, MDOT	PR, PWG	Mid Term
Update city standards to require preparation of traffic impact studies large developments.	City Code	PC, PWG	Short Term
Aggressively pursue grants to construct critical pathway connections and public amenities.	CIP, MDOT	PR	Short Term
Community Facilities and Culture			
Support community heritage and diversity through development of interpretive information centers located in community facilities throughout the City.	CIP	CR	Short Term
Support and communicate heritage and ethnic appreciation days, holidays and festivals to encourage participation by the entire community.	CIP	CR	Short Term
Work with Southfield School District to plan for school closings and/or school expansion programs.	CIP	MCC PC	Short Term
Monitor the efficiency of the City's various departments to prevent any duplication of work and ensure consistent application of policies.	CIP	FSG	Mid Term
Regularly engage the community on civic activities and events.	CIP	CR	Short Term
Require coordinated landscaping and site design that will relate municipal buildings to one another and to the overall community.	Zoning Ordinance	MCC	Mid Term
Incorporate wayfinding signs that signify areas of interest throughout the City.	CIP	PWG	Mid Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Enhance the night life experience by encouraging a diversity of entertainment-related businesses.	Zoning Ordinance	BD	Mid Term
Establish a Town Square at the municipal complex and City Centre that includes a traditional downtown, public fountains and other amenities.	TIF CIA PSD	CCAB PR	Short Term
Establish a regulating plan for areas designated for a more urban character.	Zoning Ordinance	PC	Mid Term
Develop building form standards and design standards that enhance existing architecture.	Form-Based Code	PC	Long Term
Continue to design public spaces and streetscapes to attract pedestrians and enhance vitality.	SAFETEA-LU	PWG	Short Term
Require safescaping measures that reduce visual barriers to police – such as opaque fencing, walls, and dense vegetation.	SAFETEA-LU	PC	Mid Term
Continue to promote programs that help residents prepare for natural disasters and emergency situations.	CIP	MCC	Short Term
Keep offering educational programs on the importance of water quality protection and recycling in our community.	CIP	MCC	Short Term
Keep developing facilities such as a community kitchen, farmers market, community gardens or community farms where residents can participate and learn about healthy living.	MNRTF	MCC	Mid Term
Continue to establish learning opportunities for our age-oriented (senior) citizens.	SCF	MCC	Mid Term
Continue to promote the new youth center and coordinate with schools to provide a comprehensive after school program.	SCF	SCF	Short Term
Step up the participation in Walk! Michigan.	CIP	CR	Mid Term
Continue to establish community healthy living programs that present Southfield as a premier healthy community in the region.	CIP	MCC	Short Term
Continue to work with area human service agencies to provide needed services to residents.	CIP	HS	Short Term
Future Land Use			
Establish regulatory incentives that encourage energy conservation and use of green technology or LEED™ certification as part of site and building development/redevelopment projects.	Zoning Ordinance	PC	Short Term
Step up the planning and zoning of small areas of neighborhood commercial uses at main intersections near neighborhoods to provide goods and services.	Zoning Ordinance	PC	Short Term
Continue to foster the revitalization and redevelopment of existing uses or areas which have become obsolete or are showing signs of aging.	Zoning Ordinance	PC	Short Term
Keep eliminating non-conforming uses and incompatible land use patterns in accordance with the plan.	Zoning Ordinance	PC	Short Term
Continue to allow local institutions such as schools and churches to develop within neighborhoods provided they maintain a scale and intensity with minimal traffic impacts.	Zoning Ordinance	PC	Mid Term

Plan Recommendation	Implementation Mechanism *	Primary Responsibility **	Short Term / Mid Term / Long Term Priority
Maintain creation of commercial and office development patterns that are grouped in strategic locations along corridors with high density residential development.	Zoning Ordinance	PC	Short Term
Continue to require buffering, in the form of vegetation and attractive fencing for new development that is in conflict with adjacent land uses.	Zoning Ordinance	PC	Short Term
Continue to use transitional zoning to minimize land use conflicts, so that high intensity uses are surrounded by gradually less intense uses.	Zoning Ordinance	PC	Short Term
Provide large scale regional commercial mixed use development at the City Centre without adverse impacts on traffic flow or nearby neighborhoods.	Zoning Ordinance	CCAB	Mid Term
Keep encouraging senior housing, providing a full continuum of care, in mixed-use areas near commercial nodes or retail and service centers.	Zoning Ordinance	PC	Mid Term
Continue to use City incentives and sources of funding to stimulate development and redevelopment of corridors and sub areas.	PTA SA ULA	MCC BD	Short Term
Continue to monitor the State's "Brownfield" incentive programs to encourage development/redevelopment of contaminated and obsolete sites.	BRA	BD	Short Term
Incorporate land use and development strategies from Cornerstone Development Authority's strategic planning efforts.	CDA	CDA	Short Term
Continue to ensure site design reflects the quality and character of Southfield by updating Zoning Ordinance and City Codes, and approval of Community Design Guidelines.	Zoning Ordinance	PC	Short Term

*** Implementation Mechanisms:**

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

**** Department/Agency Abbreviations:**

BD - Business Development
 BUD - Building Department
 CE - Code Enforcement
 CR - Community Relations

FSG - Fiscal Services Group
 HD - Housing Department
 MDOT - Michigan Department of Transportation
 PR - Parks & Recreation
 PD - Planning Department
 PWG - Public Works Group
 SAFETEA-LU - Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users

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

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

Implementation Tools

This section of the Chapter will summarize the various recommendations into a checklist to outline actions and responsibilities for implementation. Tools to implement the Comprehensive Master Plan generally fall into these categories:

- Land use regulations derived from police powers.
- Capital improvement programs derived from budgetary powers.

Each tool has a different purpose toward Plan implementation. Some suggest specific short term priorities, some are medium term policies and others involve on-going activities. The key tools are described below.

Land Use Regulations

The primary tools for Plan implementation, such as the Zoning Ordinance and other land use regulations, are summarized below. The City also has a number of other codes and ordinances to ensure that activities remain compatible with the surrounding area, such as noise, blight and nuisance ordinances and to control impacts on the environment and infrastructure.

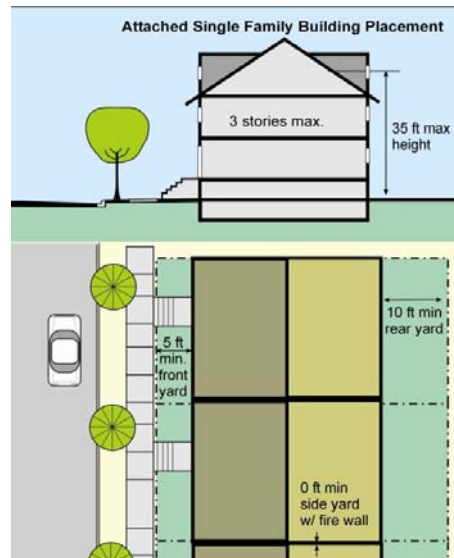
Zoning Map. The intent is that changes to the zoning map over time will gradually result in better implementation of the objectives encouraged in the Future Land Use Map. In some cases, the City may wish to initiate certain zoning changes as part of an overall zoning map amendment. Other changes to the zoning map will be made in response to requests by landowners or developers. In those cases, City officials will need to determine if the time is proper for a change. A key point to remember is that the future land use plan is a long range blueprint: implementation is expected, but gradually in response to needs, conditions and availability of infrastructure.

Zoning Regulations. Zoning regulations control the intensity and arrangement of development through standards on lot size or density, setbacks from property lines, building dimensions and similar minimum requirements. Various site design elements discussed in this Plan are also regulated through the site plan review process, which addresses overall site design for items such as landscaping, lighting, driveways, parking and circulation, access management, pedestrian systems and signs. Zoning can also be used to help assure performance in the protection of environmentally sensitive areas such as floodplains, state regulated wetlands and woodlands.

Zoning Ordinance Review

A review of the City's Zoning Ordinance and map was completed to identify potential changes to implement recommendations of this Comprehensive Master Plan. The review only suggests potential changes based on the plan, it does not evaluate the Zoning Ordinance for specific issues, problems, interpretations and compliance with current laws, legislation and case law.

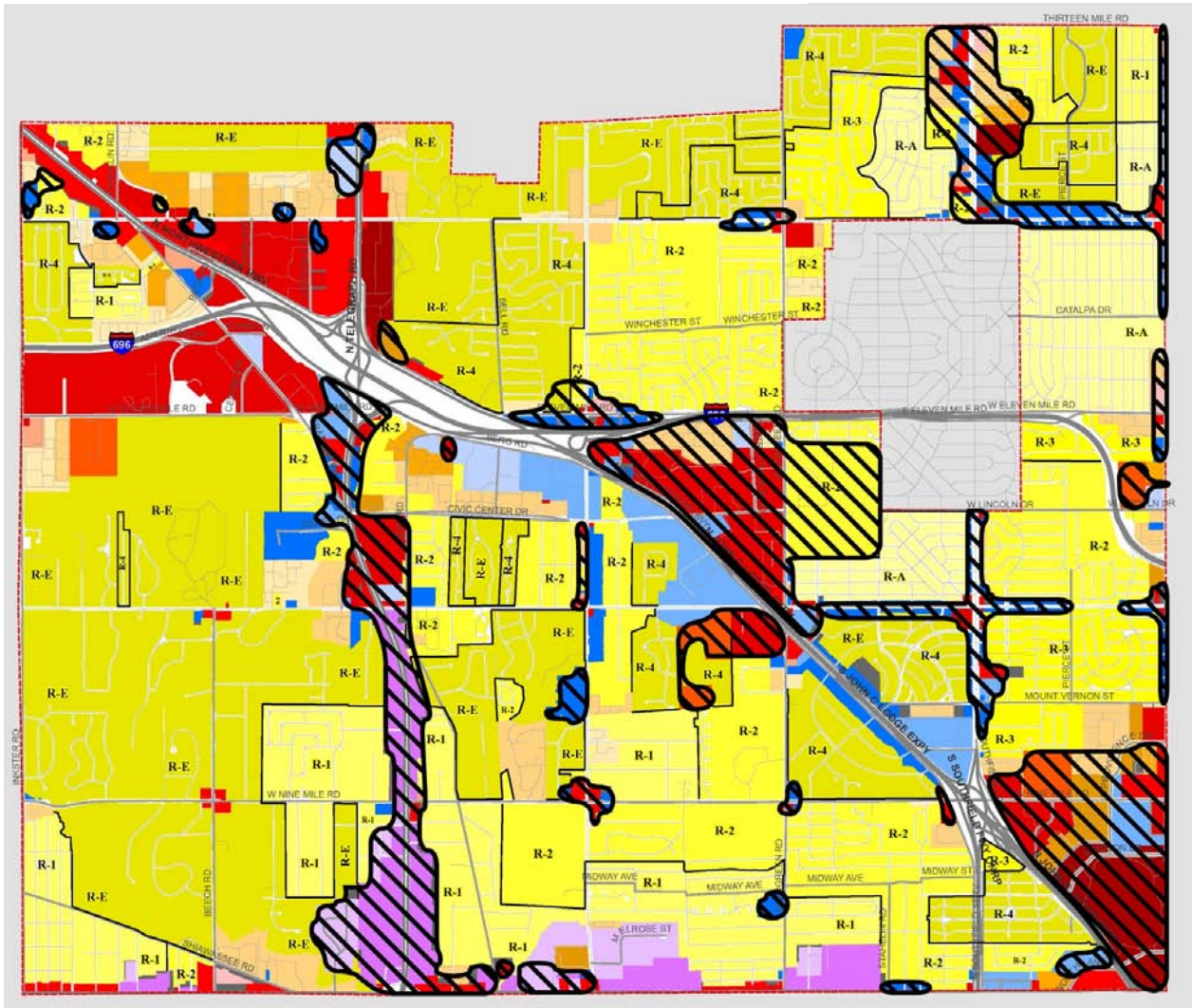
1. **Overall Organization.** The City should consider a comprehensive revision to the ordinance. There have been major advancements in the organization and structure of Zoning Ordinances that make these documents more user-friendly to the public and easier for the City to administer.



2. **Zoning Map Changes.** Areas on the Future Land Use Map that call for different land uses than are allowed under current zoning should be reviewed by the Planning Commission. Where there are differences, the City should review the zoning designations as compared to the Future Land Use Map to see what rezonings are appropriate for the City to initiate upon adoption of the Plan and which are more appropriate at a later time or at the property owner's request. Rezoning requests, either City initiated or from an applicant, shall use both the maps and text in the Future Land Use Plan as a guide.

The graphic on the following page identifies areas where the current zoning is different from the Future Land Use Plan. Most of these areas are located within the sub areas. It is recommended that the City consider developing

Figure 14-1: Differences between Current Zoning and Future Land Use



specific zoning districts or overlays for each of the sub areas to outline the unique range of uses and the special design character of each.

A form based code, a zoning approach which focuses less on permitted uses, but more on building size, shape, and location within a site, should be considered for the City Centre sub area. A form based code would have detailed design standards to direct building form and relationship to the street in a manner that will achieve the desired environment.

3. **Single-Family Residential Districts.** Southfield has a number of single-family residential districts with minimal differences. For example, R-1 through R-4 Districts permit the same uses and have the same required lot area and width with only slight setback differences. Some of these districts could be combined to simplify the ordinance.

The Southfield Zoning Ordinance does not address home occupations. As discussed in the Future Land Use Chapter, regulations on home occupations should be added that regulate the types of businesses that can be conducted within residential districts. 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. To accomplish this, regulations should be developed that ensure the residential character of the neighborhood remains by limiting things such as traffic generated, signage, lighting, parking, number of employees, etc.

4. **Multiple-Family Residential Districts.** The multiple family districts regulate density based upon number of rooms, which can be counterproductive toward the goal of more

owner-occupied condominiums as opposed to rental apartments. Instead, the City should consider establishing a base number of units per acre, regardless of number of rooms per unit.

In addition, the appearance of multiple family developments could be enhanced through the addition of building regulations that set maximum length of buildings and require architectural features to break up long expanses of blank walls.

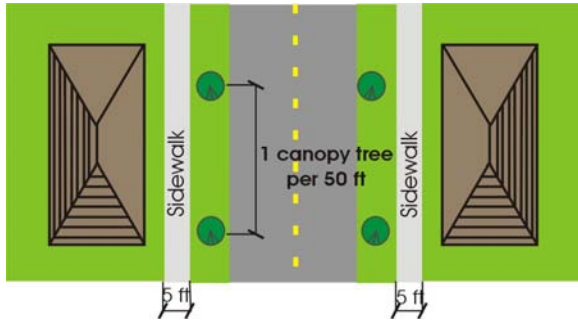
5. **Open Space.** Regulations should be added that require residential development over a certain size to set aside a certain amount of recreational area or open space as part of any new subdivision, condominium, or redevelopment. This can be done based on per unit or acreage basis and can require active playgrounds and athletic fields, or simply preserve natural areas for passive recreational use.
6. **Business and Office Districts.** The business districts should be revised to encourage the desired mixed use categories explained in the Future Land Use Plan. Regulations should:
 - Encourage compact, pedestrian-oriented environment. Currently districts require large front yard setbacks that encourage front yard parking lots.
 - Permit mixed-use buildings along select corridors such as Telegraph, Southfield, Evergreen, and Greenfield Roads.
 - Encourage development to be transit and pedestrian oriented especially along transit corridors.
 - Provide incentives to encourage developers to use parking structures to reduce the amount of land devoted toward parking.
7. **Industrial Districts.** Greater buffering from residential districts is needed including increased landscaping and wall regulations. The list of industrial uses should also be updated to include and possibly encourage eco-industries. Truck circulation requirements should also be added to ensure new industrial uses can accommodate the typical larger trucks that are now being used.
8. **Planned Unit Development.** A Planned Unit Development (PUD) section could be added to help encourage flexibility in design and uses and provide incentives to developers. A PUD is a development option that allows the applicant to deviate from zoning ordinance requirements in

exchange for higher quality development. PUD developments can accomplish the following:

- Provide flexible design to respond to the unique characteristics of a site.
- Coordinate development on larger sites.
- Preserve significant natural features in a more coordinated and comprehensive manner.
- Provide alternatives for developing plans on land that may exhibit difficult physical constraints, and where an improved design can provide the developer and the community with benefits.
- Ensure public infrastructure and road improvements are made concurrent with the development.
- Provide the opportunity to mix compatible land uses.

PUD options should be created for residential neighborhoods, mixed use projects, and for business and industrial parks that could be overlay districts over current zoning. This could be a key implementation tool for getting the desired types of development in the subareas described in the Comprehensive Master Plan. A redevelopment PUD could also be created that would give incentives for redevelopment of nonconforming sites or uses to help promote infill development.

9. **Natural Features Setback.** A natural feature setback from all regulated wetlands, natural ponds, lakes and streams and should be required for all districts that will limit negative impacts and encroachment into these sensitive areas. A 50 foot setback is recommended where buildings would be prohibited; however certain structures, such as decks and piers could extend into the setback.
10. **Landscaping.** Southfield has many areas where non-residential uses abut residential neighborhoods. The quality and type of buffering varies from non existent to very effective screening in different areas. Rather than a rigid standard, a sliding scale could be used that varies the width and type of screening (fence, wall, landscaping, combination, etc.) with greater buffers for more intense uses.



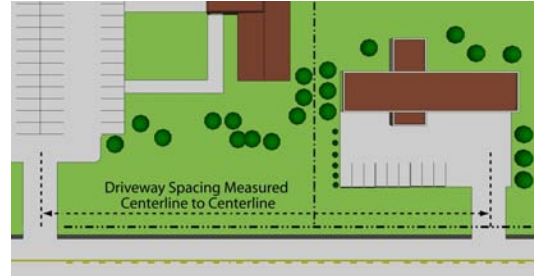
A variety of standards should be established that touch on a wide variety of topics including:

- Screening for waste receptacles that is sturdy and matches the building.
- Mechanical equipment and screening.
- Standards for detention ponds should be added that encourages a natural appearance.
- Use of native materials where appropriate.
- Requirements should be reviewed from a public safety perspective to ensure that screening does not hinder police surveillance.

11. **Off-Street Parking Requirements.** This section should be updated based on current information of parking demand and with the intention of promoting shared parking opportunities and transit oriented development. Specific areas that need to be added or revised include:

- Many uses require parking in excess of typical standards such as retail stores, restaurants, and professional offices, to name a few. Excessive parking can lead to increased storm water runoff and reduces the walkability of a community. Maximum parking requirements should be added to limit excessively large parking lots. Allowing smaller parking spaces may also help reduce the amount of pavement on a site.
- Parking space deferment (land banking provisions) should be included.
- The Planning Commission should be able to approve reduced parking where it is shared between uses or where a use is served by walk-in trade or transit.
- Provisions should be made to allow alternative paving materials such as porous pavement or other alternative paving material, particularly for seasonal or low usage parking.

12. **Driveway Access Management.** Access management standards should be provided to regulate driveway placement. Driveway spacing standards should be included based upon roadway function or posted speeds. Provisions for shared driveways, frontage roads, service roads and parking lot connections will be provided. Charts and graphics will be included for greater ease of use.



13. **Transportation.** Many items that shape the street system and streetscape are included in other topics in this list; however, the following topics shall also be considered:

- Require Traffic Impact Statements (TIS) for all development generating more than 500 directional trips.
- Increase density and height of buildings that are located along transit corridors.
- Revise regulations so views from I-696 and M-10 are treated as a front door to the community and not a rear yard.

14. **Lighting.** Exterior lighting provisions should be added to include additional lighting information for site plan review including: a photometric grid to verify light intensity is not excessive, pole and fixture details. Both minimum and maximum light levels should be regulated to ensure there is uniformity in lighting and adequate light for public safety. Light levels at residential property lines should be limited.

15. **Building Materials.** Exterior building wall requirements should be added to help improve the quality of new development. This section should address the full range of building materials and should have standards for front, side and rear facades. Incentives, such as increased density, for buildings that are sustainable or are Leadership in Energy and Environmental Design (LEED) certified should be included. LEED is the nationally accepted benchmark for the design, construction and operation of high performance green buildings.

16. **Non-motorized Pathways.** Many sections of the ordinance state that sidewalks shall be provided along all public streets but do not provide any specifics on width or construction standards. A more comprehensive multi-modal pathway section should be added to the ordinance that addresses sidewalks and bike paths and pathway types based on a more functional classification. A system for installing pathways incrementally as sites develop also needs to be addressed, including where there are right-of-way issues. Sites shall be designed to have convenient and safe access to and from parking areas, buildings and the public pathway system.
17. **Nonconforming.** The nonconforming regulations should include separate regulations for nonconforming uses, lots, sites and buildings. In addition there should be standards to encourage upgrades to nonconforming sites that lack landscaping, parking, lighting etc. and provides for upgrades commensurate with the amount of building expansion. The nonconforming regulations should also be more lenient on nonconformities that are created by right-of-way expansion. This would assist the City in acquiring right-of-way without creating a hardship for the property owner.
18. **Sign Ordinance.** Although this is a separate ordinance and is not located within the Zoning Ordinance, it has significant implications on the appearance of Southfield. This ordinance should be updated with modern standards including reduced height of signage, prohibiting of pole or ground support signs, and developing personalized sign regulations for specific corridors or sub areas to help create unique districts and nodes.

Other Ordinances

In addition to the zoning and sign ordinance discussed above, other city documents, such as the City's engineering specifications and general code of ordinances, should be revised based on the recommendations of this Plan.

Property Maintenance Code

The City has adopted a Property Maintenance Code via adoption of the State Building Code. This Code provides the City with enforcement powers to ensure that properties are maintained to the standards of the community.

Development Review and Approval Process

Most land development regulations are applied when new construction is proposed. The City of Southfield has a comprehensive development review process from development conceptualization to building occupancy. Once proper zoning is in place, a site plan must be approved followed by approval of building and site engineering construction plans and then permits for construction. Buildings and sites are inspected and then occupancy permits are issued. Regulations are enforced through a combination of monitoring by City staff and in response to complaints.

Form-Based Code

Areas planned for more urban development may be more appropriate to regulate through form-based codes rather than traditional zoning ordinances. Form-based codes focus more on the building form than the land use and strives to achieve a desired atmosphere first, then considers use as a secondary concern. They include very specific building regulations that ensure proper building placement relative to the public realm.

Capital Improvement Plan (CIP)

A CIP is a multi-year program that lists recommended improvements, timing, estimated costs and funding for infrastructure (streets, bikeways, sidewalks, sanitary sewers, waterlines, storm sewers and drainage) and community facilities (public buildings, fire, police and parks). Capital projects should be identified and constructed in a manner that helps support and promote desired development and to meet the needs of residents and businesses already in the City. The number of projects and their timing is influenced by several factors, in particular, the cost, need for environmental clearance, or approval by other agencies and funds available. For example, the amount of funding available from outside sources varies as new programs become available. Funding is also influenced by the timing of development (i.e. tax revenue), tax abatements and other changes to the anticipated tax base.

Incorporating Plan Review into Rezoning Request Review

Although a review of the plan is recommended every few years to provide a comprehensive examination of the plan, many issues with a Comprehensive Master

Plan will become obvious during consideration of a rezoning. It is important to incorporate review and amendment of the Comprehensive Master Plan as part of the Planning Commission's consideration of such requests. This is covered in more detail in the subsection on using the master plan for zoning reviews.

Using the Comprehensive Master Plan for Zoning Amendment Review

In considering a rezoning request or a proposed text amendment, the primary question is: "Does this zoning amendment conform to our Comprehensive Master Plan?" Subsidiary questions follow that:

- Was there an error in the plan that affects the appropriateness of the proposed amendment?
- Have there been relevant changes in conditions since the plan was approved that affect the appropriateness of the proposed amendment?
- Have there been changes in the community's attitude that impacts the goals and policies of the Plan and affect the appropriateness of the proposed amendment?

Answering these questions should answer the question whether or not a zoning amendment is appropriate and that should frame the reason within the context of the Plan.

This method of analyzing a request rests on the assumption that a request that complies with a valid plan should be approved and that one that does not comply with a valid Plan should not be approved. (The principal exception to this rule would be text amendments intended to improve administration of the ordinance). Further, it assumes that the three circumstances that would invalidate a Plan are an oversight in the Plan, a change in condition that invalidates the assumptions that the Plan was built on or a change in the goals and priorities that the community set for itself.

Consistency with Comprehensive Master Plan.

The issue of consistency with the Comprehensive Master Plan can vary. For the purposes of this plan, consistency with the Comprehensive Master Plan in the case of a rezoning means being consistent with most of the relevant goals and policies as well as consistent with the Future Land Use Map. In the case of a proposed text amendment, consistency means being consistent with most of the relevant goals and policies.

Oversight. An oversight in a Plan can be an assumption made based on incorrect data, an area on a Future Land Use map that is incorrectly labeled, or other factors that if known at the time of the Plan adoption would have been corrected.

Changes in Conditions. A Plan is based on the assumption that certain conditions will exist during the planning period. If those conditions change then goals, policies and land use decisions that made sense when the Plan was adopted will no longer be valid and a zoning amendment that was not appropriate before may be appropriate now.

Change in Policy. In the end, a Plan is based on the Planning Commission's vision of their municipality's future. When that vision changes, the plan should change. When a zoning issue results in a change in vision, a decision can be made that is contrary to the current Plan as long as that changed vision is explicitly incorporated into the Plan.

Three points should be made. First of all, the factors for consideration (mistake, change in condition, and change in goals or policy) can work in reverse; making a proposal that otherwise seems appropriate, inappropriate. Secondly, these factors should not be used to create excuses for justifying a decision to violate the Comprehensive Master Plan, or to change it so often that it loses its meaning. Finally, it has been the City's long-standing policy that if a proposed zoning amendment is found inconsistent with the City's Plan, the amendment cannot be approved without first amending the plan.

Public Opinion Survey Overview

The following is an overview of the Resident Public Opinion Survey completed in the fall of 2006. A full summary of the survey follows in this Appendix. The City received 1,145 completed surveys, a 3.2 percent response rate. Approximately 58 percent have lived in Southfield for more than 15 years. Forty-four percent plan to live in Southfield for the next 10 years or more. The top reasons why residents chose to live in Southfield were affordable housing and because Southfield is a full-service city. Residents ranked community facilities and services, such as the library and park facilities, as excellent and good, respectively. Community relations and the high school (in their area) ranked fair and poor, respectively.






The Public Opinion Survey also indicated that:

- Maintaining property values, stabilizing and improving neighborhoods are the top priority issues that need to be addressed by the City.
- Approximately 52 percent do not think the level of local services justifies the taxes paid.
- 65 percent consider the quality of life good in Southfield.
- 74 percent think crime is a problem, but not a major one.
- The most attractive feature in the community is the municipal center complex while the 8 Mile Road corridor is the most unattractive area in the community.
- 65 percent indicate the City has adequate sidewalks, 62 percent would like to see more single family homes, while 56 percent would like improved maintenance of streets, walks and trees in residential neighborhoods.
- 52 percent believe Southfield's "main street" is Southfield Road, followed by Evergreen Road at 25 percent.
- 37 percent would like to see additional technology/research development uses in the City and 36 percent would like more chain/mid-priced/family restaurants in the City.
- Southfield's image/identity is good according to 58 percent of the survey respondents. The majority suggest that stronger code enforcement/crime control, lower taxes, public school system improvements, community maintenance and green space improvements would improve the image/identity of Southfield.
- 63 percent strongly agree that the City should preserve environmental resources.
- Approximately three-quarters think the City's current programs and facilities reflect the interest of the current residents.
- The community's favorite park is Inglenook Park.
- 49 percent may support funding of a senior center.






1. Are you a resident of the City of Southfield?

	Response Percent	Response Total
Yes 	98.6%	1100
No 	1.4%	16
Total Respondents		1116
(skipped this question)		29





2. How many years have you lived in Southfield?

	Response Percent	Response Total
Less than one year 	1.3%	14
1-5 years 	11.2%	125
6-10 years 	16.5%	184
11-15 years 	13.2%	147
More than 15 years 	57.9%	647
Total Respondents		1117
(skipped this question)		28

3. Which of the following best describes your current status within Southfield?

	Response Percent	Response Total
Homeowner 	90.8%	1015
Renter 	7.6%	85
Property Owner (other than dwelling) 	1.1%	12
Business Owner 	0.1%	1
None of these 	0.4%	5
Total Respondents		1118
(skipped this question)		27

4. How many more years do you plan to live in Southfield?

	Response Percent	Response Total
Moving very soon 	4.4%	46
1-5 years 	29.2%	304
6-10 years 	22.4%	233
More than 10 years 	44%	458
Total Respondents		1041
(skipped this question)		104

5. Where is your primary employment location?

	Response Percent	Response Total
Inside Southfield	17.8%	198
Outside Southfield, but within Oakland County	19.4%	215
Outside Oakland County	23.9%	265
Retired	36.3%	403
Not Employed	2.7%	30
Total Respondents		1111
(skipped this question)		34

6. How many adults (18 years and older) reside in your household?

Total Respondents	1084
(skipped this question)	61

7. How many children (under the age of 18) are in your household?

Total Respondents	1040
(skipped this question)	105




8. What are the three most important reasons you or your family choose to live in the City of Southfield? Please rank your top three choices (Place a "1" next to your most important reason, a "2" next to your second reason, and a "3" next to your third reason).

	1	2	3	Response Average
Affordable housing	60% (251)	25% (102)	15% (63)	1.55
Schools	44% (122)	40% (111)	16% (44)	1.72
Near relatives and friends	37% (111)	36% (109)	26% (79)	1.89
Close to shopping	14% (19)	37% (49)	49% (66)	2.35
Good healthcare facilities	10% (10)	49% (49)	42% (42)	2.32
Full-service City	25% (92)	36% (130)	39% (142)	2.14
Housing choices	44% (147)	32% (105)	24% (80)	1.80
Transportation access	24% (43)	39% (70)	37% (67)	2.13
Recreational opportunities nearby	6% (4)	20% (14)	75% (53)	2.69
Low crime	33% (107)	37% (119)	30% (99)	1.98
Near job	37% (93)	41% (103)	22% (56)	1.85
Sense of community	19% (38)	30% (60)	51% (101)	2.32
Other	40% (74)	15% (27)	45% (84)	2.05
Total Respondents				1106
(skipped this question)				39






9. How would you or your family rate the following facilities and services in the community?
 Check one box.

	Excellent	Good	Fair	Poor	No Opinion	Response Average
Ambulance service	37% (418)	23% (258)	1% (13)	0% (1)	38% (425)	2.78
Fire protection	47% (519)	30% (332)	1% (15)	0% (0)	22% (249)	2.22
Police protection	42% (464)	40% (443)	8% (87)	2% (25)	8% (94)	1.96
Community relations	18% (203)	44% (485)	20% (225)	7% (73)	11% (120)	2.48
Code enforcement/property maintenance	28% (308)	35% (390)	18% (202)	9% (102)	10% (111)	2.39
Library services	54% (600)	25% (278)	5% (51)	1% (15)	15% (169)	1.99
Human services	15% (166)	29% (328)	10% (112)	2% (20)	44% (487)	3.30
Yard waste services	41% (452)	37% (412)	9% (103)	2% (22)	11% (123)	2.06
Recycling services	39% (438)	38% (420)	8% (87)	2% (25)	13% (140)	2.11
Stormwater management	14% (152)	34% (379)	16% (172)	6% (61)	31% (344)	3.06
Wireless Internet/communication	9% (99)	24% (262)	14% (156)	10% (107)	43% (475)	3.54
Park facilities	31% (339)	49% (540)	8% (93)	1% (15)	11% (123)	2.14
Recreational programs	25% (279)	45% (501)	9% (102)	1% (11)	19% (214)	2.44
Older adult activities	15% (164)	32% (353)	9% (96)	3% (29)	42% (460)	3.24
Elementary schools (in your area)	12% (127)	29% (321)	13% (142)	6% (71)	40% (441)	3.34
Middle schools (in your area)	9% (104)	26% (290)	15% (165)	8% (87)	41% (457)	3.46
High schools (in your area)	10% (110)	24% (270)	15% (169)	11% (121)	39% (434)	3.45
Charter schools (in your area)	4% (40)	10% (108)	6% (64)	3% (28)	78% (854)	4.41
Total Respondents						1123
(skipped this question)						22




10. Do you think the level of local services received justifies the City of Southfield taxes paid?

	Response Percent	Response Total
Yes 	29.8%	326
No 	52.5%	574
Don't know 	17.7%	193
Total Respondents		1093
(skipped this question)		52


11. How would you rate the quality of life in the City of Southfield?

	Response Percent	Response Total
Excellent 	13.1%	144
Good 	65.5%	719
Fair 	17.8%	195
Poor 	2.2%	24
No opinion 	1.4%	15
Total Respondents		1097
(skipped this question)		48

12. Do you think crime is a problem in the City of Southfield?

	Response Percent	Response Total
Yes, it is a major problem. 	9.2%	101
Yes, it is a problem, but not a major one. 	74%	810
Not a problem. 	16.8%	184
Total Respondents		1095
(skipped this question)		50




13. How do you rate the overall employment opportunities available in Southfield?

	Response Percent	Response Total
Excellent 	2.2%	24
Good 	16.4%	180
Fair 	22%	242
Poor 	7.7%	85
No opinion 	51.7%	569
Total Respondents		1100
(skipped this question)		45






14. From the list below, what do you think are the highest priority issues that need to be addressed by the City? (Indicate what you think are the top three priorities by placing "1" next to your highest priority, "2" next to your second priority, and "3" next to your third priority.

	1	2	3	Response Average
Improve street maintenance and reconstruction	43% (117)	28% (77)	29% (81)	1.87
Enhance/redevelop older commercial/office areas	21% (53)	33% (82)	46% (113)	2.24
Expand wireless communication	29% (38)	26% (34)	45% (58)	2.15
Ensure property maintenance is enforced	39% (187)	34% (163)	28% (134)	1.89
Preserve open space and greenbelts	34% (97)	34% (96)	33% (93)	1.99
Expand recreational programs	9% (4)	39% (18)	52% (24)	2.43
Improve pedestrian/bicycle connections between neighborhoods and shopping, employment and recreation area.	24% (27)	30% (34)	46% (52)	2.22
Beautification of roadways	12% (12)	39% (37)	49% (47)	2.36
Increase the non-residential tax base	40% (121)	31% (94)	30% (90)	1.90
Maintain property values	43% (304)	38% (271)	19% (135)	1.76
Neighborhood stabilization/improvement	22% (78)	37% (135)	41% (149)	2.20
Expand recreational facilities	11% (7)	37% (23)	52% (33)	2.41
Others	55% (59)	14% (15)	31% (34)	1.77
Total Respondents				1096
(skipped this question)				49

15. In your opinion, the existing variety of shopping opportunities and services available in the City are:

	Response Percent	Response Total
Well placed in the community 	71.1%	743
Too dispersed; not centered in any one location 	23.3%	243
Overly concentrated in one area 	5.6%	59
Total Respondents		1045
(skipped this question)		100

16. How would you rate the impact that new development has had on the character of Southfield over the past 10 years?

	Response Percent	Response Total
Improved a lot 	31%	328
Improved a little 	43.2%	458
Not changed 	12.7%	134
A little worse 	9%	95
A lot worse 	4.2%	44
Total Respondents		1059
(skipped this question)		86

17. Are there particular streets, neighborhoods, business districts, buildings, parks, or other features (natural or manmade) in the City that stand out in your mind as being especially ATTRACTIVE or create a "good feeling" to the community? If so, please describe.

Please see page 11.

Total Respondents 721
(skipped this question) 424

18. Are there particular streets, neighborhoods, business districts, buildings, parks, or other features (natural or manmade) in the City that stand out in your mind as being especially UNATTRACTIVE? If so, please describe.

Please see page 11.



Total Respondents 579
(skipped this question) 566

19. Are there any streets, sidewalks, or intersections in the City that you believe are unsafe or in need of improvement? If so, which ones and why do you feel they are unsafe?







Please see page 12.

Total Respondents 494
(skipped this question) 651












20. In your opinion, does the City have an adequate sidewalk system?

	Response Percent	Response Total
Yes 	65.1%	652
No, sidewalks are needed at this location. 	34.9%	349
Total Respondents		1001
(skipped this question)		144

21. What types of new housing would you like to see in the City in the future? (Check all that apply.)

	Response Percent	Response Total
Single-Family homes 	62.4%	615
Townhouses/Condos 	27.1%	267
Apartments 	5.5%	54
Older adult housing 	31.3%	309
Assisted living 	23.1%	228
Other (please specify) 	7.8%	77
Total Respondents		986
(skipped this question)		159

22. Which types of nonresidential development would you like to see in the City in the future? (Check all that apply.)

	Response Percent	Response Total
Neighborhood retail uses 	25.7%	250
Specialty stores 	32.2%	313
Service related uses 	18.1%	176
Supermarkets 	24.9%	242
Hotels, motels 	7.2%	70
Industrial development 	6.2%	60
Office development 	11.8%	115
Entertainment 	36.4%	354
Technology/research development 	37.7%	367
Department stores & other large scale commercial uses 	25.7%	250
Others (please specify) 	12.3%	120
Total Respondents		973
(skipped this question)		172







23. What type of stores or restaurants would you like to see in the community?

Total Respondents **671**
(skipped this question) 474

Please see page 12.

24. Which of the following design features for residential neighborhoods do you support for the City? (Check all that apply.)

	Response Percent	Response Total
Sidewalks 	43.9%	460
Decorative street lighting 	40.3%	422
Neighborhood parks 	40.4%	423

Bikepath systems		37.4%	392
Utility improvements		32.5%	341
Ease of getting to other parts of town		18.4%	193
Street trees		36.1%	378
Improved maintenance of street, walks, trees, etc.		56.5%	592
Others (please specify)		8%	84
Total Respondents			1048
(skipped this question)			97

25. What street/roadway do you consider to be the "Main Street" of Southfield?

Please see page 13.

Total Respondents **982**
(skipped this question) 163

26. It is important to preserve environmental resources (floodplain, wetlands/woodlands, lake/river quality) in the City of Southfield.

		Response Percent	Response Total
I strongly agree	<div></div>	63.6%	696
I agree	<div></div>	27.7%	303
Not sure	<div></div>	6.8%	75
I disagree	<div></div>	1.1%	12
I strongly disagree	<div></div>	0.8%	9
Total Respondents			1095
(skipped this question)			51

27. How would you rate Southfield's image/identity (roadway landscape, open space, streams/rivers, directional signs to community facilities)?

		Response Percent	Response Total
Excellent	<div><div></div></div>	10.7%	117
Good	<div><div></div></div>	58.7%	642
Fair	<div><div></div></div>	23.9%	261
Poor	<div><div></div></div>	4.7%	51
No opinion	<div><div></div></div>	2.1%	23
Total Respondents			1094
(skipped this question)			52

28. What would you suggest to improve the image/identity of Southfield?

Please see page 13.

Total Respondents **675**
(skipped this question) 470

29. How proactive should the City be in creating economic development opportunities?

	Response Percent	Response Total
Very proactive, the City should aggressively partner with the private sector in redeveloping parts of the City.	50.9%	529
Proactive, the City should involve itself selectively in redevelopment and keep public investment to a minimum.	41.7%	434
Passive, economic development in the City should be driven by the market and private land owners only.	7.4%	77
Total Respondents		1040
(skipped this question)		106



30. How actively should the City engage surrounding communities on topics of mutual concern (transportation, development along community boundaries)?

	Response Percent	Response Total
Very active	66.7%	714
Somewhat active	31.3%	335
Communities should not go out of their way to cooperate	2%	21
Total Respondents		1070
(skipped this question)		76

31. Do you think the current programs reflect the interest of the current residents?

	Response Percent	Response Total
Yes	74.9%	692
No	25.1%	232
Total Respondents		924
(skipped this question)		222

32. Do you think the current facilities reflect the needs of the current residents?

		Response Percent	Response Total
Yes		75.9%	710
No		24.1%	226
Total Respondents			936
(skipped this question)			210

33. What is your favorite park?

Please see page 14.

Total Respondents	699
(skipped this question)	446

34. Are you willing to support funding of a Senior Center?

		Response Percent	Response Total
Yes		27.7%	299
No		23.3%	252
Maybe		49%	530
Total Respondents			1081
(skipped this question)			65

35. Please feel free to write any additional comments you may have regarding your impressions of the City of Southfield as it currently exists and/or how you would like to see the community develop in the future.

Please see page 15.

Total Respondents	590
(skipped this question)	555

17. Are there particular streets, neighborhoods, business districts, buildings, parks, or other features (natural or manmade) in the city that stand out in your mind as being especially ATTRACTIVE of create a “good feeling” to the community? If so, please describe.

54% - Library, Civic Center

15% - Parks, mainly Inglenook

7% - Civic Center Drive

5% - Evergreen Road

4% - Telegraph and 12 Mile Rd area

18. Are there particular streets, neighborhoods, business districts, buildings, parks, or other features (natural or manmade) in the city that stand out in your mind as being especially UNATTRACTIVE? If so, please describe.

27% - 8 Mile Road Corridor

13% - Northland Center area

9% - Greenfield Road Corridor

8% - Southfield Road Corridor

19. Are there any streets, sidewalks, or intersections in the City that you believe are unsafe or in need of improvement? If so, which ones and why do you feel they are unsafe?

6% - Telegraph and 12 Mile Road

6% - 10 Mile Road

5% - Southfield Road and 12 Mile Road

4% - 8 Mile Road

4% - Southfield Road and I-696

23. What type of stores or restaurants would you like to see in the community?

36% - Chain / mid-priced / family restaurants

19% - Upscale stores / fine dining / downtown setting

13% - Other – All types, non-chain, more fast food

8% - Better mall - clothing, department stores, chain stores

8% - None, Southfield has enough

25. What street / roadway do you consider to be the “Main Street” of Southfield?

52% - Southfield Road

25% - Evergreen Road

16% - Telegraph Road

7% - Southfield has no Main Street

3% - Other

28. What would you suggest to improve the image / identity of Southfield?

14% - Stronger code enforcement / crime control

14% - Lower taxes

11% - Improve school system

9% - Maintain / keep-up what we have now

7% - Improve green space

33. What is your favorite park?

48% - Inglenook

27% - Other – Bauervic Woods, Burgh, Catalpa, Pebble Creek, etc

13% - Beech woods

10% - Civic Center

2% - All parks

35. Please feel free to write any additional comments you may have regarding your impressions of the City of Southfield as it currently exists and/or how you would like to see the community develop in the future.

Economic

- Lower taxes

Transportation / Utility Infrastructure

- More sidewalks
- Road repair

Land Use / Development

- Commercial development
- Retail
- Business

Community Facilities and Services

- Code enforcement
- Improve Schools
- Improve waste removal and recycling

Community Image

- Downtown area, City core
- Property maintenance

Parks and Recreation

- Senior center
- Interlinked bike/walking trails

Natural and Cultural Resources

- Preserve green space
- Stay diverse

Real Estate Assessed Value & Space Availability

Because of the importance of Southfield as a business real estate market, an analysis of real estate market trends is important as the City plans for its future. The first series of tables comes from assessed valuation supplied to use by SEMCOG.

As a note, the total number of properties in the assessed value tables does not match the total number of properties in the tables of square footage by year because the information comes from two separate datasets.

Southfield Commercial Real Estate Assessed Valuation 2006

Commercial Real Estate Assessed Value: 2006			
Property Type	Assessed Value		
	Land	Buildings	Total
Improved	\$ 520,654,470	\$ 1,094,554,170	\$ 1,615,208,640
Vacant	\$ 18,163,550	\$ 652,840	\$ 18,816,390
Total	\$ 538,818,020	\$ 1,095,207,010	\$ 1,634,025,030
Industrial Real Estate Assessed Value: 2006			
Improved	\$ 18,723,010	\$ 50,443,460	\$ 69,166,470
Vacant	\$ 1,321,610	\$ 17,540	\$ 1,339,150
Total	\$ 20,044,620	\$ 50,461,000	\$ 70,505,620

Southfield Commercial and Industrial Real Estate, Square Footage by Property Type

Commercial & Industrial Real Estate, Square Footage by Property Type		
Year Built	Square Feet	
	Total	Percent
Office	21,736,194	53.3%
Industrial	4,252,761	10.4%
Flex	1,522,302	3.7%
Retail	430,601	1.1%
Shopping Centers	4,095,971	10.0%
Not Available	8,720,759	21.4%
	40,758,588	100%

Southfield Office Real Estate by Year Built

Commercial & Industrial Real Estate, Square Footage by Year Built: Office Space		
Year Built	Square Feet	
	Total	Percent
2000 & After	900,168	4.1%
1990-99	688,460	3.2%
1980-89	8,378,881	38.5%
1970-79	6,606,056	30.4%
Before 1970	3,361,600	15.5%
Not Available	1,801,029	8.3%
	21,736,194	100%

Southfield Industrial Space by Year Built

Commercial & Industrial Real Estate, Square Footage by Year Built: Industrial Space		
Year Built	Square Feet	
	Total	Percent
2000 & After	97,856	2.3%
1990-99	230,307	5.4%
1980-89	755,854	17.8%
1970-79	373,771	8.8%
Before 1970	2,421,528	56.9%
Not Available	373,445	8.8%
	4,252,761	100%

Southfield Flex Space by Year Built

Commercial & Industrial Real Estate, Square Footage by Year Built: Flex Space		
Year Built	Square Feet	
	Total	Percent
2000 & After	206,187	13.5%
1990-99	64,260	4.2%
1980-89	583,013	38.3%
1970-79	217,904	14.3%
Before 1970	166,016	10.9%
Not Available	284,922	18.7%
	1,522,302	100%

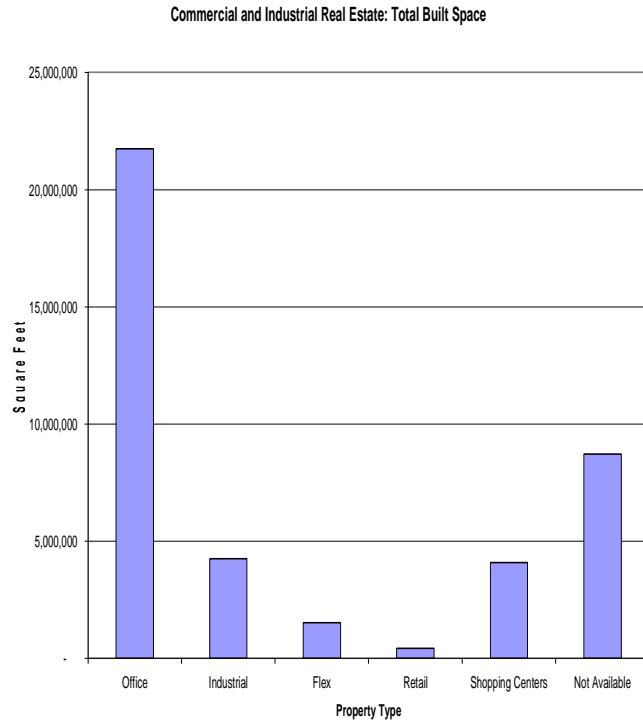
Southfield Retail Space by Year Built

Commercial & Industrial Real Estate, Square Footage by Year Built: Retail Space		
Year Built	Square Feet	
	Total	Percent
2000 & After	16,951	3.9%
1990-99	13,746	3.2%
1980-89	18,751	4.4%
1970-79	61,119	14.2%
Before 1970	190,038	44.1%
Not Available	129,996	30.2%
	430,601	100%

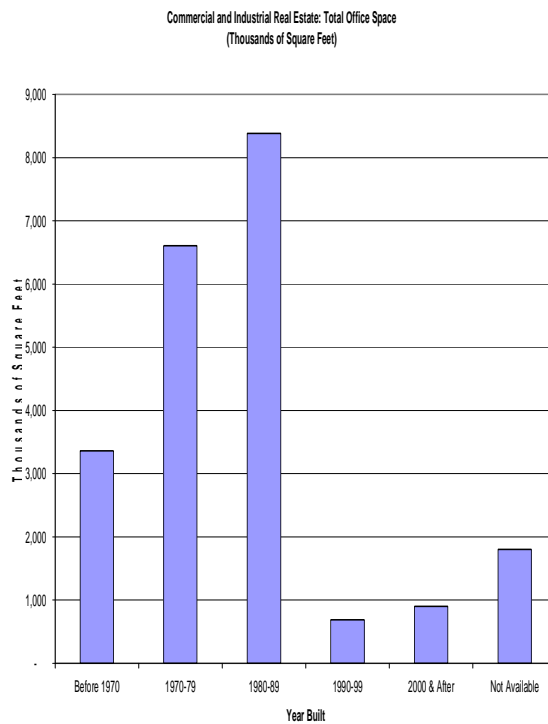
Southfield Shopping Centers by Year Built

Commercial & Industrial Real Estate, Square Footage by Year Built: Shopping Centers		
Year Built	Square Feet	
	Total	Percent
2000 & After	95,660	2.3%
1990-99	414,539	10.1%
1980-89	118,798	2.9%
1970-79	389,389	9.5%
Before 1970	2,842,175	69.4%
Not Available	235,410	5.7%
	4,095,971	100%

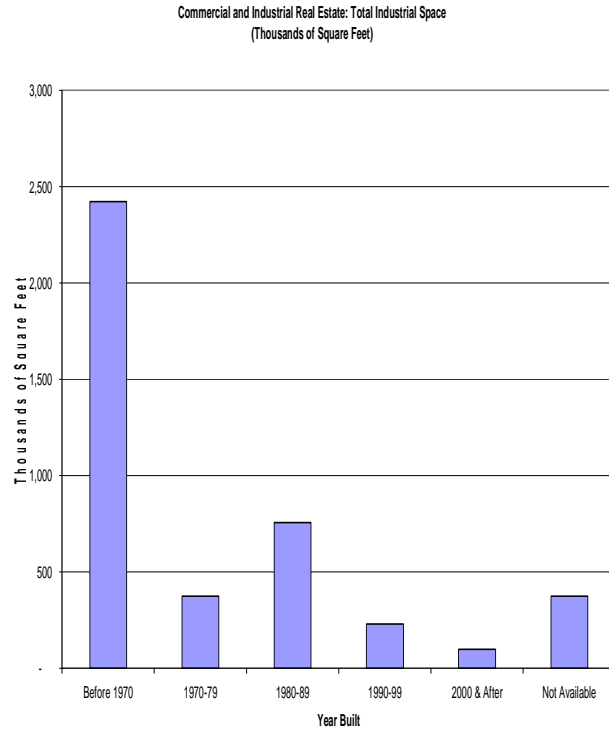
Southfield Built Space by Type



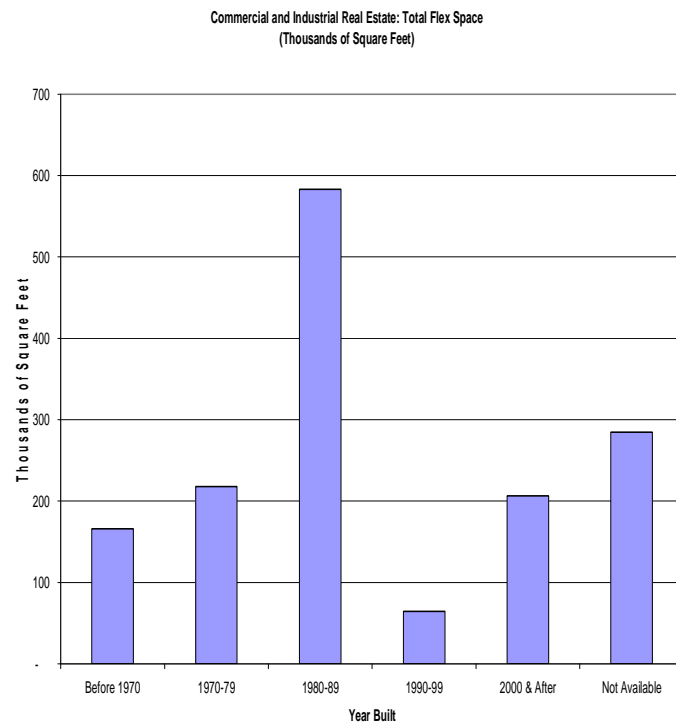
Southfield Total Built Space by Year Built



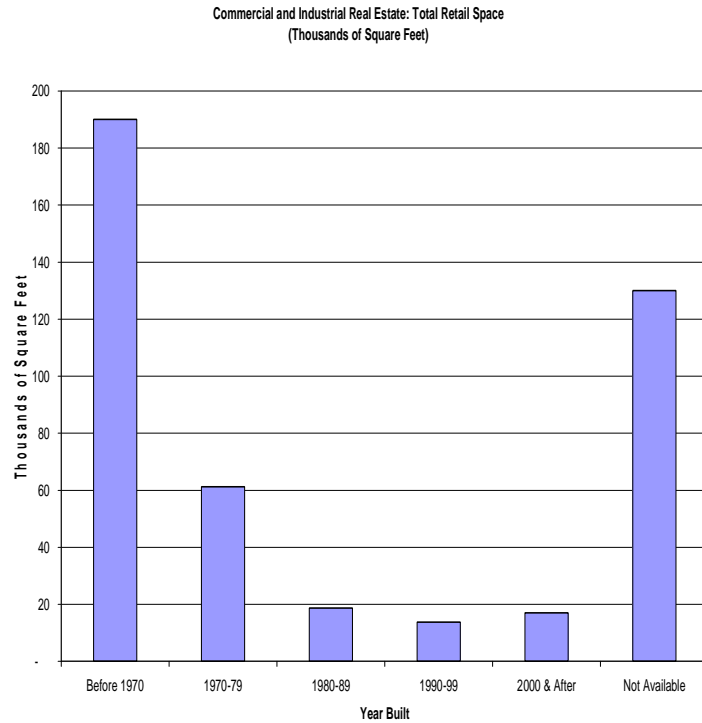
Southfield Industrial Space by Year Built



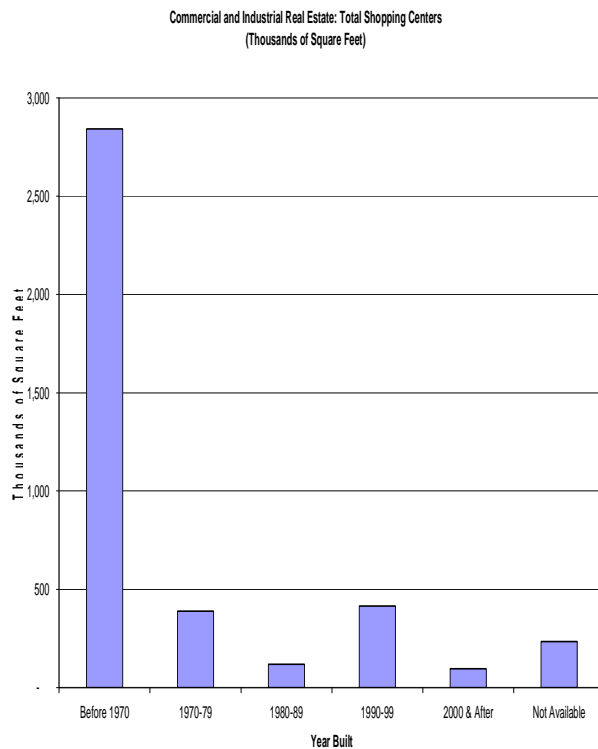
Southfield Flex Space by Year Built



Southfield Retail Space by Year Built



Southfield Shopping Center Space by Year Built



Real Estate Market Trends

The analysis in this section looks at real estate market trends. It draws upon data provided to use by Hines Company. The first three tables come from Grubb & Ellis. The rest of the data tables are from the Co-Star database.

Office Space. In terms of total office space, the cities of Southfield and Troy each have far more amount of total built office space as compared to the other communities; however, all of the communities currently have vacancy rates of approximately 20%.

While the City of Southfield absorbed over 117,000 square feet of office space in the first three quarters of 2006, the city's office market is not performing as well as the number suggests.

Throughout the region, businesses are reducing and/or consolidating their use of office space. One example of this is the downsizing of operations by Collins & Aikman in which they relocated from the City of Troy to occupy 130,000 square feet of space in Southfield. Excluding this one move, the amount of vacant office space in the City of Southfield increased. The increased vacant space is due primarily to businesses reducing or consolidating their operations and not due to new construction.

Office Space Availability Comparisons, Southfield versus Neighbors, Source: Grubb and Ellis

Office Real Estate, Space Available: Third Quarter 2006			
Community	Total SF	Vacant	
		SF	Percent
City of Southfield	16,729,405	3,593,435	21.5%
City of Farmington Hills	5,865,082	1,133,260	19.3%
City of Livonia	2,809,747	594,306	21.2%
City of Novi	1,571,736	374,490	23.8%
City of Troy	13,147,907	2,806,205	21.3%

Office Space Absorption: Southfield and Neighboring Communities, Source: Grubb and Ellis

Office Real Estate, Absorption & Construction: Third Quarter 2006		
Community	Net Absorption YTD 2006	Under Construction
City of Southfield	117,436	-
City of Farmington Hills	6,169	-
City of Livonia	11,367	86,500
City of Novi	69,897	93,000
City of Troy	(92,469)	-

Office Space Rents: Southfield and Neighboring Communities, Source: Grubb and Ellis

Office Real Estate, Rents: Third Quarter 2006			
Community	Asking Rent		
	Class A		Class B
City of Southfield	\$	26.69	\$ 22.82
City of Farmington Hills	\$	23.65	\$ 22.09
City of Livonia	\$	26.57	\$ 23.00
City of Novi	\$	25.23	\$ 24.24
City of Troy	\$	27.45	\$ 21.78

Selected Top Office Leases, Southfield and Neighboring Communities, Source: Co-Star Database, 2006

	Building (*=Renewal)	Submarket	SF	Tenant Name
1	Travelers Tower II	Southfield N of 10 Mile	162,865	Collins & Aikman
2	The Corporate Crossings at Fair	Dearborn	161,944	WPP
3	Bloomfield Parkway*	Bloomfield	158,000	Pulte Homes, Inc.
4	Stoneridge I	Bloomfield	80,000	Butzel Long, P.C.
5	Troy Place	Troy South	65,615	Sears Holdings
6	500 Town Center Drive	Dearborn	65,000	WPP
7	One Kennedy Square	CBD	53,597	Ernst & Young
8	Galleria Officentre (400)*	Southfield N of 10 Mile	51,714	Attorney's Title
9	Fairlane Plaza South	Dearborn	44,181	Ford Motor Land Development
10	Oakland Office Commons II*	Troy South	42,500	JP Morgan Chase
11	West Bloomfield Professional Center	Bloomfield West	37,651	Henry Ford Health System
12	Unit 7	Washtenaw W of 23	36,000	Audatex
13	Tri-Atria Office Bldg*	Farmington/Farm Hills	33,959	Merrill Lynch & Co., Inc.
14	Victor Park West*	Southern I-275 Corridor	21,250	STMicroelectronics
15	Town Center	Southfield N of 10 Mile	20,486	Semperian
16	Knitting Mill*	Rochester	20,000	Saber Building Services, Inc.
17	North Building	Macomb East	20,000	Plante & Moran
18	Liberty Center (100)	Troy South	19,342	Molina Healthcare
19	Civic Plaza Building*	Southfield N of 10 Mile	19,221	The Alzheimer's Association
20	Troy Tower	Troy North	19,117	Aerotek
21	Stroh River Place*	Detroit E of Woodward	18,933	Abbott Nicholson, P.C.
22	Century Building	Farmington/Farm Hills	17,477	CSM Worldwide, Inc.
23	Bingham Office Center	Southfield N of 10 Mile	16,278	Dana Corporation
24	Fairways Office Center	Farmington/Farm Hills	16,184	Wireless Toyz
25	Tower 600*	CBD	15,996	Canadian Consulate General
26	Great Expressions Center*	Bloomfield	15,923	Strobl Cunningham & Sharp, P.C.
27	Bingham Office Center	Southfield N of 10 Mile	15,599	United Physicians
28	Victor Park West*	Southern I-275 Corridor	15,592	Maritz Travel Company
29	Courtyard Bldg	Washtenaw W of 23	14,700	Molly Maid, Inc.
30	Oakland Towne Square Phase II	Southfield N of 10 Mile	14,139	National Union Fire
31	Advance Office Bldg*	Southfield S of 10 Mile	14,106	Zamler, Mellen & Shiffman, P.C.
32	Crossmark Bldg	Southern I-275 Corridor	13,700	Honeywell International, Inc.
33	Columbia Center II*	Troy South	13,638	Equity Management, Inc.
34	LSG Building	Pontiac	13,000	LSG Insurance
35	Tri-Atria Office Bldg	Farmington/Farm Hills	12,472	Elmos N.S., Inc.
36	Bloomfield Centre South*	Bloomfield	12,231	Loomis, Sayles & Company, L.P.
37	Westridge Office Center	Farmington/Farm Hills	12,100	Amerigon, Inc.
38	Ford Field	CBD	11,600	FEI
39	3850 Hamlin Rd	Auburn Hills	11,537	BorgWarner
40	Galleria Officentre (200)	Southfield N of 10 Mile	11,411	Internet Operations Center, Inc.

Total Office Space

Total Office Market, Southfield and Other Sub-Markets

Office Real Estate, Total Market Statistics: Third Quarter 2006			Vacancy	
Market	# of Bldgs	Total SF (RBA)	Total SF	Percent
Southfield	418	23,885,541	4,172,366	17.5%
Southfield N of 10 Mile	283	17,940,762	3,423,657	19.1%
Southfield S of 10 Mile	135	5,944,779	748,709	12.6%
Bloomfield	538	16,352,691	2,578,859	15.8%
Birmingham Area	167	3,955,509	476,800	12.1%
Bloomfield	55	2,366,891	299,435	12.7%
Bloomfield West	52	1,246,798	150,568	12.1%
Farmington/Farm Hills	264	8,783,493	1,652,056	18.8%
Detroit/The Pointes	490	35,769,260	6,765,079	18.9%
Downriver	151	2,016,436	321,571	15.9%
Livingston/W Oakland	308	5,595,717	1,144,176	20.4%
Central I-96 Corridor	178	4,268,045	900,727	21.1%
Howell/Brighton Area	130	1,327,672	243,449	18.3%
Macomb	734	9,873,859	1,329,159	13.5%
North Oakland	412	14,336,912	1,832,699	12.8%
Auburn Hills	37	7,703,958	491,382	6.4%
Lakes Area	136	1,318,926	174,844	13.3%
Pontiac	134	3,685,410	847,185	23.0%
Rochester	105	1,628,618	319,288	19.6%
Royal Oak	306	3,440,869	500,299	14.5%
Troy	295	17,845,171	4,075,285	22.8%
Troy North	81	5,164,606	752,775	14.6%
Troy South	214	12,680,565	3,322,510	26.2%
Washtenaw	413	10,311,095	1,663,480	16.1%
West Wayne	723	18,369,456	2,210,889	12.0%
Southern I-275 Corridor	483	9,182,527	1,229,126	13.4%

Office Market Dynamics, Southfield and Other Sub-Markets

Office Real Estate, Total Market Statistics: Third Quarter 2006			
Market	Year-to-Date		Under Construction
	Net Absorption	Deliveries	
Southfield	48,614	-	15,200
Southfield N of 10 Mile	77,779	-	15,200
Southfield S of 10 Mile	(29,165)	-	-
Bloomfield	(47,086)	53,651	112,680
Birmingham Area	(47,249)	-	112,680
Bloomfield	(12,409)	-	-
Bloomfield West	16,362	37,651	-
Farmington/Farm Hills	(3,790)	16,000	-
Detroit/The Pointes	86,583	355,000	-
Downriver	41,153	20,000	-
Livingston/W Oakland	184,300	411,728	176,103
Central I-96 Corridor	135,090	408,473	176,103
Howell/Brighton Area	49,210	3,255	-
Macomb	1,247	18,073	26,163
North Oakland	(69,381)	-	-
Auburn Hills	(213,553)	-	-
Lakes Area	24,985	-	-
Pontiac	113,926	-	-
Rochester	5,261	-	-
Royal Oak	127,885	45,440	28,424
Troy	70,743	-	-
Troy North	(125,095)	-	-
Troy South	195,838	-	-
Washtenaw	219,534	354,501	215,360
West Wayne	(125,424)	139,276	52,680
Southern I-275 Corridor	44,429	38,676	52,680

Quoted Rates Data for Office Space, Southfield and Other Sub-Markets

Office Real Estate, Total Market Statistics: Third Quarter 2006	
Market	Quoted Rates
Southfield	\$ 20.02
Southfield N of 10 Mile	\$ 20.99
Southfield S of 10 Mile	\$ 15.59
Bloomfield	\$ 23.32
Birmingham Area	\$ 27.53
Bloomfield	\$ 25.81
Bloomfield West	\$ 22.14
Farmington/Farm Hills	\$ 21.69
Detroit/The Pointes	\$ 19.19
Downriver	\$ 18.89
Livingston/W Oakland	\$ 22.58
Central I-96 Corridor	\$ 23.24
Howell/Brighton Area	\$ 20.45
Macomb	\$ 19.43
North Oakland	\$ 19.26
Auburn Hills	\$ 21.24
Lakes Area	\$ 20.46
Pontiac	\$ 16.41
Rochester	\$ 22.32
Royal Oak	\$ 18.17
Troy	\$ 20.44
Troy North	\$ 20.89
Troy South	\$ 20.23
Washtenaw	\$ 23.21
West Wayne	\$ 20.41
Southern I-275 Corridor	\$ 19.88

Class A Office Space

Class A Office Market Overview

Office Real Estate, Class A Market Statistics: Third Quarter 2006			Vacancy	
Market	# of Bldgs	Total SF (RBA)	Total SF	Percent
Southfield	27	7,233,932	1,611,515	22.3%
Southfield N of 10 Mile	26	7,163,932	1,610,015	22.5%
Southfield S of 10 Mile	1	70,000	1,500	2.1%
Bloomfield	30	3,194,547	824,243	25.8%
Birmingham Area	6	359,218	44,273	12.3%
Bloomfield	7	881,250	183,139	20.8%
Bloomfield West	2	89,848	8,317	9.3%
Farmington/Farm Hills	15	1,864,231	588,514	31.6%
Detroit/The Pointes	29	11,492,969	1,647,145	14.3%
Downriver	1	43,230	-	0.0%
Livingston/W Oakland	15	1,533,069	396,058	25.8%
Central I-96 Corridor	14	1,531,017	394,006	25.7%
Howell/Brighton Area	1	2,052	2,052	100.0%
Macomb	6	375,902	104,377	27.8%
North Oakland	10	5,960,223	376,814	6.3%
Auburn Hills	7	5,768,384	280,436	4.9%
Lakes Area	-	-	-	0.0%
Pontiac	1	86,344	31,265	36.2%
Rochester	2	105,495	65,113	61.7%
Royal Oak	1	40,000	-	0.0%
Troy	32	6,302,465	1,099,293	17.4%
Troy North	11	2,070,257	265,900	12.8%
Troy South	21	4,232,208	833,393	19.7%
Washtenaw	25	3,408,118	507,360	14.9%
West Wayne	23	5,366,256	722,177	13.5%
Southern I-275 Corridor	11	1,634,413	289,394	17.7%

Class A Office Market Absorption and Delivery Data

Office Real Estate, Class A Market Statistics: Third Quarter 2006			
Market	Year-to-Date		Under Construction
	Net Absorption	Deliveries	
Southfield	23,021	-	-
Southfield N of 10 Mile	23,021	-	-
Southfield S of 10 Mile	-	-	-
Bloomfield	(4,465)	-	112,680
Birmingham Area	(8,957)	-	112,680
Bloomfield	(960)	-	-
Bloomfield West	755	-	-
Farmington/Farm Hills	4,697	-	-
Detroit/The Pointes	119,766	355,000	-
Downriver	-	-	-
Livingston/W Oakland	35,798	242,000	-
Central I-96 Corridor	37,850	242,000	-
Howell/Brighton Area	(2,052)	-	-
Macomb	17,951	-	-
North Oakland	(208,791)	-	-
Auburn Hills	(213,032)	-	-
Lakes Area	-	-	-
Pontiac	-	-	-
Rochester	4,241	-	-
Royal Oak	-	-	-
Troy	108,855	-	-
Troy North	12,783	-	-
Troy South	96,072	-	-
Washtenaw	193,407	308,900	160,360
West Wayne	(85,336)	7,000	34,315
Southern I-275 Corridor	(14,954)	-	34,315

Quoted Rates, Class A Office Market

Office Real Estate, Class A Market Statistics: Third Quarter 2006	
Market	Quoted Rates
Southfield	\$ 23.11
Southfield N of 10 Mile	\$ 23.12
Southfield S of 10 Mile	\$ 17.00
Bloomfield	\$ 25.80
Birmingham Area	\$ 35.45
Bloomfield	\$ 27.31
Bloomfield West	\$ 19.04
Farmington/Farm Hills	\$ 23.44
Detroit/The Pointes	\$ 23.42
Downriver	\$ -
Livingston/W Oakland	\$ 23.06
Central I-96 Corridor	\$ 23.06
Howell/Brighton Area	\$ -
Macomb	\$ 25.03
North Oakland	\$ 21.06
Auburn Hills	\$ 20.46
Lakes Area	\$ -
Pontiac	\$ 28.02
Rochester	\$ 22.25
Royal Oak	\$ -
Troy	\$ 22.99
Troy North	\$ 24.06
Troy South	\$ 22.67
Washtenaw	\$ 27.09
West Wayne	\$ 23.12
Southern I-275 Corridor	\$ 22.75

Class B Office Space

Class B Office Market Overview

Office Real Estate, Class B Market Statistics: Third Quarter 2006				
Market	# of Blgs	Total SF (RBA)	Vacancy	
			Total SF	Percent
Southfield	175	12,198,606	2,079,044	17.0%
Southfield N of 10 Mile	125	8,966,926	1,591,651	17.8%
Southfield S of 10 Mile	50	3,231,680	487,393	15.1%
Bloomfield	321	11,178,690	1,561,078	14.0%
Birmingham Area	101	2,917,515	385,528	13.2%
Bloomfield	41	1,379,601	87,716	6.4%
Bloomfield West	28	847,997	120,462	14.2%
Farmington/Farm Hills	151	6,033,577	967,372	16.0%
Detroit/The Pointes	222	19,582,183	4,085,959	20.9%
Downriver	71	1,384,673	256,223	18.5%
Livingston/W Oakland	185	3,080,809	596,796	19.4%
Central I-96 Corridor	102	2,121,806	403,773	19.0%
Howell/Brighton Area	83	959,003	193,023	20.1%
Macomb	344	6,079,202	835,986	13.8%
North Oakland	202	5,673,136	918,747	16.2%
Auburn Hills	25	1,879,875	210,946	11.2%
Lakes Area	63	807,170	94,387	11.7%
Pontiac	64	1,963,714	396,984	20.2%
Rochester	50	1,022,377	216,430	21.2%
Royal Oak	124	1,991,589	368,868	18.5%
Troy	171	10,283,659	2,863,746	27.8%
Troy North	49	2,830,739	470,664	16.6%
Troy South	122	7,452,920	2,393,082	32.1%
Washtenaw	236	5,305,029	966,413	18.2%
West Wayne	328	9,002,681	1,109,355	12.3%
Southern I-275 Corridor	230	4,672,750	684,312	14.6%

Class B Office Market Absorptions and Deliveries

Office Real Estate, Class B Market Statistics: Third Quarter 2006			
Market	Year-to-Date		
	Net Absorption	Deliveries	Under Construction
Southfield	87,607	-	15,200
Southfield N of 10 Mile	93,112	-	15,200
Southfield S of 10 Mile	(5,505)	-	-
Bloomfield	(8,110)	53,651	-
Birmingham Area	(39,103)	-	-
Bloomfield	1,453	-	-
Bloomfield West	16,833	37,651	-
Farmington/Farm Hills	12,707	16,000	-
Detroit/The Pointes	(33,797)	-	-
Downriver	34,533	20,000	-
Livingston/W Oakland	165,411	166,473	176,103
Central I-96 Corridor	107,118	166,473	176,103
Howell/Brighton Area	58,293	-	-
Macomb	27,399	18,073	26,163
North Oakland	108,656	-	-
Auburn Hills	(521)	-	-
Lakes Area	19,891	-	-
Pontiac	84,611	-	-
Rochester	4,675	-	-
Royal Oak	72,796	45,440	28,424
Troy	(62,034)	-	-
Troy North	(131,518)	-	-
Troy South	69,484	-	-
Washtenaw	(13,740)	45,601	55,000
West Wayne	(103,149)	132,276	18,365
Southern I-275 Corridor	3,904	38,676	18,365

Class B Office Market Quoted Rates

Office Real Estate, Class B Market Statistics: Third Quarter 2006	
Market	Quoted Rates
Southfield	\$ 18.90
Southfield N of 10 Mile	\$ 19.66
Southfield S of 10 Mile	\$ 16.08
Bloomfield	\$ 22.17
Birmingham Area	\$ 25.01
Bloomfield	\$ 23.37
Bloomfield West	\$ 22.63
Farmington/Farm Hills	\$ 20.92
Detroit/The Pointes	\$ 17.68
Downriver	\$ 19.68
Livingston/W Oakland	\$ 22.96
Central I-96 Corridor	\$ 24.00
Howell/Brighton Area	\$ 20.91
Macomb	\$ 19.72
North Oakland	\$ 20.74
Auburn Hills	\$ 22.99
Lakes Area	\$ 20.98
Pontiac	\$ 18.50
Rochester	\$ 22.90
Royal Oak	\$ 18.90
Troy	\$ 19.20
Troy North	\$ 19.86
Troy South	\$ 18.83
Washtenaw	\$ 21.12
West Wayne	\$ 19.46
Southern I-275 Corridor	\$ 19.40

Class C Office Space

Class C Office Market Overview

Office Real Estate, Class C Market Statistics: Third Quarter 2006				
Market	# of Bldgs	Total SF (RBA)	Vacancy	
			Total SF	Percent
Southfield	216	4,453,003	481,807	10.8%
Southfield N of 10 Mile	132	1,809,904	221,991	12.3%
Southfield S of 10 Mile	84	2,643,099	259,816	9.8%
Bloomfield	187	1,979,454	193,538	9.8%
Birmingham Area	60	678,776	46,999	6.9%
Bloomfield	7	106,040	28,580	27.0%
Bloomfield West	22	308,953	21,789	7.1%
Farmington/Farm Hills	98	885,685	96,170	10.9%
Detroit/The Pointes	239	4,694,108	1,031,975	22.0%
Downriver	79	588,533	65,348	11.1%
Livingston/W Oakland	108	981,839	151,322	15.4%
Central I-96 Corridor	62	615,222	102,948	16.7%
Howell/Brighton Area	46	366,617	48,374	13.2%
Macomb	384	3,418,755	388,796	11.4%
North Oakland	200	2,703,553	537,138	19.9%
Auburn Hills	5	55,699	-	0.0%
Lakes Area	73	511,756	80,457	15.7%
Pontiac	69	1,635,352	418,936	25.6%
Rochester	53	500,746	37,745	7.5%
Royal Oak	181	1,409,280	131,431	9.3%
Troy	92	1,259,047	112,246	8.9%
Troy North	21	263,610	16,211	6.1%
Troy South	71	995,437	96,035	9.6%
Washtenaw	152	1,597,948	189,707	11.9%
West Wayne	372	4,000,519	379,357	9.5%
Southern I-275 Corridor	242	2,875,364	255,420	8.9%

Class C Office Market Absorptions and Deliveries

Office Real Estate, Class C Market Statistics: Third Quarter 2006			
Market	Year-to-Date		Under Construction
	Net Absorption	Deliveries	
Southfield	(62,014)	-	-
Southfield N of 10 Mile	(38,354)	-	-
Southfield S of 10 Mile	(23,660)	-	-
Bloomfield	(34,511)	-	-
Birmingham Area	811	-	-
Bloomfield	(12,902)	-	-
Bloomfield West	(1,226)	-	-
Farmington/Farm Hills	(21,194)	-	-
Detroit/The Pointes	614	-	-
Downriver	6,620	-	-
Livingston/W Oakland	(16,909)	3,255	-
Central I-96 Corridor	(9,878)	-	-
Howell/Brighton Area	(7,031)	3,255	-
Macomb	(44,103)	-	-
North Oakland	30,754	-	-
Auburn Hills	-	-	-
Lakes Area	5,094	-	-
Pontiac	29,315	-	-
Rochester	(3,655)	-	-
Royal Oak	55,089	-	-
Troy	23,922	-	-
Troy North	(6,360)	-	-
Troy South	30,282	-	-
Washtenaw	39,867	-	-
West Wayne	63,061	-	-
Southern I-275 Corridor	55,479	-	-

Class C Office Market Quoted Rates

Office Real Estate, Class C Market Statistics: Third Quarter 2006	
Market	Quoted Rates
Southfield	\$ 15.72
Southfield N of 10 Mile	\$ 16.85
Southfield S of 10 Mile	\$ 14.84
Bloomfield	\$ 21.65
Birmingham Area	\$ 26.46
Bloomfield	\$ 30.18
Bloomfield West	\$ 20.98
Farmington/Farm Hills	\$ 17.72
Detroit/The Pointes	\$ 17.19
Downriver	\$ 13.88
Livingston/W Oakland	\$ 18.93
Central I-96 Corridor	\$ 19.71
Howell/Brighton Area	\$ 16.51
Macomb	\$ 17.22
North Oakland	\$ 15.16
Auburn Hills	\$ -
Lakes Area	\$ 19.73
Pontiac	\$ 13.75
Rochester	\$ 20.45
Royal Oak	\$ 16.39
Troy	\$ 18.02
Troy North	\$ 19.33
Troy South	\$ 17.73
Washtenaw	\$ 20.47
West Wayne	\$ 18.28
Southern I-275 Corridor	\$ 17.66

Comparative Industry Sector Data

The data in this appendix show comparisons of Southfield and its competitor communities in SE Michigan. The initial series of tables are industry data. Note: The US Economic Census does not provide detailed city level data for some industries. Those for which data are available are included here. The final table in this appendix compares workforce data Southfield and surrounding communities.

Manufacturing

Manufacturing Employment: 1997-2002				
Community	Number of Employees		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	4,564	3,717	(847)	-18.6%
Oakland County	90,481	79,167	(11,314)	-12.5%
Southeast Michigan	380,989	339,391	(41,598)	-10.9%
City of Southfield	4,564	3,717	(847)	-18.6%
City of Farmington Hills	5,109	3,551	(1,558)	-30.5%
City of Livonia	17,012	13,295	(3,717)	-21.8%
City of Novi	2,448	3,151	703	28.7%
City of Troy	11,872	9,211	(2,661)	-22.4%

Manufacturing Establishments: 1997-2002				
Community	Number of Establishments		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	115	103	(12)	-10.4%
Oakland County	2,366	2,160	(206)	-8.7%
Southeast Michigan	7,980	7,276	(704)	-8.8%
City of Southfield	115	103	(12)	-10.4%
City of Farmington Hills	155	123	(32)	-20.6%
City of Livonia	350	296	(54)	-15.4%
City of Novi	87	90	3	3.4%
City of Troy	396	320	(76)	-19.2%

Manufacturing Annual Payroll: 1997-2002				
Community	Annual Payroll (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	211,748	190,806	(20,942)	-9.9%
Oakland County	3,747,478	3,745,799	(1,679)	0.0%
Southeast Michigan	17,210,390	16,740,016	(470,374)	-2.7%
City of Southfield	211,748	190,806	(20,942)	-9.9%
City of Farmington Hills	225,308	156,585	(68,723)	-30.5%
City of Livonia	826,716	692,175	(134,541)	-16.3%
City of Novi	104,351	129,509	25,158	24.1%
City of Troy	470,949	374,546	(96,403)	-20.5%

Manufacturing Value of Shipments: 1997-2002				
Community	Shipments /Sales /Receipts (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	748,752	878,302	129,550	17.3%
Oakland County	27,172,655	27,022,148	(150,507)	-0.6%
Southeast Michigan	120,896,363	120,863,680	(32,683)	0.0%
City of Southfield	748,752	878,302	129,550	17.3%
City of Farmington Hills	993,840	596,628	(397,212)	-40.0%
City of Livonia	4,243,020	3,529,730	(713,290)	-16.8%
City of Novi	378,780	547,140	168,360	44.4%
City of Troy	1,677,987	1,620,269	(57,718)	-3.4%

Wholesale Trade

Wholesale Trade Employment: 1997-2002				
Community	Number of Employees		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	6,838	4,381	(2,457)	-35.9%
Oakland County	45,311	42,709	(2,602)	-5.7%
Southeast Michigan	107,361	98,924	(8,437)	-7.9%
City of Southfield	6,838	4,381	(2,457)	-35.9%
City of Farmington Hills	5,457	6,172	715	13.1%
City of Livonia	8,691	6,093	(2,598)	-29.9%
City of Novi	3,940	2,995	(945)	-24.0%
City of Troy	7,489	7,457	(32)	-0.4%

Wholesale Trade Establishments: 1997-2002				
Community	Number of Establishments		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	440	313	(127)	-28.9%
Oakland County	3,526	3,136	(390)	-11.1%
Southeast Michigan	7,831	7,155	(676)	-8.6%
City of Southfield	440	313	(127)	-28.9%
City of Farmington Hills	416	350	(66)	-15.9%
City of Livonia	424	367	(57)	-13.4%
City of Novi	163	176	13	8.0%
City of Troy	521	466	(55)	-10.6%

Wholesale Trade Annual Payroll: 1997-2002				
Community	Annual Payroll (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	425,961	298,440	(127,521)	-29.9%
Oakland County	2,332,052	2,451,125	119,073	5.1%
Southeast Michigan	4,820,510	5,068,087	247,577	5.1%
City of Southfield	425,961	298,440	(127,521)	-29.9%
City of Farmington Hills	266,743	313,389	46,646	17.5%
City of Livonia	337,723	311,304	(26,419)	-7.8%
City of Novi	185,114	165,690	(19,424)	-10.5%
City of Troy	384,086	423,751	39,665	10.3%

Wholesale Trade Value of Shipments: 1997-2002				
Community	Shipments /Sales /Receipts (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	15,374,784	10,822,045	(4,552,739)	-29.6%
Oakland County	69,193,980	62,105,475	(7,088,505)	-10.2%
Southeast Michigan	119,496,360	119,344,812	(151,548)	-0.1%
City of Southfield	15,374,784	10,822,045	(4,552,739)	-29.6%
City of Farmington Hills	7,318,421	5,129,960	(2,188,461)	-29.9%
City of Livonia	6,430,171	10,625,578	4,195,407	65.2%
City of Novi	2,851,870	3,999,399	1,147,529	40.2%
City of Troy	11,690,883	13,634,351	1,943,468	16.6%

Retail Trade

Retail Trade Employment: 1997-2002				
Community	Number of Employees		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	8,925	7,449	(1,476)	-16.5%
Oakland County	83,826	80,791	(3,035)	-3.6%
Southeast Michigan	254,616	248,940	(5,676)	-2.2%
City of Southfield	8,925	7,449	(1,476)	-16.5%
City of Farmington Hills	4,696	4,785	89	1.9%
City of Livonia	9,668	9,373	(295)	-3.1%
City of Novi	6,100	6,672	572	9.4%
City of Troy	12,184	13,040	856	7.0%

Retail Trade Establishments: 1997-2002				
Community	Number of Establishments		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	566	510	(56)	-9.9%
Oakland County	5,530	5,368	(162)	-2.9%
Southeast Michigan	17,878	17,690	(188)	-1.1%
City of Southfield	566	510	(56)	-9.9%
City of Farmington Hills	328	284	(44)	-13.4%
City of Livonia	644	566	(78)	-12.1%
City of Novi	323	338	15	4.6%
City of Troy	607	596	(11)	-1.8%

Retail Trade Annual Payroll: 1997-2002				
Community	Annual Payroll (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	182,610	184,651	2,041	1.1%
Oakland County	1,623,945	1,850,840	226,895	14.0%
Southeast Michigan	4,634,742	5,366,043	731,301	15.8%
City of Southfield	182,610	184,651	2,041	1.1%
City of Farmington Hills	104,190	136,894	32,704	31.4%
City of Livonia	167,704	191,229	23,525	14.0%
City of Novi	105,404	129,541	24,137	22.9%
City of Troy	226,858	298,819	71,961	31.7%

Retail Trade Value of Shipments: 1997-2002				
Community	Shipments /Sales /Receipts (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	1,987,669	2,413,836	426,167	21.4%
Oakland County	16,585,042	19,140,544	2,555,502	15.4%
Southeast Michigan	48,478,305	56,386,450	7,908,145	16.3%
City of Southfield	1,987,669	2,413,836	426,167	21.4%
City of Farmington Hills	1,100,432	1,239,439	139,007	12.6%
City of Livonia	1,591,215	2,014,903	423,688	26.6%
City of Novi	1,177,759	1,265,004	87,245	7.4%
City of Troy	2,410,805	3,110,710	699,905	29.0%

Real Estate, Rental & Leasing

Real Estate & Rental & Leasing Employment: 1997-2002				
Community	Number of Employees		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	3,001	2,781	(220)	-7.3%
Oakland County	14,568	16,161	1,593	10.9%
Southeast Michigan	29,948	33,179	3,231	10.8%
City of Southfield	3,001	2,781	(220)	-7.3%
City of Farmington Hills	3,754	4,157	403	10.7%
City of Livonia	799	991	192	24.0%
City of Novi	254	489	235	92.5%
City of Troy	1,527	2,064	537	35.2%

Real Estate, Rental, & Leasing Establishments: 1997-2002				
Community	Number of Establishments		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	292	277	(15)	-5.1%
Oakland County	1,772	1,848	76	4.3%
Southeast Michigan	4,261	4,475	214	5.0%
City of Southfield	292	277	(15)	-5.1%
City of Farmington Hills	206	201	(5)	-2.4%
City of Livonia	120	129	9	7.5%
City of Novi	53	68	15	28.3%
City of Troy	169	160	(9)	-5.3%

Real Estate, Rental & Leasing Annual Payroll: 1997-2002				
Community	Annual Payroll (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	89,166	96,000	6,834	7.7%
Oakland County	390,915	571,859	180,944	46.3%
Southeast Michigan	748,149	1,032,042	283,893	37.9%
City of Southfield	89,166	96,000	6,834	7.7%
City of Farmington Hills	89,094	141,693	52,599	59.0%
City of Livonia	21,522	25,735	4,213	19.6%
City of Novi	6,337	15,928	9,591	151.3%
City of Troy	41,231	85,989	44,758	108.6%

Real Estate, Rental & Leasing Value of Shipments: 1997-2002				
Community	Shipments /Sales /Receipts (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	356,320	479,859	123,539	34.7%
Oakland County	1,987,131	2,834,638	847,507	42.6%
Southeast Michigan	4,245,972	5,652,406	1,406,434	33.1%
City of Southfield	356,320	479,859	123,539	34.7%
City of Farmington Hills	429,479	560,558	131,079	30.5%
City of Livonia	149,083	131,989	(17,094)	-11.5%
City of Novi	34,742	72,356	37,614	108.3%
City of Troy	191,288	483,644	292,356	152.8%

Professional, Scientific, & Technical Services

Professional, Scientific & Technical Services Employment: 1997-2002				
Community	Number of Employees		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	13,035	NA	NA	NA
Oakland County	60,999	93,633	32,634	53.5%
Southeast Michigan	113,457	NA	NA	NA
City of Southfield	13,035	NA	NA	NA
City of Farmington Hills	7,600	NA	NA	NA
City of Livonia	6,668	NA	NA	NA
City of Novi	1,436	NA	NA	NA
City of Troy	15,151	16,865	1,714	11.3%

Professional, Scientific, & Technical Services Establishments: 1997-2002				
Community	Number of Establishments		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	938	967	29	3.1%
Oakland County	5,522	6,415	893	16.2%
Southeast Michigan	10,916	13,011	2,095	19.2%
City of Southfield	938	967	29	3.1%
City of Farmington Hills	656	750	94	14.3%
City of Livonia	384	441	57	14.8%
City of Novi	126	220	94	74.6%
City of Troy	843	924	81	9.6%

Professional, Scientific & Technical Services Annual Payroll: 1997-2002				
Community	Annual Payroll (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	696,774	NA	NA	NA
Oakland County	2,990,558	5,640,335	2,649,777	88.6%
Southeast Michigan	5,202,486	NA	NA	NA
City of Southfield	696,774	NA	NA	NA
City of Farmington Hills	359,643	NA	NA	NA
City of Livonia	223,985	NA	NA	NA
City of Novi	66,610	NA	NA	NA
City of Troy	822,101	1,029,197	207,096	25.2%

Professional, Scientific & Technical Services Value of Shipments: 1997-2002				
Community	Shipments /Sales /Receipts (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	1,584,788	NA	NA	NA
Oakland County	6,921,973	9,865,115	2,943,142	42.5%
Southeast Michigan	12,275,598	NA	NA	NA
City of Southfield	1,584,788	NA	NA	NA
City of Farmington Hills	829,141	NA	NA	NA
City of Livonia	553,650	NA	NA	NA
City of Novi	166,930	NA	NA	NA
City of Troy	1,644,736	2,175,553	530,817	32.3%

Administrative, Support, Waste Management, & Remediation Services

Administration & Support & Waste Management & Remediation Services Employment: 1997-2002				
Community	Number of Employees		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	15,152	23,053	7,901	52.1%
Oakland County	88,516	81,549	(6,967)	-7.9%
Southeast Michigan	169,739	168,995	(744)	-0.4%
City of Southfield	15,152	23,053	7,901	52.1%
City of Farmington Hills	5,410	4,259	(1,151)	-21.3%
City of Livonia	10,590	8,717	(1,873)	-17.7%
City of Novi	2,833	1,207	(1,626)	-57.4%
City of Troy	22,553	17,635	(4,918)	-21.8%

Administration, Support, Waste Management, & Remediation Services Establishments: 1997-2002				
Community	Number of Establishments		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	363	342	(21)	-5.8%
Oakland County	2,143	2,435	292	13.6%
Southeast Michigan	5,049	6,267	1,218	24.1%
City of Southfield	363	342	(21)	-5.8%
City of Farmington Hills	151	158	7	4.6%
City of Livonia	214	266	52	24.3%
City of Novi	67	86	19	28.4%
City of Troy	392	375	(17)	-4.3%

Administration, Support, Waste Management & Remediation Services Annual Payroll: 1997-2002				
Community	Annual Payroll (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	293,034	709,405	416,371	142.1%
Oakland County	1,953,680	2,396,849	443,169	22.7%
Southeast Michigan	3,650,102	4,722,366	1,072,264	29.4%
City of Southfield	293,034	709,405	416,371	142.1%
City of Farmington Hills	103,294	148,750	45,456	44.0%
City of Livonia	232,500	196,314	(36,186)	-15.6%
City of Novi	88,768	36,517	(52,251)	-58.9%
City of Troy	517,955	605,705	87,750	16.9%

Administration, Support, Waste Management & Remediation Services Value of Shipments: 1997-2002				
Community	Shipments /Sales /Receipts (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	574,794	1,119,363	544,569	94.7%
Oakland County	3,281,945	4,079,213	797,268	24.3%
Southeast Michigan	6,916,290	8,994,520	2,078,230	30.0%
City of Southfield	574,794	1,119,363	544,569	94.7%
City of Farmington Hills	164,444	252,549	88,105	53.6%
City of Livonia	425,040	371,172	(53,868)	-12.7%
City of Novi	125,619	70,306	(55,313)	-44.0%
City of Troy	879,186	906,121	26,935	3.1%

Educational Services

Educational Services Employment: 1997-2002				
Community	Number of Employees		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	595	449	(146)	-24.5%
Oakland County	2,464	3,445	981	39.8%
Southeast Michigan	NA	NA	NA	NA
City of Southfield	595	449	(146)	-24.5%
City of Farmington Hills	193	255	62	32.1%
City of Livonia	252	NA	NA	NA
City of Novi	16	35	19	118.8%
City of Troy	415	441	26	6.3%

Educational Services Establishments: 1997-2002				
Community	Number of Establishments		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	37	31	(6)	-16.2%
Oakland County	271	270	(1)	-0.4%
Southeast Michigan	611	737	126	20.6%
City of Southfield	37	31	(6)	-16.2%
City of Farmington Hills	20	19	(1)	-5.0%
City of Livonia	20	30	10	50.0%
City of Novi	5	9	4	80.0%
City of Troy	35	31	(4)	-11.4%

Educational Services Annual Payroll: 1997-2002				
Community	Annual Payroll (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	20,681	15,473	(5,208)	-25.2%
Oakland County	60,735	96,365	35,630	58.7%
Southeast Michigan	NA	NA	NA	NA
City of Southfield	20,681	15,473	(5,208)	-25.2%
City of Farmington Hills	7,971	6,449	(1,522)	-19.1%
City of Livonia	8,381	NA	NA	NA
City of Novi	214	479	265	123.8%
City of Troy	8,672	17,737	9,065	104.5%

Educational Services Value of Shipments: 1997-2002				
Community	Shipments /Sales /Receipts (\$1,000)		Change 1997-2002	
	1997	2002	Number	Percent
City of Southfield	56,714	31,209	(25,505)	-45.0%
Oakland County	179,806	232,048	52,242	29.1%
Southeast Michigan	D	D	NA	NA
City of Southfield	56,714	31,209	(25,505)	-45.0%
City of Farmington Hills	23,240	18,821	(4,419)	-19.0%
City of Livonia	13,129	D	NA	NA
City of Novi	1,247	1,496	249	20.0%
City of Troy	28,075	40,116	12,041	42.9%

**Labor Force Statistics:
1990,1996-2005**

City of Southfield

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	43,405	46,514	47,251	47,825	48,660	43,971	43,487	42,844	42,451	42,031	41,994
Employment	40,495	44,624	45,603	46,275	47,116	42,332	41,042	39,956	39,428	38,997	38,941
Unemployment	2,910	1,890	1,648	1,550	1,544	1,639	2,445	2,888	3,023	3,034	3,053
Jobless Rate	6.7	4.1	3.5	3.2	3.2	3.7	5.6	6.7	7.1	7.2	7.3

Oakland County

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	604,989	649,901	660,552	668,728	680,455	675,784	665,348	653,777	647,178	640,637	639,985
Employment	567,932	625,839	639,564	648,990	660,795	656,338	636,341	619,506	611,313	604,636	603,762
Unemployment	37,057	24,062	20,988	19,738	19,660	19,446	29,007	34,271	35,865	36,001	36,223
Jobless Rate	6.1	3.7	3.2	3.0	2.9	2.9	4.4	5.2	5.5	5.6	5.7

Southeast Michigan

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	2,304,693	2,412,546	2,438,777	2,462,186	2,500,991	2,501,294	2,492,214	2,448,457	2,438,610	2,424,547	2,420,189
Employment	2,124,125	2,297,857	2,336,599	2,366,888	2,407,543	2,411,983	2,364,662	2,299,153	2,270,843	2,257,187	2,251,959
Unemployment	180,568	114,689	102,178	95,298	93,448	89,311	127,552	149,304	167,767	167,360	168,230
Jobless Rate	7.8	4.8	4.2	3.9	3.7	3.6	5.1	6.1	6.9	6.9	7.0

State of Michigan

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	4,620,000	4,888,000	4,963,000	5,008,000	5,089,000	5,144,000	5,144,000	5,049,000	5,055,000	5,073,000	5,097,000
Employment	4,262,000	4,647,000	4,749,000	4,810,000	4,897,000	4,953,000	4,876,000	4,734,000	4,696,000	4,717,000	4,754,000
Unemployment	358,000	241,000	214,000	198,000	192,000	190,000	268,000	315,000	359,000	356,000	344,000
Jobless Rate	7.7	4.9	4.3	4.0	3.8	3.7	5.2	6.2	7.1	7.0	6.7

**Labor Force Statistics, Comparison Cities:
1990,1996-2005**

City of Southfield

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	43,405	46,514	47,251	47,825	48,660	43,971	43,487	42,844	42,451	42,031	41,994
Employment	40,495	44,624	45,603	46,275	47,116	42,332	41,042	39,956	39,428	38,997	38,941
Unemployment	2,910	1,890	1,648	1,550	1,544	1,639	2,445	2,888	3,023	3,034	3,053
Jobless Rate	6.7	4.1	3.5	3.2	3.2	3.7	5.6	6.7	7.1	7.2	7.3

City of Farmington Hills

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	43,311	46,903	47,755	48,383	49,241	46,169	45,339	44,482	44,010	43,559	43,512
Employment	41,492	45,722	46,725	47,414	48,276	45,065	43,692	42,536	41,973	41,515	41,455
Unemployment	1,819	1,181	1,030	969	965	1,104	1,647	1,946	2,037	2,044	2,057
Jobless Rate	4.2	2.5	2.2	2	2	2.4	3.6	4.4	4.6	4.7	4.7

City of Livonia

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	53,946	55,747	56,067	56,267	56,740	54,124	53,324	51,692	51,029	50,557	50,104
Employment	52,138	54,575	55,025	55,293	55,798	53,271	52,127	50,287	49,384	48,918	48,469
Unemployment	1,808	1,172	1,042	974	942	853	1,197	1,405	1,645	1,639	1,635
Jobless Rate	3.4	2.1	1.9	1.7	1.7	1.6	2.2	2.7	3.2	3.2	3.3

City of Novi

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	19,390	20,968	21,342	21,619	22,002	28,308	27,711	27,136	26,831	26,551	26,520
Employment	18,508	20,395	20,842	21,149	21,534	27,800	26,953	26,240	25,893	25,610	25,573
Unemployment	882	573	500	470	468	508	758	896	938	941	947
Jobless Rate	4.5	2.7	2.3	2.2	2.1	1.8	2.7	3.3	3.5	3.5	3.6

City of Troy

	1990	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Labor Force	41,602	45,144	45,982	46,595	47,425	46,170	45,363	44,518	44,050	43,601	43,553
Employment	40,053	44,138	45,105	45,770	46,603	45,022	43,650	42,495	41,933	41,476	41,415
Unemployment	1,549	1,006	877	825	822	1,148	1,713	2,023	2,117	2,125	2,138
Jobless Rate	3.7	2.2	1.9	1.8	1.7	2.5	3.8	4.5	4.8	4.9	4.9

Analysis of Firms in City of Southfield

This appendix contains data from Hoovers Business Information Service and Reference USA. The data from both sources was made available to DTIA and the City of Southfield by the Oakland County Department of Planning and Development. We have attempted to analyze the data as best we could. The primary use of the data is to provide firm demographics for the City. The two databases are quite different and therefore no attempt was made to compare the data or reconcile the differences.

Hoover's Business Data: Southfield Firms by Industry Sector, 2006

CONSTRUCTION	45
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Construction

23: Construction		Revenue (\$ million)	Employees	State Of Incorporation
2361	Residential Building Construction			
	Arco Construction Company Inc	1.6	3	MI
	C & J General Contractors Inc	5.0	40	MI
	Fred E Greenspan Builder Inc	1.1	3	MI
	Kay Bee Construction Company Llc	1.0	12	MI
	Kay Bee Llc	1.7	20	
	Land Of Lakes Limited Partnership	2.3	20	MI
	Mar-Que General Contractors Inc	1.0	11	MI
	Mht Housing Nonprofit Housing Corp	36.0	14	
	S & S Builders Inc	1.0	12	MI
	Two Lakes Building Corporation	1.5	9	MI
	Mht Housing, Inc	1.7	8	MI
	Mht Properties Xvii Inc	1.4	10	MI
	Atlas - Filmore Lumber Company	9.0	25	MI
	Bobson Construction Co Inc	9.0	20	MI
	Dewitt Building Company Inc	1.4	18	MI
	Fairway Construction Co	1.9	30	MI
	Good Housekeeping Construction, Inc	1.1	12	MI
	Wineman & Komer Building Company	1.2	20	MI
2362	Nonresidential Building Construction			
	Barton Malow Company	1,080.0	243	MI
	Burton Brothers General Contractors L C	23.5	54	
	D & S Contractors Inc	3.5	28	MI
	E L Bailey Company, Inc	5.3	14	MI
	Huntington Construction Co	2.1	15	MI
2371	Utility System Construction			
	Service Construction Llc	1.4	15	MI
2372	Land Subdivision			
	A P G M Limited Partnership	3.6	25	
	Investico Development Corp	3.1	20	MI
	J A Bloch & Company	1.8	11	MI
	Medpark Inc	3.4	25	MI
	Nyco Investments & Company	2.9	19	
	Real Estate Development And Investment Company, Inc	6.1	74	MI
2373	Highway, Street, and Bridge Construction			
	The Dewey Group Llc	1.1	10	
2381	Foundation, Structure, and Building Exterior Contractors			
	Sova Steel Inc	8.8	45	MI
	O'Neill Masonry Construction Company	1.0	31	MI
	Robovitsky Construction Inc	7.0	40	MI
	Reid Glass Co , Inc	2.4	20	MI
	Arnold Goodman	3.4	14	
2382	Building Equipment Contractors			
	S & M Heating Sales Company	4.8	50	MI
	S & M Sheet Metal Ltd	5.9	60	MI
	United Painting Inc	4.6	100	
2389	Other Specialty Trade Contractors			
	American Carpet Engineers, Inc	1.0	16	MI
	American Pool Service Company	1.0	20	
	Statewide Disaster Restoration, Inc	1.9	30	MI

Manufacturing

31-33: Manufacturing		Revenue (\$ million)	Employees	State Of Incorporation
3118	Bakeries and Tortilla Manufacturing			
	The Bake Station Inc	1.4	14	
	The Bakers Choice Company	3.3	49	
3133	Textile and Fabric Finishing and Fabric Coating Mills			
	Vtec Technologies, Llc	2.9	30	MA
3141	Textile Furnishings Mills			
	Arden Corporation	36.6	50	MI
	Benhar Products International Inc	5.0	4	
	Krams Enterprises Inc	49.9	7	CA
3161	Leather and Hide Tanning and Finishing			
	GST AutoLeather, Inc.	292.1	60	
3219	Other Wood Product Manufacturing			
	Architectural Millwork Specialist, Inc	1.9	25	MI
3231	Printing and Related Support Activities			
	Addison Graphic Solutions, Inc	3.0	48	MI
	Behrmann Printing Company Inc	1.5	25	MI
	Future Reproductions Inc	1.2	20	MI
	Grigg Graphic Services, Inc	3.1	18	MI
	Nationwide Envelope Specialists Inc	4.0	14	MI
	Complete Document Management Corporation	1.1	20	MI
	Dunn Blue Print Company	10.0	28	MI
3251	Basic Chemical Manufacturing			
	Lumigen Inc	5.9	40	MI
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing			
	Detrex Corporation	81.9	10	MI
3255	Paint, Coating, and Adhesive Manufacturing			
	Piceu Group Limited	15.8	99	MI
	United Paint And Chemical Corp	13.9	100	MI
3261	Plastics Product Manufacturing			
	Abc Group Holdings Inc	29.0	1	
	Advanced Card Technology, Llc	4.6	15	
	Automotive Compnent Systems, Inc	4.3	1	MI
	Automotive Component Systems Of Michigan, Inc	1.5	--	MI
	Lear Corporation Eeds And Interiors	367.8	10	
	Lear Corporation Global Development, Inc	15.4	--	
	Lear Operations Corporation	17.1	1	
	Zanini Usa Inc	1.0	16	MI
3279	Other Nonmetallic Mineral Product Manufacturing			
	The R J Marshall Company	35.0	19	MI
3311	Iron and Steel Mills and Ferroalloy Manufacturing			
	General Manufacturing & Design, Inc	2.5	20	
3315	Foundries			
	Cmi-Management Services, Inc	20.1	--	MI
3322	Cutlery and Handtool Manufacturing			
	Cothery Investment Company	4.0	35	
3323	Architectural and Structural Metals Manufacturing			
	Jaimes Industries Inc	1.4	11	MI
	Capital Welding Inc	16.1	180	MI
	Lattimore & Tessmer Inc	2.1	35	MI
3326	Spring and Wire Product Manufacturing			
	Peterson American Corporation	77.9	--	MI
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing			
	Air-Matic Products Company, Inc	4.7	53	MI
3328	Coating, Engraving, Heat Treating, and Allied Activities			

	Rmt Woodworth Incorporated	2.6	40	MI
	Bio-Coat Inc	3.7	65	MI
	Bio-Vac Inc	2.0	40	MI
	X-Cel Industries Inc	2.6	50	MI
3329	Other Fabricated Metal Product Manufacturing			
	Maxitrol Company	36.5	--	MI
	Mack Industries, Inc	2.3	30	MI
3332	Industrial Machinery Manufacturing			
	Hayes Lemmerz International – Southfield, Inc	17.2	--	MI
3335	Metalworking Machinery Manufacturing			
	Select Steel Fabricators Inc	2.0	15	MI
	Bradley-Thompson Tool Company	1.8	30	MI
	Satellite Engineering & Manufacturing Inc	1.2	22	MI
	Innovative Creations, Ltd	1.2	20	
3339	Other General Purpose Machinery Manufacturing			
	Comau Pico Holdings Corp	135.4	--	DE
	Comau Pico Inc	135.4	250	MI
	Sterling Scale Company	2.1	23	MI
	Global Electronics Limited	3.3	39	MI
3359	Other Electrical Equipment and Component Manufacturing			
	Syndevco, Inc	4.1	31	MI
3361	Motor Vehicle Manufacturing			
	Morris Associates Inc	2.2	26	MI
3363	Motor Vehicle Parts Manufacturing			
	Federal-Mogul Piston Rings Inc	75.0	15	DE
	Kus Michigan, Llc	1.6	25	
	Federal-Mogul Corporation	6,286.0	--	MI
	DENSO International America, Inc.	831.8	385	DE
	Imported Auto Electric Exchange Corp	1.7	12	MI
	Collins & Aikman Corporation	--	--	DE
	Lear Corporation	17,089.2	281	DE
	Meridian Automotive Systems-Detroit Operations, Inc	21.2	200	MI
	Questor Partners Fund I Lp	165.1	1500	
	Qualitor, Inc.	180.0	5	
	Comer Holdings Llc	77.5	1	MI
	D T I Molded Products Inc	2.8	10	MI
	Federal-Mogul Products Inc	279.8	2600	MO
	Prestolite Wire Corporation	--	--	DE
	Qp Acquisition 2, Inc	134.0	20	MI
	Teksid Aluminum North America, Inc	5.0	20	DE
	Tractech Inc	16.5	45	
3391	Medical Equipment and Supplies Manufacturing			
	Msx International Business Services, Inc	6.4	35	
	Shulman And Kaufman Inc	3.0	60	MI
	Lettering Inc Of Michigan	2.0	10	MI
	Visual Productions Inc	4.8	25	MI
	Federal-Mogul Dutch Holdings Inc	6.9	15	
	Federal-Mogul Powertrain, Inc	46.2	8	MI
	Federal-Mogul Puerto Rico Inc	1.4	20	
	Felt Products Manufacturing Co	1.1	15	
	Fm International Llc	2.2	2	
	Mather Seal Company	18.1	235	
	Mccord Sealing Inc	1.3	18	
	Custom Corporation Of America	1.3	12	
	Royal Distributors Of Michigan, Inc	9.1	20	MI
	Sepia Packaging, Inc	1.0	10	MI
	Universal Wholesale Inc	20.0	--	MI

Wholesale Trade

42: Wholesale Trade		Revenue (\$ million)	Employees	State Of Incorporation
4231	<i>Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers</i>			
	W A Rucker & Associates	10.7	45	
	Abc Group Sales & Marketing Inc	4.5	40	
	Auma Engineered Products Inc	2.1	--	MI
	Automotive Refinish Technologies Inc	37.8	14	DE
	Barr, Terry Sales Llc	2.2	25	
	Gerard Thomas Company Inc	2.7	30	MI
	Kenmar Corporation	8.5	60	MI
4232	<i>Furniture and Home Furnishing Merchant Wholesalers</i>			
	Sci Floor Covering Inc	16.4	26	MI
4233	<i>Lumber and Other Construction Materials Merchant Wholesalers</i>			
	Ryan Building Materials Inc	12.6	35	MI
	T J Ceramic Tile Sales And Imports Inc	11.0	30	MI
	North Coast Commerical Roofing Systems	3.0	12	MI
4234	<i>Professional and Commercial Equipment and Supplies Merchant Wholesalers</i>			
	Dictation Sales & Services, Inc	17.0	35	MI
	Sales Control Systems Inc	2.5	29	MI
	Arzo Electronics Incorporated	1.8	12	MI
	Michigan Business Machines Inc	1.6	21	MI
	Pathtrace Systems, Inc	1.4	10	
	Resource Data Systems Corporation	2.2	15	MI
	The Henninger Corporation	6.3	--	MI
	Universal Solutions Inc	3.7	25	MI
	Med Share Inc	5.1	50	MI
	Medsupply Corporation, Inc	5.0	30	MI
	Northland Radiology, Inc	2.8	16	MI
	Phoenix Medical Supply , Inc	2.4	15	MI
	Wolverine X-Ray Sales & Service Inc	2.5	20	MI
	Applied Image Products Incorporated	5.0	17	MI
4235	<i>Metal and Mineral (except Petroleum) Merchant Wholesalers</i>			
	Advance Steel Company	11.1	50	
	Alliance Steel Inc	4.3	12	MI
	Copper & Brass Sales Inc	100.0	150	
	Copper and Brass Sales	--	--	MI
	Dofasco Usa Inc	2.3	10	DE
	Kobe Coating Company	2.5	11	DE
	Nance Steel Sales, Inc	2.5	11	MI
	ThyssenKrupp Materials NA, Inc.	--	--	DE
4236	<i>Electrical and Electronic Goods Merchant Wholesalers</i>			
	Allied Electric Supply Company	9.4	20	MI
	Michigan Chandelier Company Inc	11.4	15	MI
	Pegasus Theatrical Inc	3.0	14	MI
	Robert Milsk Company Inc	1.7	4	MI
4237	<i>Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers</i>			
	Air Design, Inc	2.6	10	MI
	Flo Co Supply Inc	9.1	18	
	R L Depmann Company	22.0	31	MI
4238	<i>Machinery, Equipment, and Supplies Merchant Wholesalers</i>			
	Wolverine Tractor & Equipment Co Inc	20.2	45	MI
	Corrsys-Datron Sensorsystems, Inc	2.0	12	MI
	Gt Technology Company Inc	4.6	30	MI

	J & L Industrial Supply	257.5	300	MI
	Rayhaven Equipment Company Inc	9.0	30	MI
	General Tape & Supply Inc	3.8	30	MI
	Brown, Sam Sales Company	3.2	--	MI
4239	Miscellaneous Durable Goods Merchant Wholesalers			
	Rocky International Inc	2.3	13	MI
4241	Paper and Paper Product Merchant Wholesalers			
	Rose Business Forms Company	6.5	35	MI
	Stylus Inc	11.0	8	MI
4244	Grocery and Related Product Merchant Wholesalers			
	International Wholesale, Inc	35.9	54	MI
4246	Chemical and Allied Products Merchant Wholesalers			
	Ain Plastics Of Michigan Inc	6.9	35	
	O P Noma Inc	100.0	500	
	Parts Cleaning Technologies, Llc	9.0	2	
	Roman Cleanser Products	3.9	22	
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers			
	Elite Brands Of Michigan	5.4	25	
4249	Miscellaneous Nondurable Goods Merchant Wholesalers			
	Southwind Enterprises Inc	3.3	25	MI

Retail Trade

		Revenue (\$ million)	Employees	State Of Incorporation
44-45: Retail Trade				
4411	Automobile Dealers			
	A & R Motors Inc	5.3	20	DE
	Art Moran Pontiac Gmc Inc	36.2	--	DE
	Field's Inc	4.3	19	MI
	Ford Avis Inc	81.7	94	MI
	Glassman Oldsmobile Inc	18.4	--	
	Page Toyota Inc	53.4	107	MI
	Southfield Jeep-Eagle	56.9	--	MI
	Star Lincoln Mercury Inc	18.9	72	MI
	Tamaroff Buick Inc	53.6	160	MI
	Tamaroff Dodge Inc	25.1	80	MI
4421	Furniture Stores			
	All-Star Desk Co	1.6	16	MI
	Gorman's Warehouse Inc	1.6	13	
4422	Home Furnishings Stores			
	Hob Enterprises Llc	8.5	100	MI
	Oakland Investment Inc	4.6	70	
	Premier Blind Factory L L C	1.7	25	
	The Print Gallery Inc	1.0	10	MI
4431	Electronics and Appliance Stores			
	Wireless Avenue	1.4	20	
4441	Building Material and Supplies Dealers			
	21300 8 Mile Rd Assoc Llc	5.6	40	
	United Paint Retail Centers Inc	2.6	32	MI
4451	Grocery Stores			
	Hiller Inc	64.8	13	MI
	Majestic Market, Inc	3.1	14	
	One Stop Kosher Market Inc	6.6	30	MI
	Southfield Save A Lot Food Store	2.3	25	
	Safeway Food Center Inc	2.5	25	MI
4452	Specialty Food Stores			

	Star Corned Beef Center Inc	1.9	30	MI
	Superior Meats Inc	1.8	10	MI
4461	Health and Personal Care Stores			
	Daring Corporation	3.5	3	MI
	D O C Optics Corporation	62.6	--	
	Detroit Optical Co	2.0	16	MI
	See Inc	2.8	50	MI
4471	Gasoline Stations			
	Brighton, Llc	6.0	25	
	Cloverleaf Amoco & Grill	1.7	14	
	D & D Services Inc	1.6	13	
	Mobil 1 Inc	1.3	11	
4481	Clothing Stores			
	Max Green's Men's Wear Inc	4.1	37	MI
	C'est La Vie Sportswear Inc	3.9	4	MI
	Greens Max Kids Wear Inc	1.9	50	
	Burlington Coat Factory Warehouse Of Southfield, Inc	6.5	100	
	Sun's Clothing Co Inc	1.5	15	
4483	Jewelry, Luggage, and Leather Goods Stores			
	Bednarsh, Morris Jewelry Design & Mfg Ltd	2.3	13	MI
	Darakjian Jewelers Inc	4.2	17	MI
	Gornbein, Norman Jewelry & Loan Inc	2.1	15	MI
	House Of Watchbands Inc	2.4	17	
4511	Sporting Goods, Hobby, and Musical Instrument Stores			
	International Golf Enterprises Inc	4.0	5	
4529	Other General Merchandise Stores			
	Dollar Castle Inc	3.5	8	MI
4531	Florists			
	Tfi Enterprises Inc	9.6	14	MI
4532	Office Supplies, Stationery, and Gift Stores			
	Specifications Service Company	1.3	15	MI
4539	Other Miscellaneous Store Retailers			
	Mcdonald Modular Solutions, Inc	9.9	2	MI
4543	Direct Selling Establishments			
	Vesco Oil Corporation	109.1	--	MI

Transportation and Warehousing

48-49: Transportation and Warehousing		Revenue (\$ million)	Employees	State Of Incorporation
4841	General Freight Trucking			
	Murrell Enterprises Inc	4.4	--	MI
4855	Charter Bus Industry			
	National Trails, Inc	1.3	--	MI
4859	Other Transit and Ground Passenger Transportation			
	Reddi-Ride Transportation Inc	1.8	26	MI
4885	Freight Transportation Arrangement			
	Cast North America	3.0	34	
	F X Coughlin Co	59.2	375	MI
	Rpl Associates Inc	6.5	16	MI
4931	Warehousing and Storage			
	Federal-Mogul Venture Corporation	51.0	1000	

Information

51: Information		Revenue (\$ million)	Employees	State Of Incorporation
5111	Newspaper, Periodical, Book, and Directory Publishers			
	Detroit Free Press	1.2	32	
	Detroit Jewish News, Llc	2.9	57	MI
	Jewish Community Online Llc	2.9	61	
	Lawrence Street Publications	2.8	26	
5112	Software Publishers			
	Computer Mail Services Inc	1.1	--	MI
	Global Information Systems	10.8	100	MI
	Master Data Center, Inc	7.8	98	MI
5121	Motion Picture and Video Industries			
	C V Media Inc	1.2	13	MI
	Christian Television Network Inc	1.8	20	MI
	The Production People Ltd	1.9	21	MI
	Hantz Air Llc	3.0	20	
	Milagro Post Llc	1.7	17	
	Tv 26 Detroit Inc	1.8	18	MI
5122	Sound Recording Industries			
	Gold Productions, Limited	3.5	18	MI
5151	Radio and Television Broadcasting			
	The Word Network	1.3	30	
	Wwj 950 Am	5.2	90	
	Channel 7 Of Detroit Inc	25.3	240	MI
	Community Media Agency, Inc	1.9	30	MI
	New World Communications Of Detroit, Inc	22.1	212	DE
	Viacom Television Station Inc	11.3	120	DE
	Wxon Inc	6.1	37	DE
5152	Cable and Other Subscription Programming			
	Scripts Networks	1.5	17	
5171	Wired Telecommunications Carriers			
	Adval Communications, Inc	4.2	21	
	Internet Operations Center	3.5	--	MI
5172	Wireless Telecommunications Carriers (except Satellite)			
	Answering Service Inc	7.5	40	MI
	Video Vision Inc	2.4	30	
5173	Telecommunications Resellers			
	Ldmi Telecommunications	57.2	250	MI
5179	Other Telecommunications			
	Epac Llc	3.9	19	
	Q-Media Inc	3.5	30	
5181	Internet Service Providers and Web Search Portals			
	Anx E-Business Corp	5.7	50	
	Drive Repair Service Corporation	2.5	6	MI
	Mirror Imaging Llc	1.7	3	
5182	Data Processing, Hosting, and Related Services			
	Actiondata Inc	4.9	100	MI
	ANXeBusiness Corp.	8.9	--	
	Computer Consultants Of America, Inc	10.2	--	MI
	Data Direction Inc	4.5	60	MI
	Gcc Servicing Systems	1.1	22	MI
	Open Solutions Inc	4.9	73	
	Peter Chang Enterprises Inc	1.0	18	MI
5191	Other Information Services			
	W W Enterprises Inc	1.5	20	MI

Finance and Insurance

52: Finance and Insurance		Revenue (\$ million)	Employees	State Of Incorporation
5221	<i>Depository Credit Intermediation</i>			
	Sterling Bank & Trust, Fsb	45.9	194	MI
	Central Corporate Credit Union	75.4	80	MI
	Peoples Trust Credit Union	5.9	35	
	Telcom Credit Union	21.0	56	MI
5222	<i>Nondepository Credit Intermediation</i>			
	Automotive Credit Corporation	19.0	67	MI
	Credit Acceptance Corporation	201.3	--	MI
	Bergin Financial, Inc	2.0	100	MI
	Ef & A Funding Llc	3.4	18	CA
	Franklin Home Lending Group Inc	1.4	20	
	Homestead Usa Inc	21.8	50	
	Major Mortgage Corporation	1.2	16	MI
	Mercury Financial, Inc	17.0	25	MI
	Mortgage Center Lc	7.9	36	
	Mvb Mortgage Corporation	6.6	47	OH
	Remington Mortgage, Inc	1.1	15	MI
	Stratford Funding, Incorporated	3.1	40	MI
	Tranex Financial Inc	6.1	38	MI
	U S Mutual Financial Corp Inc	1.1	11	MI
	Washington Mortgage Company	4.0	38	MI
	GMAC Commercial Finance	13.0	--	
	Gmac Commercial Finance, Llc	202.7	200	
5223	<i>Activities Related to Credit Intermediation</i>			
	Americare Mortgage Corporation	2.3	25	MI
	Capital Mortgage Funding Llc	5.4	70	
	Cms Mortgage Group Inc	5.3	45	MI
	Creative Mortgage Lending	1.1	15	
	First Mountain Mortgage, Corp	1.2	--	MI
	Five Star Mortgage Inc	3.1	40	MI
	Fmf Capital Llc	25.7	330	
	Infinity Mortgage Corp	2.0	15	MI
	Investaid Corporation	3.3	45	MI
	Marathon Financial Corporation	4.4	--	MI
	Michigan Fidelity Acceptance Corporation	64.3	84	MI
	Mortgage Acceptance Corp	5.2	57	
	Mortgage Planners Inc	1.1	15	MI
	Nationwide Investment Services Corporation	30.2	16	MI
	Odoms Financial Grp	1.3	18	
	Orian Financial	62.0	23	
	Pathway Financial Llc	10.2	--	
	Real Financial, L L C	2.0	29	
	Rockwell Mortgage Inc	1.7	22	
	Strategists, Inc	2.6	29	MI
	Service Centers Corporation	37.6	75	MI
	Central Clearing Co /Cash Now, Partners, Limited Partnership	6.0	60	
	Security Financial Services, Inc	550.0	12	MI
5231	<i>Securities and Commodity Contracts Intermediation and Brokerage</i>			
	Capital Investment Group, Llc	1.3	16	
5239	<i>Other Financial Investment Activities</i>			
	Wind Point Partners V L P	3.9	19	
	Advance Capital Group Inc	9.1	--	MI
	Advance Capital Services Inc	5.0	16	MI

	Hantz Financial Services, Inc	33.2	50	MI
	New Atlantis Financial Inc	2.0	20	
	Norris Financial Inc	1.3	15	MI
	P M F A Inc	15.0	80	MI
	Sigma Investment Counselors	1.4	14	MI
	Coop Network	1.2	15	
	Horizon Properties Inc	1.4	12	MI
	Questor Management Company LLC	25.6	--	
	Sam Brown Company	2.1	25	
	Six Mile/Newburgh Venture Inc	1.1	10	MI
	Trisource Group, Inc	2.8	28	MI
	Wind Point Partners	61.3	11	
	Wind Point Partners Vi, L P	43.4	--	
5241	Insurance Carriers			
	James E Jackson Agency Inc	4.0	17	
	Blue Care Network of Michigan	--	--	MI
	Cam Administrative Services, Inc	9.1	33	MI
	Cape Health Plan, Inc	23.9	84	MI
	Great Lakes Health Plan Inc	42.3	150	MI
	Great Lakes Health Plan, Inc.	14.9	--	MI
	Health Plan Of Michigan, Inc	16.8	52	MI
	M I D A Inc	50.3	--	
	PPOM, LLC	129.5	--	
	American Fellowship Mutual Insurance Co	10.2	43	MI
	First Mercury Insurance Company	6.6	100	
	Gmac Insurance Holdings	3,983.4	176	DE
	Meadowbrook Insurance Group Inc.	304.0	350	MI
	Motors Insurance Corporation	--	--	
	North Pointe Holdings Corporation	90.5	7	MI
	Star Insurance Company	158.1	240	MI
	Stewart Title Of Detroit Inc	4.7	25	MI
	American Public Entity Access Pools	5.1	20	
5242	Agencies, Brokerages, and Other Insurance Related Activities			
	A M Levin Insurance Associates Inc	4.1	50	MI
	Acordia Of Michigan, Inc	7.6	70	MI
	Capital Title Insurance Agency Inc	2.3	10	MI
	Comerica Insurance Services, Inc	2.9	25	
	Cornish, Zack, Hill And Associates Inc	1.9	21	MI
	Coverx Corporation	6.3	80	MI
	Detroit Title Insurance Agency Inc	2.9	--	
	Employee Health Insurance Management	2.3	20	MI
	First Mercury Financial Corporation	130.8	--	
	Group Associates, Inc	3.4	40	MI
	Huntington Affiliates, Inc	1.4	30	MI
	J S Clark Agency, Inc	5.0	24	MI
	Korotkin Insurance Group	3.4	40	
	Korotkin Insurance Group Inc	4.9	60	MI
	Mccurry Inc	2.3	100	MI
	Meadowbrook Inc	304.0	262	MI
	Nette & Associates Inc	1.0	10	MI
	North Pointe Financial Services Inc	12.4	120	MI
	North Pointe Insurance Co Inc	32.7	48	MI
	Primerica Financial Services	2.3	1	
	Professional Life Underwriters Services, Inc	2.2	25	MI
	Property & Casualty Solutions	2.2	25	
	Ralph C Wilson Agency Inc	3.4	30	MI
	The Albrecht Companies Inc	2.7	30	MI
	The Guarantee Company Of North America Usa	1.9	19	MI

United Insurance Co	3.8	35	
Zervos Agency Inc	1.3	14	MI
Zervos Group, Inc	3.4	30	MI
Associated Claim And Investigation Service, Inc	1.5	16	MI
Butler & Associates Adjusting	1.4	11	MI
Globe Midwest Corporation	3.0	26	MI
Evaluation Group Inc	2.3	20	MI
American Benefit Group	3.0	35	
American Risk Pooling Consultants Inc	1.8	10	MI
5259 Other Investment Pools and Funds			
R E Investments Inc	4.5	12	MI
Davis And Davis Consulting Llc	3.0	23	
Fifty Strong Inc	2.3	25	
Origen Financial Llc	26.5	125	
Origen Financial, Inc.	74.0	--	DE
Plante & Moran Investment Partnership	50.0	500	
Sun Communities, Inc.	211.6	65	

Real Estate, Rental & Leasing

53: Real Estate, Rental & Leasing	Revenue (\$ million)	Employees	State Of Incorporation
5311 Lessors of Real Estate			
200 River Place Lofts Assoc	2.3	100	
Ari-El Limited Partnership I	1.3	13	MI
Hartman And Tyner, Inc	24.3	30	MI
Southfield Limited Dividend Housing Association	1.8	30	
The Fountains At Franklin Retirement Community Inc	2.0	80	
The Trowbridge	1.4	50	
Wingate Management Corp	2.0	20	MI
York Properties Inc	1.1	9	MI
Ziecor Inc	1.5	5	MI
A li Lp	1.2	20	
Brownstown One Llc	1.8	30	
Equitable Group Inc	1.0	11	
First Center Office Plaza	1.2	21	
H Salt Esquire Management Co	1.0	10	
Kaftan Enterprises Inc	1.3	6	MI
Macomb Mall Associates Limited Partnership	4.5	100	MI
North Management Inc	1.2	9	MI
Park Shelton Associates Limited Partnership	1.2	10	
Park West Properties Inc	5.0	100	
Pontiac Mall Limited Partnership	2.0	27	
R C & T Land Company	1.5	25	
Schostak Brothers & Company, Inc.	3.5	--	MI
Seven Mile/Farmington Inc	5.3	100	MI
Sosnick Family Limited Partnership	2.8	50	MI
Van Masters Management Inc	6.4	10	MI
Apex Management Inc	2.3	55	
Joseph Fetter	1.0	13	
5312 Offices of Real Estate Agents and Brokers			
Amurcon Corporation	4.4	28	MI
Ari-El Enterprises, Inc	1.6	18	MI
Berger Realty Group, Inc	2.6	22	MI
Bre/Southfield Llc	1.5	50	MI
Century 21 Professional Realty	1.0	30	

	Ctt Partners Llc	2.4	73	
	Farbman Management Group Of Michigan Inc	2.8	125	MI
	Forbes/Cohen Properties	4.0	30	
	Franklin Terrace Apartments, Llc	1.2	40	
	Highland Management Company L L C	1.0	25	
	Huntington Management Llc	2.1	80	MI
	Infiniti Property Management	1.5	50	
	Insite Commercial Group Llc	1.3	40	
	Jem Marketing, Inc	3.8	10	MI
	Judy Walker & Associates Inc	1.0	28	MI
	Max Broock Realtors	2.9	3	MI
	Nemer Property Group Inc	1.3	25	MI
	Phoenix Place Ldha Lp	1.6	12	MI
	Redico Management Inc	1.6	25	MI
	Ron Simpson & Associates Inc	1.0	10	MI
	Sadie Rose	1.0	10	
	Schostak Financial Co	2.1	80	
	Seligman & Associates Inc	1.9	35	MI
	Signature Associates-ONCOR International	--	--	MI
	Slb Management Inc	1.3	20	
	Sun Home Services Inc	2.8	25	MI
	The Farbman Group Inc	3.7	100	MI
	Ushman & Wakefield Of Michigan Inc	1.1	41	MI
	V & F Realty And Management Inc	1.0	30	
	Wyndham & Associates, Inc	7.2	19	GA
5313	Activities Related to Real Estate			
	The Lexington Of Southfield	1.0	27	
5321	Automotive Equipment Rental and Leasing			
	Axis Vehicle Services Inc	7.9	30	
5322	Consumer Goods Rental			
	Alert Medical Inc	1.8	28	MI
	Starr Home Health Care Inc	1.9	25	MI
	Blue Water Technologies Group, Inc	5.2	80	
5324	Commercial and Industrial Machinery and Equipment Rental and Leasing			
	Allingham Corporation	2.6	35	MI
5331	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)			
	Kasapis Bros Inc	7.0	5	MI
	Metropolitan Franchise Corporation	1.0	6	MI

Professional, Scientific, & Technical Services

54: Professional, Scientific, and Technical Services		Revenue (\$ million)	Employees	State Of Incorporation
5411	Legal Services			
	Bassey And Selesko Pc	1.0	18	
	Brooks Kushman P C	7.4	100	MI
	Carter & Gebauer	1.4	22	
	Collins, Einhorn & Farrell, P C	3.2	50	MI
	David Ruskin	2.0	30	
	Erllich Rosen & Bartnick Corp	1.1	15	MI
	Fieger & Fieger, P C	3.2	50	MI
	Freid, Saperstein & Abatt Pc	1.8	30	MI
	Gary D Nitzkin Pc	1.6	20	MI
	Gittleman & Paskel Pc	1.8	30	MI
	Gold & Lange & Majoros Pc	1.6	20	
	Goodman & Acker Inc	2.5	30	MI

	Gursten, Koltonow, Gursten, Christensen & Raitt Pc	1.4	24	MI
	Hoffman & Wartell	5.5	60	
	Howard Zoller	2.0	31	
	Jaffe, Raitt, Heuer & Weiss, Professional Corporation	12.9	180	MI
	John Artz Pc	1.7	21	
	Kluczynski, Girtz, Zamler, Mccubbrey	1.8	30	
	Kupelian Ormond & Magy, A Professional Corporation	3.0	35	MI
	Law Firm Of Bernstein Pc	4.9	21	MI
	Leikin And Ingber, P C	2.0	30	MI
	Levine Benjamin Tushman Bratt Jerris And Stein Pc (Inc)	2.6	40	MI
	Maddin Hauser Wartell Roth Heller & Pesses Attorneys	6.8	100	MI
	Matt G Curtis	5.9	80	
	Meklr, Nolish, Friedman & Associates Pc	2.3	35	
	Miller Shpiece & Tischler P C	1.1	14	
	Mindell, Panzer, Malin & Kutinsky	1.9	31	
	Novara, Tesija & Mcguire, Plc	1.2	16	MI
	Peter M Schneiderman & Associates, P C	1.6	20	MI
	Raymond & Prokop Pc	5.0	75	MI
	Robert M Pilcowitz P C	1.6	25	
	Romain, Kuck, & Egerer, Pc	2.4	38	MI
	Seyburn Kahn Ginn Bess & Serlin Professional Corp	6.1	90	MI
	Siemion, Huckabay, Bodary, Padilla, Morganti & Bowerman P C	2.1	32	MI
	Sommers Schwartz Silver & Schwartz Professional Corp	1.2	20	MI
	Sullivan Ward Asher & Patton Pc	9.2	130	MI
	Thomas, Degrood & Witenoff & Hoffman Pc	1.1	15	MI
	Zamler, Mellen, Shiffman	7.1	47	MI
	Del Process Services Inc	1.3	30	MI
	Records Deposition Service Inc	2.6	70	MI
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services			
	Plante & Moran, LLP	--	--	
	Zalenko & Associates P C	1.9	40	MI
	Accesspoint Llc	61.0	1000	
	Kirschner Hutton Shevin, P C	2.0	14	MI
	P & M Holding Group Llp	91.7	1	
	Report Systems Inc	1.1	25	
5413	Architectural, Engineering, and Related Services			
	Barton Malow Design, Inc	5.1	78	MI
	Cdpa Architects Inc	1.4	22	
	Etchen Gumma Ltd	1.5	10	MI
	Giffels, Inc	9.2	130	
	Harley Ellis Devereaux Corporation	33.4	--	MI
	Jga, Inc	6.0	50	MI
	Neumann / Smith And Associates Inc	2.9	50	MI
	Redstone Architects Inc	1.2	11	MI
	Rich & Associates, Inc	2.5	21	MI
	Rossetti Associates Inc	4.0	40	MI
	Superior Engineering Associates Inc	2.0	17	MI
	Professional Grounds Service, Llc	1.8	30	
	Arcadis G&M Of Michigan, Llc	2.9	50	
	Di Clemente Fiegel Design	4.3	60	MI
	Di Clemente Siegel Design Inc	7.3	70	MI
	Dsea Associates	3.8	75	MI
	Egs Inc	6.2	75	
	Engineering Service Inc Of America	6.4	60	MI
	Engineering Solid Solutions, Inc.	3.0	--	
	Equilibrium Corp	2.8	9	MI
	Golden Eagle Aviation Inc	1.1	20	MI
	Hawtal Whiting Resource Solutions Inc	1.6	25	MI

	Lear Technology Corporation	3.5	60	MI
	Quality Engineering Company	1.5	15	
	Ricardo Meda Technical Services Llc	9.0	123	MI
	Nelson-Mill Co	1.8	45	MI
	Echelon Technologies	2.2	60	MI
5414	<i>Specialized Design Services</i>			
	Ax Inc	1.1	16	MI
	Riegner & Associates Inc	1.2	21	MI
5415	<i>Computer Systems Design and Related Services</i>			
	Best Computer Consulting Inc	1.7	20	MI
	Elysium Inc	4.6	11	CA
	Idea Consultants Incorporated	2.5	35	MI
	Ideation International Inc	1.8	22	
	Isystek Inc	3.5	43	MI
	Millennium Software Incorporated	24.6	95	MI
	Miracle Software Systems, Inc.	25.5	--	MI
	Ncode International, Inc	2.8	--	MI
	Plexus Technologies Inc	4.0	10	MI
	Provect Technologies Inc	1.0	11	MI
	Radley Corporation	8.5	40	MI
	Systems Services Inc	1.6	22	
	Technoserve	1.4	20	MI
	Technosoft Corporation	45.0	400	
	The Detroit Gauge And Tool Company	2.9	27	MI
	Webrunners, Inc	4.8	50	MI
	Berbee Information Networks	2.4	37	
	Callitechnic Llc	1.2	12	
	Enco Systems, Inc	4.7	25	
	Ideal Technology Solutions U S , Inc	8.0	50	
	Kpk Technologies, Inc	1.5	21	
	Liam Moore Associates Llc	2.2	30	
	Michigan Internet Association Ltd	1.2	10	MI
	Millennium Technical Consultants, Inc	1.7	2	MI
	Pac Resources usa Inc	2.4	26	
	R C M Technologies Inc	4.0	40	
	Sysware Healthcare Systems Inc	14.9	14	MI
	Xede Consulting Group Inc	1.4	--	MI
	Computerized Facility Integration, Llc	2.9	40	
	Data Express Co	1.2	16	MI
	Proforma Corporation	--	--	MI
5416	<i>Management, Scientific, and Technical Consulting Services</i>			
	AlixPartners, LLC	170.0	--	MI
	Bbk, Ltd	2.9	40	MI
	Caring Hands Management Co Llc	1.1	14	MI
	Ciena Health Care Management Inc	191.4	--	MI
	Consolidated Financial Corporation	2.4	38	MI
	Consultants Intrntl	3.1	50	
	Home Dental Management Group Llc	2.4	35	
	Innovative Training Integrators, Llc	1.8	25	
	Luftig & Warren International Inc	2.3	29	MI
	Omni International Trading & Consulting Corp	3.7	21	MI
	Perry Johnson Registrars Inc	13.0	57	MI
	Questor Partners Fund Ii, L P	379.3	3	
	Semperian, Inc	136.7	--	DE
	Toda Inc	3.8	100	MI
	United Information Technologies, Inc	1.7	24	MI
	Brown Rehabilitation Management Inc	3.2	50	MI
	Midwest Reemployment Associates Inc	2.3	55	MI

	Synova Inc	100.0	40	MI
	The H R Management Group Inc	2.7	40	
	Batson & Assoc	3.6	60	
	Jay R Slavsky, Inc	5.0	42	MI
	Park Avenue International	1.1	15	
	Barton Malow Enterprises, Inc	51.7	243	MI
	Creative Credit Solutions Llc	1.2	10	
	E-Business Partners, Inc	1.6	17	MI
	Gabriel Roeder Smith & Company	24.0	69	MI
	Healthcare Management Solutions, Inc	1.1	15	MI
	John V Mccarthy & Associates Inc	1.0	13	
	Jonna Construction Company, Llc	30.0	32	MI
	Metro Hospitalists Pc	1.1	15	
	Perry Johnson, Inc	24.0	200	MI
	Pmc America Inc	1.3	20	
	Pmc America Inc	2.4	20	MI
	Ronnisch Construction Group, Inc	29.4	31	MI
	Smith Homes Resident Council Inc	1.0	13	MI
	Sobel Co	3.5	19	MI
	Speedshelf Systems Inc	1.3	24	MI
	Star Trax, Inc	10.0	160	MI
	Td Scan (U S A), Inc	3.9	10	MI
	Vgs Consultants, Inc	1.1	15	
	Visual Productions, Inc	3.2	50	MI
	Wellness Institute Of America	3.5	55	MI
	Allecon Stock Associates Llc	2.3	20	
	Altech Environmental Services, Inc	1.0	--	MI
	Comprehensive Systems Inc	2.2	35	MI
	Net Results Group	6.0	25	MI
	Ramsoft Systems Inc	8.8	--	MI
	Tel-Adjust Inc	2.0	10	MI
5417	Scientific Research and Development Services			
	Molecular Innovations Inc	7.2	99	MI
5418	Advertising and Related Services			
	Alpha Omega Communications, Inc	1.7	10	
	GlobalHue	--	--	MI
	Impatto Custom Marketing, Inc	5.2	10	MI
	Mars Advertising Company Incorporated	61.7	345	MI
	Mort Crim Communications Inc	3.0	15	MI
	Smith-Winchester Inc	2.2	16	MI
	Sussman, Sikes & Associates Inc	4.3	20	MI
	W. B. Doner & Company	155.7	285	MI
	Airfoil Public Relations, Inc.	3.6	30	MI
	Caponigro Public Relations Inc.	1.8	20	MI
	Council Syrian	1.1	12	
	Motivational Marketing, Inc	13.0	30	MI
	Nouveau Design Studio	1.5	20	
	Alex Delvecchio Enterprises Inc	1.6	20	
	Craig Richard Promotional Products Inc	5.8	16	MI
	Custom Promotions Inc	8.3	10	MI
	Imperial Marketing Inc	7.9	55	MI
5419	Other Professional, Scientific, and Technical Services			
	Allison - Fisher International Llc	2.1	34	
	Crimmins & Forman Marketing Research, Inc	3.2	5	MI
	Millward Brown International	1.3	25	
	Moore, Jack P & Associates Inc	1.8	--	MI
	Opinion Search	2.5	75	MI
	R. L. Polk & Co.	--	--	DE

Shifrin-Hayworth Inc	1.6	34	MI
Maynards Industries (1991), Inc	1.3	6	DE

Management of Companies and Enterprises

55: Management of Companies and Enterprises	Revenue (\$ million)	Employees	State Of Incorporation
5511 Management of Companies and Enterprises			
888 Big Beaver Associates Llc	1.7	30	
M Kt Holdings Inc	1.5	10	MI

Administrative, Support, Waste Management, & Remediation Services

56: Admin., Support, Waste Mgmt & Remed Svcs	Revenue (\$ million)	Employees	State Of Incorporation
5611 Office Administrative Services			
National Foot Care Program Inc	1.4	25	MI
5613 Employment Services			
Acclaimed Home Care	1.9	60	
Health Promotion Inc	1.8	30	
M & M Nursing Services Inc	2.1	--	
Operation Able Of Michigan	1.7	20	MI
Samaritan Private Duty Nursing, Inc	1.5	25	
United Personnel, Inc	1.9	100	
About Faces Productions	1.1	10	MI
Affiliated Models Incorporated	1.4	20	MI
American Temporary Resources Inc	2.1	100	MI
Arcadia Health Services Inc	110.0	25	MI
Arcadia Services, Inc	110.0	60	MI
Charter School Administration Services, Inc	3.3	200	MI
Contract Esolutions Group, Llc	2.5	50	
Grayrose Inc	2.8	60	MI
Staffpro America Inc	1.9	75	MI
The Health Exchange	1.6	12	MI
Transport Logistics, Inc	2.5	140	MI
Contract People Corporation	1.5	45	
Preferred Network Services Inc	2.0	20	
Wel-Tek International Corporation	2.2	125	MI
5614 Business Support Services			
Triumph Telecom Systems	1.2	12	
Associated Community Service	9.8	300	
Insight Teleservices, Inc	4.9	145	MI
All State Credit Bureau Inc	1.1	25	MI
Automated Collection Systems, Inc	1.2	23	MI
First Recovery Group Llc	4.0	17	
Goodman & Poeszat Plc	1.0	20	MI
TechTeam Global, Inc.	166.5	256	DE
Johnson & Associates Inc	2.5	99	
A A N Company Inc	1.5	--	MI
Comerica Leasing Corporation	1.3	15	MI
Federation Of Independent	1.2	25	
Goh's Inventory Service Inc	1.4	33	MI

	Jmac Commercial Finance	2.4	65	
	Lincoln Financial Distributors, Inc	2.6	70	
5615	Travel Arrangement and Reservation Services			
	Cadillac Travel Inc	4.3	18	MI
	Doneson World Class Travel	3.0	14	MI
	Hamilton, Miller, Hudson & Fayne Travel Corporation-Agency, Inc	14.2	50	MI
	Selective Travel Management	1.5	14	MI
	Sky Bird Travel And Tour Inc	12.1	24	MI
5616	Investigation and Security Services			
	Cwn Escort & Personal Protection Agency Inc	1.0	10	MI
	Guardian Guard Services, Inc	17.1	400	MI
	Nation Wide Services, Inc	13.6	25	MI
	Rsig Security, Inc	17.6	700	MI
	Guardian Armored Security Inc	5.7	25	MI
	All Type Security Inc	1.7	23	MI
	Guardian Medical Monitoring Inc	1.4	38	MI
	Progressive Security Concepts, Llc	5.0	250	
5617	Services to Buildings and Dwellings			
	Amon Facility Services	3.4	350	
	D & K Services	1.0	38	
	Jani-King Of Michigan, Inc	6.5	24	
	Maintenance Management Corp	3.3	40	MI
	Ofs Acquisition, Inc	5.8	12	MI
	Preferred Building Services, Llc	3.4	150	
	Ruth Industries, Inc	1.0	100	MI
	Pic Maintenance Inc	10.3	150	MI
5619	Other Support Services			
	Alliance Steel Processing Inc	1.5	--	
	Southeast Michigan Chryslerplymouth Dealer Association Inc	1.5	50	MI
5629	Remediation and Other Waste Management Services			
	Eco Solutions 2000 Inc	1.8	20	

Educational Services

61: Educational Services		Revenue (\$ million)	Employees	State Of Incorporation
6111	Elementary and Secondary Schools			
	Academy Of Detroit North Association	7.1	25	
	Academy Of Warren	1.3	50	MI
	Advanced Technology Academy	1.2	20	MI
	Akiva Hebrew Day School	2.6	100	MI
	Beth Yehudah Yeshivath	2.9	70	MI
	Laurus Academy	1.2	45	
	Southfield Public School District	141.9	100	MI
6113	Colleges, Universities, and Professional Schools			
	Lawrence Act Technological University	50.2	525	MI
6114	Business Schools and Computer and Management Training			
	Aress Corporation	1.4	20	MI
	Novatech Computer Training Center Inc	1.2	10	MI
	S C Group, Inc	9.2	160	MI
6115	Technical and Trade Schools			
	Academy Of Southfield	1.6	41	
	Ross Education, Llc	10.6	99	MI
	Specshoward School Of Broadcast Arts	1.5	57	MI

Health Care and Social Assistance

62: Health Care and Social Assistance		Revenue (\$ million)	Employees	State Of Incorporation
6211	Offices of Physicians			
	Associated Vision Consultants Pllc	1.5	12	
	Associates In Dermatology, P C	1.2	20	
	Associates In Medicine Pc	1.7	25	MI
	Associates In Neurology Pc	1.8	20	MI
	Cardiovascular Associates Pc	2.3	19	MI
	Consultant In Sleep & Pulmonary Medicine	1.7	25	
	Consultants In Ophthalmic And Facial Plastic Surgery Pc	1.6	5	MI
	Consulting Physicians Pc	1.8	3	MI
	David M Davis Md Pc	2.1	15	MI
	Doctors Referral Service Inc	1.5	16	MI
	Franklin Medical Consultants Pc	1.4	25	MI
	Glaucoma Center Of Michigan Pc	2.1	30	MI
	Heart Cardiology Consultants	1.6	27	MI
	Lewis & Carney Pc	2.1	30	
	Lighthouse Hospice Lp	2.1	30	
	Martin E Tessler Md Pc	1.3	22	MI
	Med-Scan, Inc	1.5	8	MI
	Michigan Cornea Consultants Pc	1.0	15	MI
	Michigan Evaluation Group, Inc	1.5	17	
	Michigan Eyecare Institute Pc	1.7	18	MI
	Michigan Head & Spine Insitute Pllc	4.5	65	
	Millennium Medical Group Pc	2.8	40	MI
	Nephron Associates Pc	1.4	20	MI
	Newland Medical Associates Pc	2.5	22	MI
	North West Eye Physicians Pc	1.5	17	
	Northland Anesthesia Associates Pc	1.0	15	MI
	Northwest Eye Physicians Inc	1.0	18	MI
	Northwest Ob-Gyn Associates, P C	1.2	20	MI
	Northwest Obgyn Inc	1.2	20	
	Ophthalmology Associates Pc	1.4	--	MI
	Pavilion Family Practice P C	1.4	20	MI
	Preferred Urology Consultants Pc	1.4	20	MI
	Pulmonary & Internal Med Spec, Pc	1.4	20	MI
	Retina Consultants Inc	1.7	25	
	Retina Consultants Of Michigan Pc	1.9	27	
	Reynolds, Dr L & Associates Pc	5.5	40	MI
	Sandberg, Kantor & Eisenberg Md Pc	1.0	18	MI
	Shumer, Steven, Md & Tessler, Inc	1.4	20	
	Southfield Obstetrical Inc	1.0	15	
	Southfield Radiology Associates, Pc	1.7	29	
	University Womes Care	1.4	20	
	Weissman, Gitlin & Herkowitz Md Pc	4.9	30	
	William C Sharp Md	1.0	15	
	William Leuchter Md Pc	1.7	24	MI
	Women Care	1.4	20	
	Northwest Dermatology Group Pc	1.7	30	MI
6212	Offices of Dentists			
	Noah R Levi D D S	3.5	40	
	Professional Endodontics Pc	1.2	30	MI
6213	Offices of Other Health Practitioners			
	Tri-County Physical Therapy & Rehabilitation Inc	1.3	40	MI
6214	Outpatient Care Centers			

	Southfield Dialysis Facility P C	1.7	30	
	Concentra Medical Centers	7.7	--	
	Education Training Research Services Inc	1.2	22	
	Northland Family Planning Clinic Inc	1.2	20	MI
	Sunshine Rehab Services Inc	2.5	85	
6215	Medical and Diagnostic Laboratories			
	Hospital Consolidated Laboratories	7.0	--	MI
	The Mobile Medical Group Inc	6.5	62	MI
6216	Home Health Care Services			
	Arcadia Health Care Inc	4.0	60	
	Arcadia Resources, Inc.	--	--	
	Care Solutions Network Inc	1.2	50	MI
	Chhc, Inc	1.7	63	MI
	Family Care Choice & Services	1.0	40	MI
	Friendly Home Health Services	1.3	60	MI
	Health Care Partners Inc	4.0	225	MI
	Health Partners, Inc	11.5	300	MI
	Home Health Network Inc	1.6	75	
	Pediatric Special Care Inc	2.5	75	
6219	Other Ambulatory Health Care Services			
	Community Emergency Medical Service Inc	15.2	250	MI
	Retail Health Network Inc	10.0	250	MI
6221	General Medical and Surgical Hospitals			
	Providence Hospital and Medical Centers	881.9	--	
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals			
	Straith Hospital For Special Surgery Inc	13.8	155	MI
6231	Nursing Care Facilities			
	Lahser Hills Care Center	2.7	130	
	Lakeland Center	2.0	115	MI
	Medilodge Of Southfield, Inc	5.4	250	MI
	Samaritan Group Home Inc	1.4	2	MI
	Southfield Rehabilitation Company	2.0	120	MI
6232	Residential Mental Retardation, Mental Health and Substance Abuse Facilities			
	Easter Seal Society Of Southeastern Michigan Inc	6.7	275	MI
6233	Community Care Facilities for the Elderly			
	Evergreen Health And Living Center	1.8	93	
	Pediatrics Special Care	2.0	100	MI
	Presbyterian Villages Of Michigan	28.4	250	MI
6239	Other Residential Care Facilities			
	Angel's Place, Inc	1.4	43	
	St Francis Family Services Inc	1.7	21	
6241	Individual and Family Services			
	Luthern Adoption Service	1.1	--	MI
	Orchards Childrens Services, Inc	3.5	100	MI
	Spaulding For Children	7.7	54	MI
	Area Agency On Aging 1-B	37.0	50	MI
	Creative Images, Inc	5.7	200	MI
	Jewish Family Service Inc	2.1	105	MI
	Life For Relief And Development	10.6	10	MI
6243	Vocational Rehabilitation Services			
	Jewish Vocational Service & Community Workshop	21.0	200	MI
	The Art Of Winning Sales Training Inc	1.2	25	MI
6244	Child Day Care Services			
	Academy Of Detroit Schools	5.6	35	MI

Arts, Entertainment, & Recreation

71: Arts, Entertainment, and Recreation		Revenue (\$ million)	Employees	State Of Incorporation
7114	<i>Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures</i>			
	Brookdale Living Community Of Michigan	2.3	60	
	Gail & Rice	1.8	60	MI
	Great Lake Technologies Group	1.2	25	
	National Medical Management, Inc	1.1	24	
	Sigma Management Services, Inc	2.6	15	
	U S Medical Management	6.0	180	
7139	<i>Other Amusement and Recreation Industries</i>			
	Bally Total Fitness International, Inc	19.4	25	MI

Accommodation & Food Services

72: Accommodation and Food Services		Revenue (\$ million)	Employees	State Of Incorporation
7211	<i>Traveler Accommodation</i>			
	Carlton Essex Management	2.0	60	
	Global Equities & Loans, Inc	2.0	30	
	Sayo, Inc	3.0	65	MI
	Midwest Lodging Inc	1.2	20	MI
7221	<i>Full-Service Restaurants</i>			
	12 Mile Southfield Big Boy 347	1.0	45	
	C A Muer Corporation	45.5	746	
	Darco Inc	6.0	20	MI
	Musashi International, Inc	1.0	50	MI
	R&A Foods Inc	1.1	50	
	Ramrock, Inc	2.8	95	MI
	Suncoast Cafe & Deli Inc	1.5	12	MI
	Sweet Lorraine's Inc	1.7	--	MI
	The Exchange Inc	1.4	65	MI
	Virtuoso Restaurant And Catering, Inc	1.5	27	
7222	<i>Limited-Service Eating Places</i>			
	Granader Family Reataurants Inc	1.3	3	MI
	Guy Enterprises	1.3	60	
	Jaydon Enterprises Inc	1.4	65	MI
	King Venture, Inc	69.4	25	MI
	Lou's Finer Delicatessen Inc	1.0	40	MI
	Scamadoni Inc	2.0	30	
	Tayven Inc	1.0	42	MI
	The Brown Food Group Inc	1.5	30	MI
	Zoup! Fresh Soup Company, LLC	--	--	

Other Services

81: Other Services (except Public Administration)		Revenue (\$ million)	Employees	State Of Incorporation
8112	<i>Electronic and Precision Equipment Repair and Maintenance</i>			
	Ameriflex Co Inc	2.5	11	MI
	Great Lakes Data Systems, Inc	3.0	20	MI
	Tower Computer Services Inc	1.3	12	MI
	Ultracom Inc	4.3	40	MI
8114	<i>Personal and Household Goods Repair and Maintenance</i>			
	Brines Refrigeration, Heating & Cooling Inc	5.2	18	MI

8122	Death Care Services			
	The Ira Kaufman Chapel Inc	2.5	23	MI
8123	Drycleaning and Laundry Services			
	Lois Gross Cleaners Inc	1.4	30	MI
8129	Other Personal Services			
	Estate Planning Institute Of Michigan Llc	2.0	12	
	Polk Carfax, Inc	4.6	1	MI
8131	Religious Organizations			
	Congregation Shaarey Zedek Inc	2.6	90	MI
	Faith Christian Academy	2.4	--	MI
8132	Grantmaking and Giving Services			
	National Multiple Sclerosis Society, Michigan Chapter (Inc)	1.2	30	MI
8133	Social Advocacy Organizations			
	Michigan Humane Society W	1.3	30	
	Children's Leukemia Foundation Of Michigan	1.5	12	MI
8134	Civic and Social Organizations			
	Alzheimers Assc Inc	3.1	45	MI
	Central State University	1.5	100	
	The Salvation Army	3.4	--	
8139	Business, Professional, Labor, Political, and Similar Organizations			
	Automotive Industry Action Group	9.5	60	MI
	Michigan Association Of Police 911	1.1	14	MI
	Brotherhood Of Maintenance Of Way Employees	6.2	45	
	Michigan Association For Public Employees	1.0	15	
	Five Thousand Town Center Condominium Assoc	141.6	18	

Reference USA Data: Southfield Firms by Industry Sector, 2006

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Construction

23: Construction		Employment	Sales	Location Type
2361	Residential Building Construction			
	Bouey's Touch	1 to 4	\$1 to \$2.5 Million	Single Location
	Campbell-Manix Inc	30	\$20 to \$50 Million	Single Location
	Construction Communications	26	\$5 to \$10 Million	Single Location
	Construction Specialists	20	\$5 to \$10 Million	Single Location
2381	Foundation, Structure, and Building Exterior Contractors			
	Bobson Construction	20	\$2.5 to \$5 Million	Single Location
2383	Building Finishing Contractors			
	Carlo Tile & Marble Co	15	\$1 to \$2.5 Million	Single Location

Manufacturing

31-33: Manufacturing		Employment	Sales	Location Type
3222	Converted Paper Product Manufacturing			
	Business Forms Svc Inc	7	\$2.5 to \$5 Million	Single Location
3339	Other General Purpose Machinery Manufacturing			
	Adams Automation	12	\$2.5 to \$5 Million	Single Location
	Comau Pico	500	\$100 to \$500 Million	Single Location
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing			
	Corrsys Datron Sensorsystems	9	\$1 to \$2.5 Million	Single Location
3363	Motor Vehicle Parts Manufacturing			
	Collins & Aikman Corp	130	Over \$1 Billion	Headquarter

Wholesale Trade

42: Wholesale Trade		Employment	Sales	Location Type
4233	Lumber and Other Construction Materials Merchant Wholesalers			
	ABC Supply Co	13	\$5 to \$10 Million	Branch
4234	Professional and Commercial Equipment and Supplies Merchant Wholesalers			
	Business Services	14	\$5 to \$10 Million	Single Location
4235	Metal and Mineral (except Petroleum) Merchant Wholesalers			
	Copper & Brass Sales Inc	69		Subsidiary
4238	Machinery, Equipment, and Supplies Merchant Wholesalers			
	Case Power & Equipment	100	\$50 to \$100 Million	Single Location
4239	Miscellaneous Durable Goods Merchant Wholesalers			
	ABC Group	40	\$20 to \$50 Million	Single Location
	Boehle Chemicals Inc	4	\$2.5 to \$5 Million	Single Location

Retail Trade

44-45: Retail Trade		Employment	Sales	Location Type
4431	Electronics and Appliance Stores			
	ABC Warehouse	50	\$10 to \$20 Million	Branch
	Blue Water Technologies	75	\$20 to \$50 Million	Single Location
	Bof Tech	8	\$2.5 to \$5 Million	Single Location
	BPI Information Systems	50	\$10 to \$20 Million	Single Location
	Business Systems Group Inc	2	\$500,000 to \$1 Million	Single Location
	Comprehensive Systems	10	\$2.5 to \$5 Million	Single Location
	Compsat Technology Inc	10	\$2.5 to \$5 Million	Single Location
	Computer Mail Svc Inc	15	\$5 to \$10 Million	Single Location
	Concurrent Computer Corp	5	\$1 to \$2.5 Million	Branch
4441	Building Material and Supplies Dealers			

	Constellation Newenergy Inc	20	\$5 to \$10 Million	Single Location
4451	Grocery Stores			
	7-Eleven	9	\$1 to \$2.5 Million	Branch
4461	Health and Personal Care Stores			
	Cardinal Health	32	\$5 to \$10 Million	Branch
4482	Shoe Stores			
	City Slicker Shoes	4	\$500,000 to \$1 Million	Branch
4483	Jewelry, Luggage, and Leather Goods Stores			
	Conti Giorgio Jewelers Inc	4	\$500,000 to \$1 Million	Single Location
4511	Sporting Goods, Hobby, and Musical Instrument Stores			
	Champs Sports	33	\$2.5 to \$5 Million	Branch

Transportation and Warehousing

48-49: Transportation and Warehousing		Employment	Sales	Location Type
4842	Specialized Freight Trucking			
	C-Mack Invotronics Inc	30	\$2.5 to \$5 Million	Single Location
4853	Taxi and Limousine Service			
	Aadvance Tickets & Tours	14	\$1 to \$2.5 Million	Single Location
4855	Charter Bus Industry			
	Citizens Car Svc	1	Less Than \$500,000	Single Location

Information

51: Information		Employment	Sales	Location Type
5151	Radio and Television Broadcasting			
	CBS Radio	30	\$5 to \$10 Million	Single Location
	Christian Television Network	30	\$10 to \$20 Million	Single Location
5173	Telecommunications Resellers			
	Broadwing Communications	10	\$2.5 to \$5 Million	Branch
5191	Other Information Services			
	ACS Healthcare Solutions	5 to 9	\$500,000 to \$1 Million	Branch

Finance and Insurance

52: Finance and Insurance		Employment	Sales	Location Type
5221	Depository Credit Intermediation			
	Central Corp Credit Union	5 to 9	\$1 to \$2.5 Million	Single Location
5222	Nondepository Credit Intermediation			
	Ace Mortgage Funding	5 to 9	\$500,000 to \$1 Million	Branch
	BNC-Detroit	26	\$5 to \$10 Million	Single Location
	C & B Mortgage Corp	5 to 9	\$500,000 to \$1 Million	Single Location
	Capital Mortgage	55	\$10 to \$20 Million	Single Location
	Capmark Finance	12	\$1 to \$2.5 Million	Branch
5223	Activities Related to Credit Intermediation			
	Advance America Cash Advance	1 to 4	\$500,000 to \$1 Million	Branch
5239	Other Financial Investment Activities			
	Advance Capital Management Inc	20	\$5 to \$10 Million	Single Location
	Business Depot	25	\$5 to \$10 Million	Single Location
	Capital Investment Group LLC	15	\$2.5 to \$5 Million	Single Location
	Capital Partners LLC	24	\$5 to \$10 Million	Single Location
	Center For Financial Planning	15	\$2.5 to \$5 Million	Single Location
	Comprehensive Planning Group	6	\$1 to \$2.5 Million	Single Location
	Consolidated Financial Corp	30	\$5 to \$10 Million	Single Location
5241	Insurance Carriers			
	Capital Title Ins Agency Inc	30		Subsidiary

5242 Agencies, Brokerages, and Other Insurance Related Activities

Acordia	40	\$5 to \$10 Million	Branch
Cam Administrative Svc	34	\$5 to \$10 Million	Single Location
Citizens Insurance Co	33	\$5 to \$10 Million	Branch
Comerica Insurance Svc Inc	100		Subsidiary
Consolidated Group Resources	5	\$500,000 to \$1 Million	Single Location
Cornish Zack Hill & Assoc Inc	18	\$2.5 to \$5 Million	Single Location
Brown Rehabilitation	65	\$10 to \$20 Million	Single Location

Real Estate, Rental & Leasing

53: Real Estate, Rental & Leasing		Employment	Sales	Location Type
5312	Offices of Real Estate Agents and Brokers			
	Buckcorp	10	\$1 to \$2.5 Million	Single Location
	C B Richard Ellis	40	\$5 to \$10 Million	Branch
	Coldwell Banker	10	\$1 to \$2.5 Million	Branch
	Colliers International	83		Headquarter
	Consolidated Management Inc	17	\$1 to \$2.5 Million	Single Location
5313	Activities Related to Real Estate			
	Complete Appraisal Co	20	\$2.5 to \$5 Million	Single Location
	C B Appraisal	15	\$2.5 to \$5 Million	Single Location
	Centre Management Co	6	\$1 to \$2.5 Million	Single Location
	Co Star Group Inc	1	Less Than \$500,000	Branch

Professional, Scientific, & Technical Services

54: Professional, Scientific, and Technical Services		Employment	Sales	Location Type
5411	Legal Services			
	AAAAAA Aadvance Divorce	1 to 4	Less Than \$500,000	Single Location
	Acclaim Legal Svc PLLC	10	\$1 to \$2.5 Million	Single Location
	Brooks & Kushman	110	\$10 to \$20 Million	Single Location
	Brooks & Kushman	1 to 4	Less Than \$500,000	Single Location
	Buckfire & Buckfire	9	\$1 to \$2.5 Million	Single Location
	Collins Einhorn Farrell	55	\$5 to \$10 Million	Single Location
	Consolidated Legal Svc	13	\$1 to \$2.5 Million	Single Location
	Clear Title Agency Inc	10	\$1 to \$2.5 Million	Single Location
	Clearly Title Co	10	\$1 to \$2.5 Million	Single Location
	Corvus Inc	4	\$500,000 to \$1 Million	Single Location
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services			
	Clayton & Mc Kervey	45	\$5 to \$10 Million	Single Location
	Correll Associates	14	\$1 to \$2.5 Million	Single Location
	Ceridian Employer Svc	38	\$1 to \$2.5 Million	Branch
5413	Architectural, Engineering, and Related Services			
	Cdpa Architects	32	\$5 to \$10 Million	Single Location
	C T Soil & Materials Engrng	1	Less Than \$500,000	Single Location
	Construction Document Mgmt	7	\$500,000 to \$1 Million	Single Location
5415	Computer Systems Design and Related Services			
	BT Americas Inc	5	\$500,000 to \$1 Million	Branch
	CIBER Inc	40	\$20 to \$50 Million	Branch
	Computer Consultants-America	30	\$2.5 to \$5 Million	Single Location
	Computerized Facility Intgrtn	50	\$5 to \$10 Million	Single Location
	Calli Technic LLC Credit Corp	5 to 9	\$1 to \$2.5 Million	Single Location
5416	Management, Scientific, and Technical Consulting Services			
	A T Kearney Inc	90	\$20 to \$50 Million	Branch
	Business Development Group Inc	3	\$500,000 to \$1 Million	Single Location
	CIBER Inc	100	\$20 to \$50 Million	Branch
5418	Advertising and Related Services			

	Campbell-Ewald	200	\$20 to \$50 Million	Branch
	Caponigro Public Relations	15	\$2.5 to \$5 Million	Single Location
	CBS Television Network Sales	11	\$1 to \$2.5 Million	Branch
	COMPUTERTRAINING.COM	1 to 4	Less Than \$500,000	Single Location
5419	Other Professional, Scientific, and Technical Services			
	Bromberg & Assoc	1 to 4	Less Than \$500,000	Single Location
	C T Svc	1 to 4	Less Than \$500,000	Single Location

Administrative, Support, Waste Management, & Remediation Services

56: Admin., Support, Waste Mgmt & Remed Svcs	Employment	Sales	Location Type
5611 Office Administrative Services			
Advantage Consulting & Educatn	12	\$1 to \$2.5 Million	Single Location
5613 Employment Services			
Accountants Inc	7	\$500,000 to \$1 Million	Branch
Accountemps	40	\$2.5 to \$5 Million	Branch
About Faces Productions	15	\$500,000 to \$1 Million	Single Location
Access Point Human Resources	22	\$1 to \$2.5 Million	Single Location
Brokers International	15	\$500,000 to \$1 Million	Single Location
5614 Business Support Services			
CCS	5 to 9	\$500,000 to \$1 Million	Single Location
Action Video Inc	10	\$1 to \$2.5 Million	Single Location
5615 Travel Arrangement and Reservation Services			
Byebyenow.Com Travel	1 to 4	Less Than \$500,000	Single Location
Cadillac Travel	40	\$2.5 to \$5 Million	Single Location
5616 Investigation and Security Services			
Confidential Business Resource	12	Less Than \$500,000	Single Location

Educational Services

61: Educational Services	Employment	Sales	Location Type
6111 Elementary and Secondary Schools			
Bradford Academy	62	NA	Single Location
6114 Business Schools and Computer and Management Training			
Charter Schools Adm	5 to 9	NA	Single Location
Abcott Institute	15	\$2.5 to \$5 Million	Single Location
Computer Training	25	\$2.5 to \$5 Million	Single Location
Connect 4 Growth	4	Less Than \$500,000	Single Location

Health Care and Social Assistance

62: Health Care and Social Assistance	Employment	Sales	Location Type
6211 Offices of Physicians			
Consultants In Ophthalmic	17	\$2.5 to \$5 Million	Single Location
6213 Offices of Other Health Practitioners			
Advanced Laser & Vision Ctr	12	\$1 to \$2.5 Million	Single Location
Center For Reiki Training	4	Less Than \$500,000	Single Location
6214 Outpatient Care Centers			
Cardiovascular Clinical Assoc	18	\$5 to \$10 Million	Single Location
6216 Home Health Care Services			
Abcare's Homehealth Exchange	200	\$10 to \$20 Million	Single Location
6219 Other Ambulatory Health Care Services			
Community EMS	350	\$20 to \$50 Million	Single Location
6222 Psychiatric and Substance Abuse Hospitals			
Advanced Counseling Svc	20	\$1 to \$2.5 Million	Single Location
6241 Individual and Family Services			

	Access Christian Counseling	20	\$1 to \$2.5 Million	Single Location
	Catholic Social Svc Of Oakland	13	NA	Branch
	Children's Aid Society	10	NA	Single Location
	Children's Leukemia Fndtn-Mi	14	NA	Single Location
	Christian Family Svc	12	\$500,000 to \$1 Million	Single Location
	Ciena Health Care Management	30	\$1 to \$2.5 Million	Single Location
6243	Vocational Rehabilitation Services			
	Cornerstone Rehab Inc	24	\$1 to \$2.5 Million	Single Location
6244	Child Day Care Services			
	Childtime Learning Ctr	14	\$500,000 to \$1 Million	Branch

Arts, Entertainment, & Recreation

71: Arts, Entertainment, and Recreation		Employment	Sales	Location Type
7115	Independent Artists, Writers, and Performers			
	Bond Films-North	3	\$500,000 to \$1 Million	Single Location
	Champagne Fantasy	50	\$10 to \$20 Million	Single Location
7139	Other Amusement and Recreation Industries			
	Cathedral Cultural Ctr	1	Less Than \$500,000	Single Location
	Char Communication	2	Less Than \$500,000	Single Location

Accommodation & Food Services

72: Accommodation and Food Services		Employment	Sales	Location Type
7211	Traveler Accommodation			
	Comfort Suites Southfield	20	\$1 to \$2.5 Million	Branch
7222	Limited-Service Eating Places			
	Buffalo Wild Wings Grill & Bar	5	Less Than \$500,000	Branch
	Charley's Grilled Subs	12	Less Than \$500,000	Branch
	Copper Canyon Brewery	60	\$1 to \$2.5 Million	Single Location
	Cosi	10 to 19	Less Than \$500,000	Branch

Other Services

81: Other Services (except Public Administration)		Employment	Sales	Location Type
8111	Automotive Repair and Maintenance			
	Collision Craftmen	15	\$1 to \$2.5 Million	Single Location
8131	Religious Organizations			
	Carlyle Fielding Stewart	1 to 4	NA	Single Location
	Chaldean Catholic Church-USA	6	NA	Single Location
	Christian Tabernacle Church	20	NA	Single Location
	Church Of The Redeemer	3	NA	Single Location
	Church-Jesus Christ-Lds	2	NA	Single Location
	Congregation Shema Yisrael	2	NA	Single Location
8139	Business, Professional, Labor, Political, and Similar Organizations			
	Bloomfield Hills Education	5	NA	Single Location
	Brotherhood Of Maintenance-Way	35	NA	Subsidiary



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