

**SECOND AMENDED AND RESTATED  
DEVELOPMENT PLAN  
AND  
TAX INCREMENT FINANCING PLAN**

For the  
Southfield Downtown Development Authority  
Southfield, Michigan

December 2010

# **Southfield Downtown Development Authority Southfield, Michigan**

**Original Plan Adopted: March, 1996  
Amended: June 12, 2000  
Amended: January 18, 2011**

**Adopted by the Southfield Downtown Development Authority on: 12/17/10  
Approved by the Southfield City Council on: 2/28/11**

**Prepared with the Assistance of:**



**McKenna Associates Incorporated**  
235 East Main Street, Suite 105  
Northville, Michigan 48167  
Tel: 248.596.0920  
Fax: 248.596.0930  
Website: <http://www.mcka.com>

# **ACKNOWLEDGMENTS**

## **CITY COUNCIL**

Brenda L. Lawrence, Mayor  
Myron A. Frasier, Council President  
Joan Seymour, Council President Pro Tem  
Janna K. Garrison, Councilwoman  
Donald F. Fracassi, Councilman  
Sidney Lantz, Councilman  
Kenson Siver, Councilman  
Linnie Taylor, Councilwoman  
Nancy L. M. Banks, Clerk  
Irv M. Lowenberg, Treasurer

## **SOUTHFIELD DOWNTOWN DEVELOPMENT AUTHORITY**

James K. Ralph Jr., Chairman  
Muriel M. Zweigel, Secretary  
Bret Bergeron, Treasurer  
Dr. Steven Reif, Director  
Beverly F. Berry, Director  
Orletta E. Caldwell, Director  
Nadine Cook, Director  
John M. Denha, Director  
Dr. Sandra Harris, Director  
Frederick A. Najor, Director  
Brent Reetz, Director  
Pasto Sierra Tyus, Director  
Brenda L. Lawrence, Mayor

## **DEVELOPMENT AREA CITIZENS COUNCIL**

Orrie McLemore, Chairman  
Sheryl Barnett  
Jacquelyn Huff  
Eric Mathis  
Larry McLemore  
Marjorie Staten

## **STAFF**

Al Aceves, Executive Director  
Jackie Schatz, Assistant to the Executive Director

# TABLE OF CONTENTS

	<u>Page</u>
Title Page	
Acknowledgments .....	i
Table of Contents .....	ii
List of Maps .....	iii
List of Tables .....	iii
 <b>BACKGROUND AND PURPOSES OF THE DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN .....</b>	 <b>1</b>
 <b>EXECUTIVE SUMMARY .....</b>	 <b>3</b>
 <b>DEVELOPMENT PLAN.....</b>	 <b>5</b>
1. Designation of Boundaries of the Development Area .....	6
2. Location and Extent of Existing Streets and Other Public Facilities Within the Development Area; Location, Character and Extent of Existing Public and Private Land Uses.....	6
3. Location and Extent of Proposed Public and Private Land Uses.....	10
4. Legal Description of the Development Area .....	16
5. Existing Improvements in the Development Area to be Demolished, Repaired or Altered and Time Required for Completion .....	16
6. The Location, Extent, Character and Estimated Cost of Improvements, Including Rehabilitation Contemplated for the Development Area and an Estimate of Time Required for Completion.....	17
7. A Statement of the Construction or Stages of Construction Planned, and the Estimated Time of Completion .....	33
8. Parts of the Development Area to be Left as Open Space and Contemplated Use .....	33
9. Portions of the Development Area which the Authority Desires to Sell, Donate, Exchange, or Lease To or from the Municipality and the Proposed Terms .....	33
10. Desired Zoning Changes and Changes in Streets, Street Levels, Intersections and Utilities.....	34
11. An Estimate of the Cost of the Development, Proposed Method of Financing and Ability of the Authority to Arrange the Financing.....	34
12. Designation of Person or Persons, Natural or Corporate, to Whom All or a Portion of the Development is to be Leased, Sold, or Conveyed in any Manner and for Whose Benefit the Project is Being Undertaken if that Information is Available to the Authority.....	35
13. The Procedures for Bidding for the Leasing, Purchasing, or Conveying of All or a Portion of the Development Upon its Completion, if There is no Expressed or Implied Agreement between the Authority and Persons, Natural or Corporate, that All or a Portion of the Development will be Leased, Sold, or Conveyed to Those Persons .....	35
14. Estimates of the Number of Persons Residing in the Development Area .....	36

15.	Response to MCL 125.1667(2)(m), 125.1667(2)(n), and 125.1667(2)(o).....	36
16.	Provision for the Costs of Relocating Persons Displaced by the Development, and Financial Assistance and Reimbursement of Expenses, including Litigation Expenses and Expenses Incident to the Transfer of Title in Accordance with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.....	37
17.	A Plan for Compliance with the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and Act 227 of the Public Acts of 1972....	37

**TAX INCREMENT FINANCING PLAN ..... 38**

1.	Purpose of the Tax Increment Financing Plan .....	38
2.	Explanation of the Tax Increment Procedure.....	38
3.	Maximum Amount of Bonded Indebtedness to be Incurred.....	39
4.	Duration of the Program.....	40
5.	Statement of the Estimated Impact of Tax Increment Financing on Taxing Jurisdictions In Which the Development Area is Located .....	40
6.	Plan for the Expenditure of Captured Assessed Value by the Authority.....	40

**APPENDIX A: CORNERSTONE DEVELOPMENT AUTHORITY DISTRICT DESCRIPTION**

**LIST OF MAPS**

	<u>Page</u>
Map 1: SDDA and Development Area Boundary .....	7
Map 2: Existing Land Use.....	11
Map 3: Concept Master Plan .....	12
Map 4: Zoning .....	13

**LIST OF TABLES**

	<u>Page</u>
Table 1: Estimated Project Costs and Timing.....	18
Table 2: Applicable Millage Summary.....	39
Table 3: Future Capture Estimates and Impact on Taxing Jurisdictions .....	42

## **BACKGROUND AND PURPOSES OF THE PLAN**

### **ESTABLISHMENT OF THE DOWNTOWN DEVELOPMENT AUTHORITY**

On May 23, 1988, the City Council adopted Ordinance #1246, creating the Southfield Downtown Development Authority (SDDA), of the City of Southfield (the “City” or “Southfield”), also called the Cornerstone Development Authority (CDA). The SDDA was created pursuant to the Downtown Development Authority Act, Michigan Public Act 197 of 1975, as amended (the “DDA Act”). The Preamble to Act 197 states that downtown development authorities are created for the following purposes:

*“...to provide for the establishment of a downtown development authority; to prescribe its powers and duties; to correct and prevent deterioration in business districts; to encourage historic preservation; to authorize the acquisition and disposal of interest in real and personal property; to authorize the creation and implementation of development plans in the districts; to promote the economic growth of the districts; to create a board; to prescribe its powers and duties; to authorize the levy and collection of taxes; to authorize the issuance of bonds and other evidences of indebtedness; to authorize the use of tax increment financing; to reimburse downtown development authorities for certain losses of tax increment revenues; and to prescribe the powers and duties of certain state officials.”*

### **PURPOSE OF THE SOUTHFIELD DOWNTOWN DEVELOPMENT AUTHORITY**

At the time the SDDA was created, the City had identified the southeast portion of its community as an area that was experiencing increasing blight. Consistent with the purposes of the DDA Act, the City created the SDDA as a way to stabilize this area. By so doing, the City Council also acknowledged that the downtown district of the SDDA (the “District”) is the historic retail center of Southfield (Northland Center), as well as an office and major employment center (Providence Hospital). The continued vitality of this District is critical for the City’s image. A 12-member SDDA Board, plus the Mayor, was established and over the years since, has made a significant, positive impact.

For the first eight years of its existence, the SDDA did not capture tax increment revenue. In 1996, the SDDA and City Council determined that in order to more aggressively pursue revitalization and focus more heavily on the capital improvements needed to enhance the District, the institution of tax increment financing was necessary. Thus, the SDDA’s first Development Plan and Tax Increment Financing Plan was adopted in March, 1996 and subsequently was amended in June, 2000 (the “Original Plans”). The SDDA also obtains revenue from an approximate two-mill property tax levy.

### **AMENDED DEVELOPMENT PLAN AND TAX INCREMENT FINANCING PLAN**

The District was developed on the pattern of 1950’s and 1960’s suburban design. Northland Center was cutting edge when it was built, now it is not. The high rise office and residential buildings are separated and surrounded by vast parking lots. The District’s auto-centric format does not lend itself well to the preferences of the population of 2010 and beyond.

In 2008, the SDDA prepared a new Strategic Plan to focus its priorities and guide future actions for the District. This current amendment to the Original Plans concentrates on the Strategic Plan's recommendations: to enhance the walkability of the District, to support the success of the District's key stakeholders as catalysts for new investment, to promote continued investment in infrastructure improvements, and others. This Plan also continues to support the SDDA's ongoing activities including business recruitment and retention, marketing, planning, and facilitating potential catalyst project(s) to stimulate investment in the District.

A development plan and tax increment financing plan are both required by the DDA Act for the SDDA to capture and spend tax increment. This Second Amended and Restated Development Plan and Tax Increment Financing Plan (the "2010 Restated Plan" or "Plan") restates the Original Plans. It contains a development plan (the "Development Plan") and a tax increment financing plan (the "TIF Plan") in one document. In addition to the statutorily required elements in the plans, the SDDA has prepared an Enhanced Development Plan, which is referenced by this document. The Enhanced Development Plan expands on the recommendations of the SDDA's Strategic Plan, illustrating conceptual details for streetscape, potential new development parcels and uses, and infrastructure for many projects proposed in the DDA Act - required development plan text.

It is the purpose of this 2010 Restated Plan to establish the legal basis for the capture and expenditure of tax increment revenues in accordance with the DDA Act, as amended, for the purpose of financing public improvements that are necessary to accomplish the objectives of the SDDA and the State of Michigan. The duration of the Plan is also hereby extended another 20 years, running through 2030.

# EXECUTIVE SUMMARY

## HISTORY OF SUCCESS

The SDDA has a very successful record of public improvement projects, creating incentives for increased private sector investment, and intervening to purchase key district properties to allow them to be redeveloped and return as increased tax base. Among the SDDA's past projects and accomplishments are: improvements to and operation of the Millennium Centre; public-private partnerships to develop the Clock Tower Plaza shopping center, redevelop the Stouffer property, assembling the Develop America parcel and others; construction of public improvements such as streetscape and landscaping, installation of distinctive street signs, lighting, and maintenance of those improvements; incentive programs for new private investment including new or updated site signs, site landscaping, building exterior improvements and fencing; marketing the district as a good place for business via advertising, market studies, and a program of financial incentives to entice new businesses to the district.

## STRATEGIC PLAN

In May 2008 the SDDA adopted a new Strategic Plan 2008–2013 (the “Strategic Plan”) as its vision for the upcoming five years. The Strategic Plan specifically considered input from stakeholders, and the effects of changes in the economy, population and housing trends. The Strategic Plan defines the SDDA's priorities, outlines strategies as a roadmap to accomplish the priorities identified and includes benchmarks for measuring progress.

Basic concepts for the future development of the District, as identified in the Strategic Plan, focus on making the District's physical and economic environment a more successful, vital, attractive, desirable, comfortable and secure place that embraces 21<sup>st</sup> century needs and desires. That vision is reflected on Map 3, Concept Master Plan. The Concept Master Plan is not intended to be lot-line specific, or to dictate precise land uses or boundaries. Rather, it is a big picture illustration – the SDDA District of tomorrow is a fully walkable, fine-grain mixed use place with retail, services, office, residential and other uses blended in a compatible and vital mix.

To a large extent, the District's success depends on the success of the three anchors: Northland Center, Providence Hospital, and Oakland Community College. The Plan builds on the strength of those three sectors and recommends that attractive public and private spaces be created, and blighting elements removed. Also opportunities to increase development density, particularly by redeveloping under-utilized parking lots, vacant land, or obsolete buildings and sites, should be capitalized upon to create new tax base and a vital energetic physical and economic environment. Measures should also be taken to encourage reinvestment in the District.

## FOCUSED DEVELOPMENT PROJECTS

The Development Plan proposes projects focused on alleviating concrete problems and revitalizing the District. Projects are intended to accomplish the following:

- Enhance the District's physical layout,
- Improve the District's public infrastructure and aesthetics
- Provide development and redevelopment assistance
- Encourage improvements on private properties

- Renovate and improve the District's facilities
- Continue maintenance and District operations
- Promote business development
- Conduct District-wide marketing, on-going administration and planning.

The total projected cost is \$26,747,500. Implementation of the SDDA's Development Plan will transform the District into a more vibrant place to live, work, shop, and recreate.

### **BALANCED FUNDING**

The Development Plan calls for a variety of funding sources. Although most of the proposed funding comes from tax increment revenues, funding may also come from federal and state grants, City funds, SDDA millage, private funds and other sources to leverage maximum benefit from the tax increment.

### **AN INVESTMENT IN ECONOMIC DEVELOPMENT**

The proposed Development Plan provides an opportunity for Southfield, Oakland County, and the other taxing jurisdictions to partner in fostering expanded economic development opportunities. The proposed development projects will directly support expansion of the largest employer in Southfield, Providence Hospital, and enhance the desirability of Oakland Community College's campus with better visibility and access to surrounding complimentary services, improving their ability to support economic development. The proposed projects will open up currently underutilized land for retail and office development in locations such as Northland Center, increasing the density and intensity of activity for high-quality projects and tax base. Further, the projects will assist desirable redevelopment and maintain attractive, high quality public infrastructure in the District.

# DEVELOPMENT PLAN

Southfield Downtown Development Authority  
Southfield, Michigan

# DEVELOPMENT PLAN

## 1. Designation of Boundaries of the Development Area [Section 17(2)(a)]

*Designation of the boundaries of the development area in relation to highways, streets, streams, or otherwise*

The Development Area designated by the Plan (the “Development Area”) is located within the limits of the City of Southfield. Generally the Development Area is bounded on the south by Eight Mile Road; on the west by the Southfield Freeway and Northwestern Highway; on the east by Greenfield Road; and on the north by Mount Vernon Road. The Development Area contains only two residential developments: the Village at Cornerstone and the Vistas.

Map 1 shows the boundaries of the Development Area and the Cornerstone Development Authority District.

## 2. Location and Extent of Existing Streets and Other Public Facilities within the Development Area; Location, Character and Extent of Existing Public and Private Land Uses [Section 17(2)(b)]

*The location and extent of existing streets and other public facilities within the development area; the location, character, and extent of the categories of public and private land uses then existing and proposed for the development area, including residential, recreational, commercial, industrial, educational, and other uses; and shall include a legal description of the development area.*

The Development Area contains the following streets, facilities and land uses:

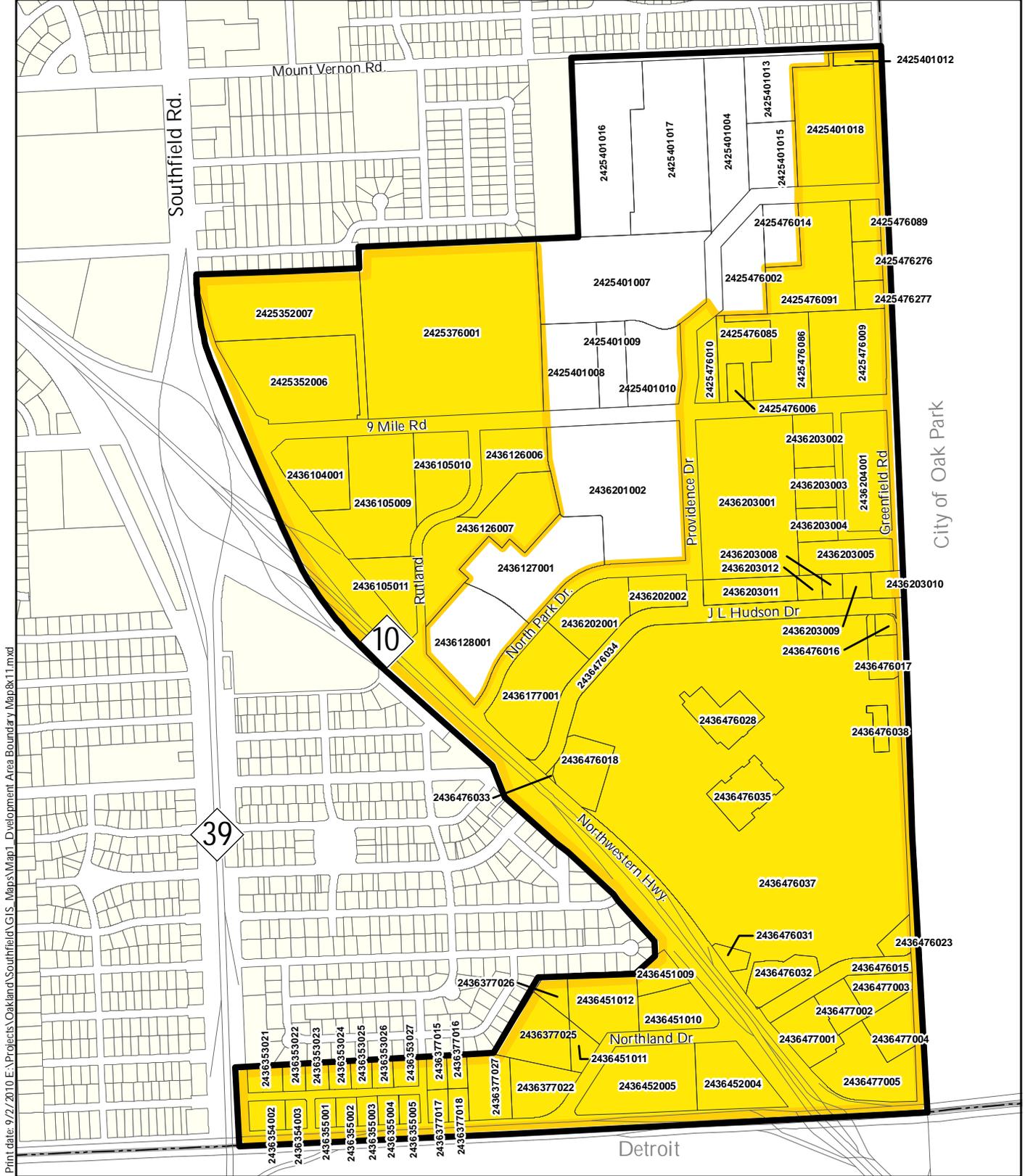
### A. STREETS AND OTHER PUBLIC FACILITIES

Public streets and highways in the Development Area are:

- Southfield Freeway (M-39), Lodge Freeway (M-10) including service drives, Eight Mile Road (M-102) (sections east and west of M-10)
- Greenfield Road, Nine Mile Road, Rutland Road (sections north and south of M-10)
- J.L. Hudson Drive, Providence Drive (sections east and west of M-10), Northland Drive, North Park Drive, Foster Winter Drive

North Park Place is a private road, located between the buildings of the North Park Place apartments. Other private roadways are contained within the various condominium complexes in the Development Area.

Other public facilities in the Development Area include a police substation located at Northland Center.



Print date: 9/2/2010 E:\Projects\Oakland\Southfield\GIS\_Maps\Map1\_Development Area Boundary Map0811.mxd

# Map 1: SDDA and Development Area Boundary

Southfield Downtown Development Authority  
Southfield, Michigan



- Southfield Downtown Development Authority District
- Development Area
- 000000000 Tax Parcel ID Number

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



9/02/10

## **B. EXISTING LAND USE**

A mixture of land uses exists in the Cornerstone District. Commercial, office, health care, communications, educational, cultural, lodging, transportation, and residential uses are located in the Development Area, and are described in more detail below.

### **1. PUBLIC USES**

Public uses in or adjacent to the Development Area include: the Southfield “downtown” police station on the east side of the Northland Center site; and a small pocket park located at the southwest corner of Mount Vernon and Greenfield Road. (see Map 2: Existing Land Use)

### **2. PRIVATE USES**

a. **Residential.** When the Development Area was originally created, it contained no residential uses. Since then, two condominium projects (The Village at Cornerstone, and The Vistas) have developed and contain approximately 280 dwelling units. Other mid-rise and high-rise residential units are located inside the SDDA’s boundaries, but outside the Development Area.

b. **Commercial.** Commercial land uses comprise a significant portion of the Development Area. Most notable is Northland Center. When it opened in 1954, Northland was the largest and one of the first regional malls in the Detroit area, and one of the first in the country. Northland Center contains 2 million square feet of retail space. Although the mall is in need of reinvestment and renovation, it has potential because of the surrounding population density and excellent freeway access. Other commercial uses in the Development Area exist in freestanding buildings and in small shopping centers, concentrated along Greenfield Road.

Restaurants and hotel uses are included within the commercial use category. The multi-story Ramada Inn on Nine Mile Road is closed and in disrepair. It is a goal of the SDDA to facilitate reuse of this building and site, whether through rehabilitation or demolition. The Plaza Hotel at the corner of J. L. Hudson and Northwestern Highway, has one of the largest ballrooms in the Detroit metro area, but has also fallen into disrepair through lack of reinvestment. Located next to the Millennium Centre, the Plaza could compliment the theater as a cultural and conference center. Eating establishments are predominantly fast food restaurants, the food court in Northland Center, and small carryout or casual dining in the small strip centers on Greenfield Road. The SDDA wishes to attract a variety of sit-down and family dining restaurants as more up-scale alternatives for office workers and the residential community.

- c. **Educational.** The Southfield campus of Oakland Community College (OCC) is located on Rutland Avenue. OCC is the largest community college in Michigan, and its enrollment has expanded 66% in the past five years. The College is building a 69,350 square foot addition to accommodate the current enrollment, plus approximately 1,500 – 2,000 more students. Health technologies and nursing curriculum are among the emphases at the campus, and OCC has a cooperative arrangement with Providence Hospital for training and in-hospital experience.
- d. **Institutional.** Institutional uses in the Development Area include Providence Hospital, the Millennium Centre, and several non-profit service organizations. The Salvation Army Regional Headquarters is located on Northland Drive, east of M-10.
- e. **Office.** The Development Area is home to high-rise multi-tenant, mid-rise and small individual tenant office buildings. The IBM (Southfield Center) building, Aureus Center, Tower 14 office building, and Northland Towers Office Center are among the largest. The former Stouffer hotel has been torn down and its site is under development by Greenfield Health Services as an 11,700 square foot dialysis center with plans for an addition 12,000 square feet of primary care physicians' offices in the future.
- f. **Transportation/Utility/Communication.** The WJBK - Fox 2 television office and studio, located north of Nine Mile Road, encompasses approximately 38 acres in the Development Area. AT&T facilities are south of Northland Drive, and a Detroit Edison substation is at the corner of J. L. Hudson Drive. Also, while not a separate use, the power plant for Northland Center's heating and cooling is on the north part of the shopping mall site, just off J. L. Hudson Drive. DDOT/SMART bus systems operate a major hub and transfer station at the south end of Northland Center, near Northland Drive.
- g. **Recreational Uses.** Development of a health/wellness/fitness center is under consideration as a joint venture by Providence Hospital and OCC. The site for this facility is yet to be determined. Bally's Total Fitness operates in a building north of Northland Drive.
- h. **Industrial Uses.** There are no industrial uses in the Development Area.

**3. Location and Extent of Proposed Public and Private Land Uses. [Section 17(2)(b)]**

*The location and extent of existing streets and other public facilities within the development area; the location, character, and extent of the categories of public and private land uses then existing and proposed for the development area, including residential, recreational, commercial, industrial, educational, and other uses; and shall include a legal description of the development area.*

The Strategic Plan describes the SDDA's vision and objectives for the Development Area (see Map 3 Concept Master Plan). Southfield's recently adopted Comprehensive Master Plan reinforces the recommendations of the Strategic Plan, listing five key recommendations, as follows:

**A. Connections** - Create clear, attractive and well-functioning connections between OCC, Providence, Northland Center and throughout the District. The connections should be multi-modal, accommodating vehicles, pedestrians, and non-motorized travel.

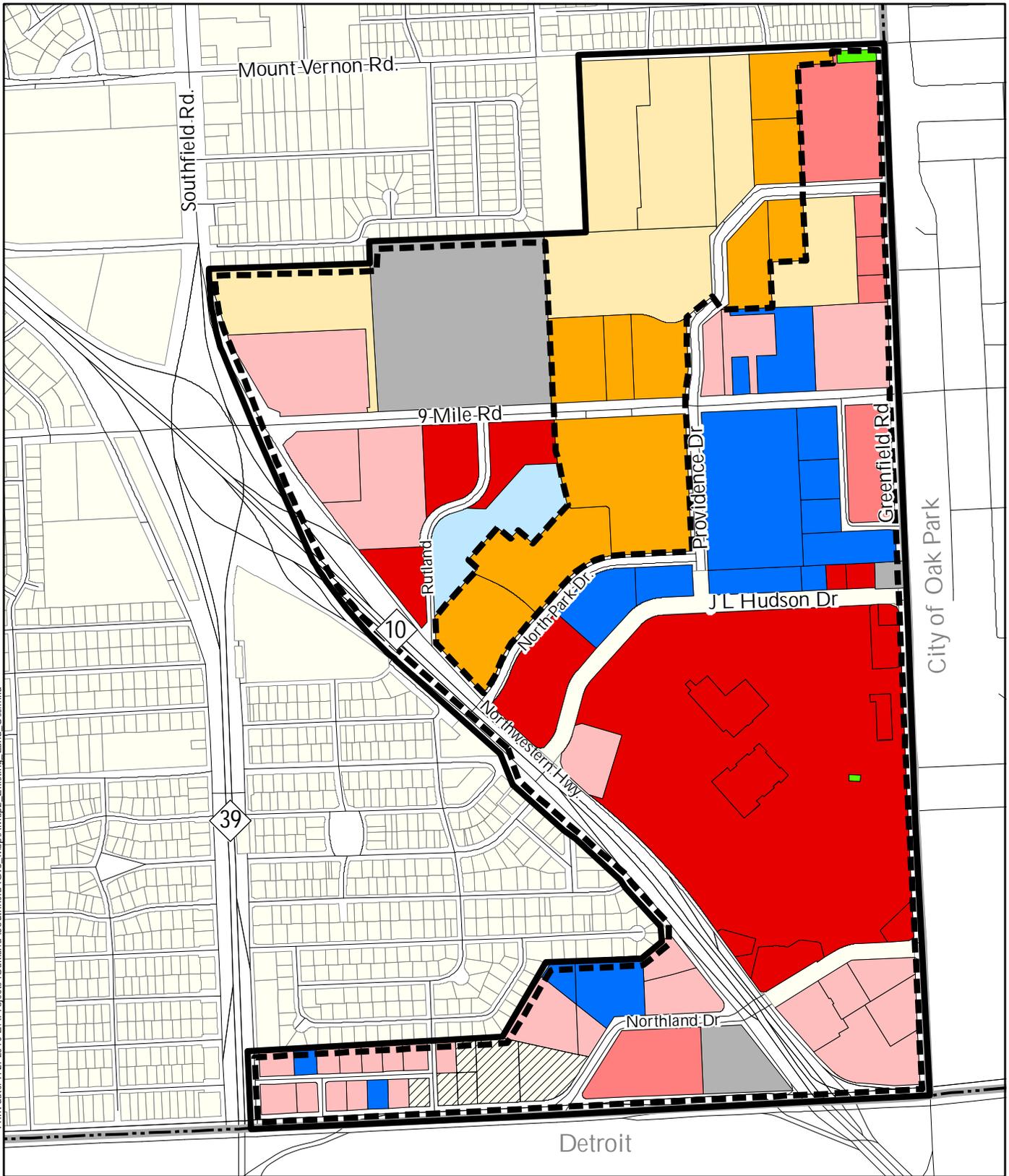
**B. District Character** - Enhance the overall character of the District as a vibrant mixed use place with entertainment, destination retail, office space and support services, focused on the area surrounding J.L. Hudson Drive and Northland Center. Buildings should be located close to the street and on-street parking should be provided to create a walkable, pedestrian-oriented environment.

**C. Infrastructure and Aesthetics** - Continue to support and implement streetscape, landscaping, lighting, parking, infrastructure and aesthetic improvements to ensure the District is an attractive, welcoming, distinctive and comfortable place.

**D. Development and Redevelopment** - Facilitate development, redevelopment and reinvestment in the District's properties consistent with this Plan, including potential expansions of the campuses of Providence Hospital and Oakland Community College.

**E. Economic Health and Vitality** - Support and enhance the District's economic health and vitality through a targeted strategy of business and economic development programs and incentives for recruitment, retention, development and redevelopment.

The Development Area is planned as a vital, active, and walkable district, a fine-grained mixed use place with retail, services, office, residential and other land uses, blended in a compatible, energized mix. The three major anchors – Providence Hospital, OCC, and Northland Center – are critical to the district's future success. Blighting influences should be removed, and attractive public and private spaces created. Opportunities to increase density, particularly by redeveloping under-utilized parking lots, vacant land, and obsolete buildings and sites should be capitalized upon.



Print date: 9/2/2010 E:\Projects\Oakland\Southfield\GIS\_Maps\Map2\_Existing\_Land\_Use.mxd

## Map 2: Existing Land Use

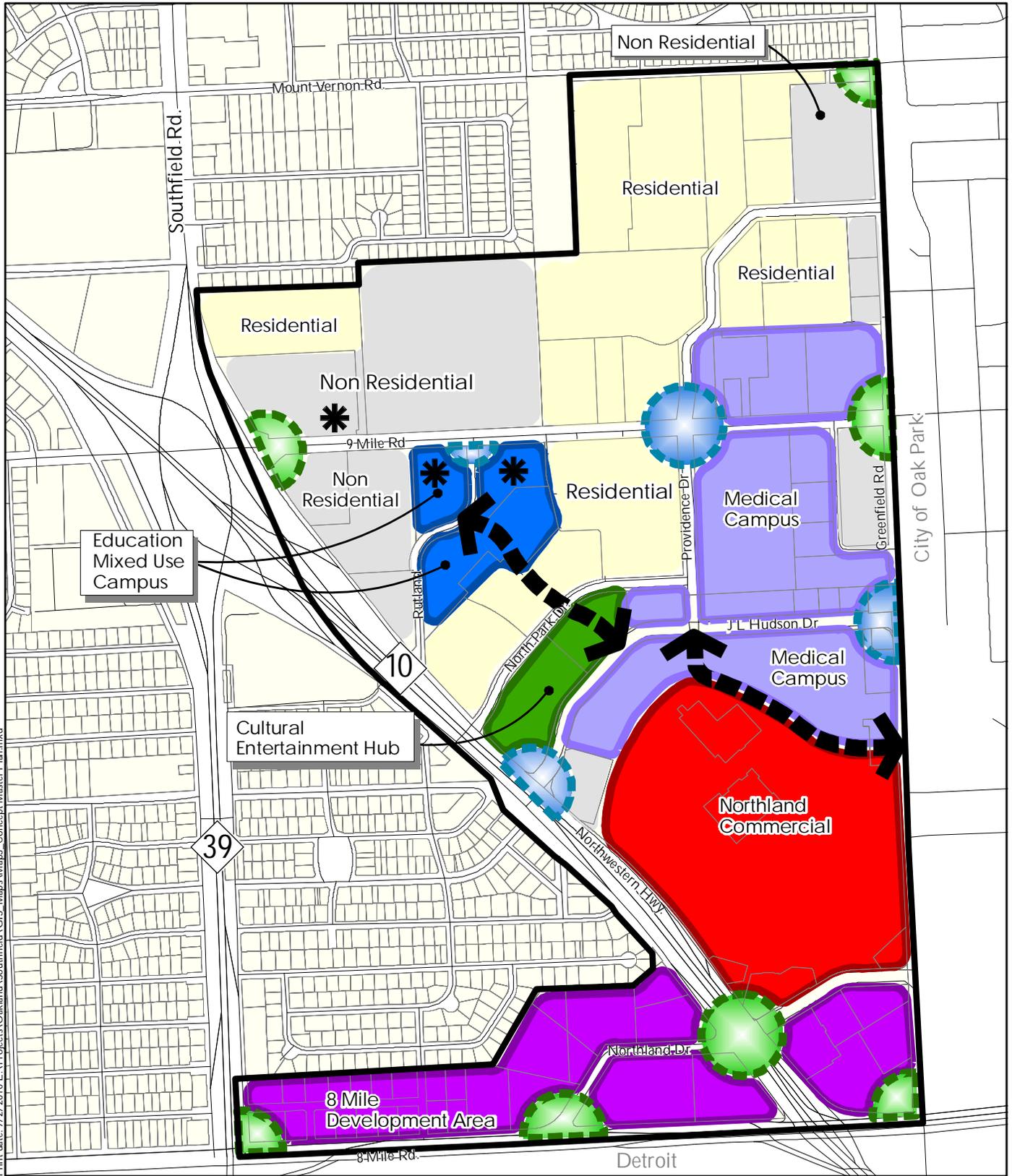
### Southfield Downtown Development Authority Southfield, Michigan

Base Map Source: Oakland County GIS, 2006  
Michigan Center for Geographic Information, Version 6a.  
Data Source: Draft Master Plan for City of Southfield, 2007 and McKenna Associates



- |   |                                      |                           |
|---|--------------------------------------|---------------------------|
| Multiple Family (Low Rise) Residential      | Regional Commercial                  | Institutional             |
| Multiple Family (Mid/High Rise) Residential | Public                               | Educational               |
| Office                                      | Transportation/Utility/Communication | SDDA Boundary             |
| Local/Community Commercial                  | Vacant                               | Development Area Boundary |





Print date: 9/2/2010 E:\Projects\Oakland\Southfield\GIS\_Maps\Wmap3\_Concept Master Plan.mxd

## Map 3: Concept Master Plan

Southfield Downtown Development Authority  
Southfield, Michigan

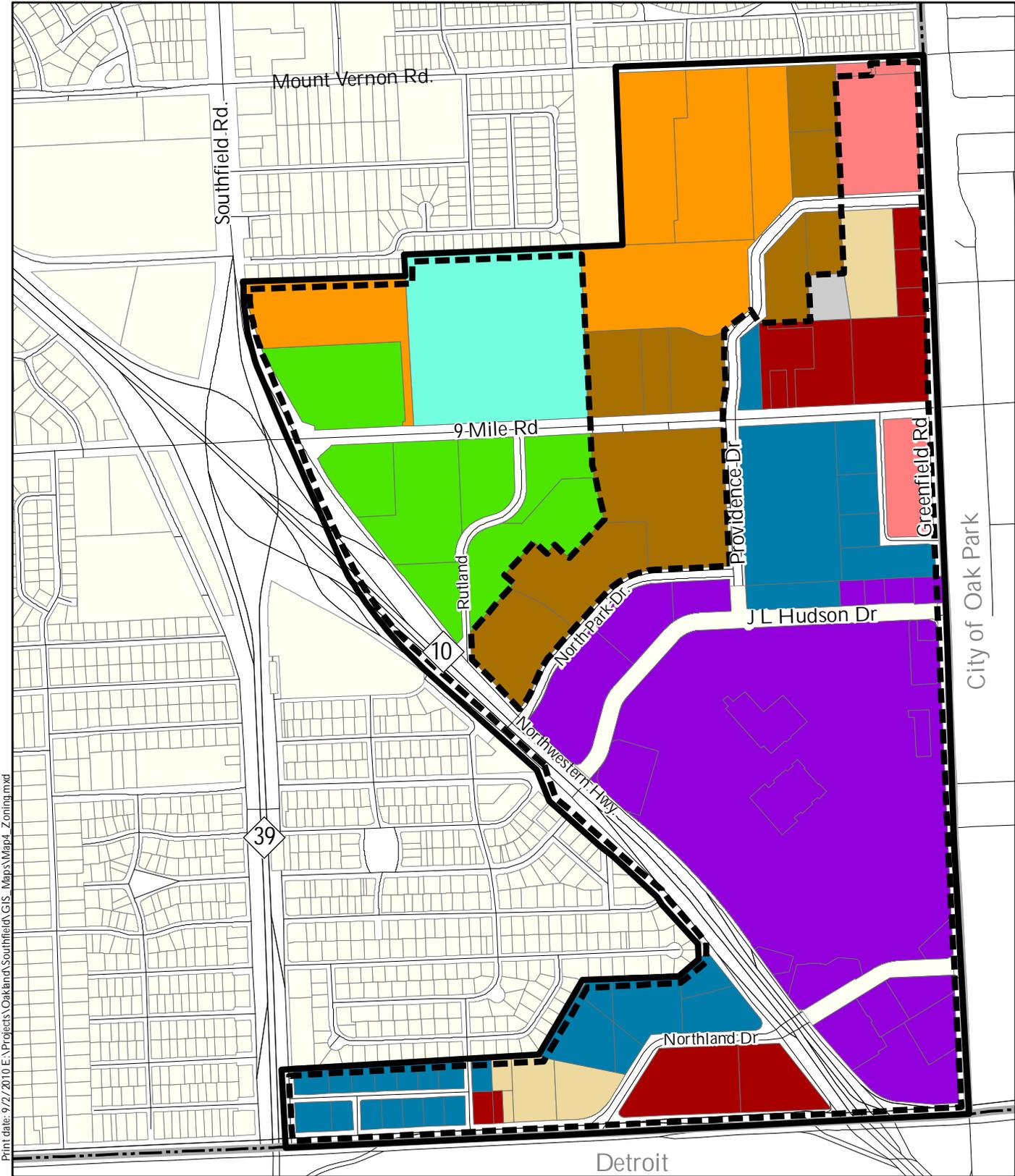


-  Image Intersection
-  Gateway
-  Potential Redevelopment Site
-  Future Connection

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



9/02/10



Print date: 9/27/2010 E:\Projects\Oakland\Southfield\GIS\_Maps\Map4\_Zoning.mxd

# Map 4: Zoning

## Southfield Downtown Development Authority Southfield, Michigan

Base Map Source: Oakland County GIS, 2006  
Michigan Center for Geographic Information, Version 6a.  
Data Source: City of Southfield Planning Commission, 12/11/08



- |  |  |                                  |
|--|--|----------------------------------|
| <b>RM</b> Multiple Family (Low Rise)     | <b>P</b> Parking                           | <b>RS</b> Regional Shopping      |
| <b>RMM</b> Multiple Family (Medium Rise) | <b>OS</b> Office Service                   | <b>B-2</b> Planned Business      |
| <b>RMU</b> Multiple Family (High Rise)   | <b>ERO</b> Education Research - Office     | <b>B-3</b> General Business      |
| <b>RC</b> Regional Center                | <b>TV-R</b> Television-Radio Office-Studio | <b>SDDA Boundary</b>             |
|  |  | <b>Development Area Boundary</b> |



9/02/10

The Concept Master Plan identifies several activity areas where the key recommendations should be implemented. The activity areas contain a combination of obsolete buildings that require retrofitting or redevelopment to be economically viable; vibrant uses such as Providence Hospital, Oakland Community College, and Northland Center that have expansion potential; and underutilized sites such as large parking lots that are nearly always empty.

Properly managing redevelopment and change will be an important task for the SDDA and the City. The Concept Master Plan is intended to serve as the guide for how the District redevelops, and is the basis for the recommendations of the Strategic Action Plan. The Activity Areas are described as follows:

**PROVIDENCE MEDICAL CAMPUS:** Providence Hospital has a history of supporting and investing in the District. Hospital representatives have expressed the desire to expand health care related facilities within the District, including participation in a new, tri-party health, wellness and fitness center, the possible expansion and development of additional medical office and hospital support uses, and to transform its campus into a walkable complex.

The Concept Master Plan proposes expanded hospital-related uses both to the north and the south of the existing Providence complex. To the south, the northern portions of Northland Center's parking lot could be redeveloped for office, hospital-related and medical support uses. To the north, office parcels could be more closely linked to Providence and functionally be part of the overall medical campus. Also, while the Medical Campus boundaries shown on the Concept Master Plan include some uses and parcels not owned by Providence, or related specifically to the Hospital, medical campus uses are the focus of this area.

The physical image of Providence Hospital should be made more prominent. The Plan recommends aesthetic enhancements at the related image intersections and from major roads to better identify this important anchor as part of the District.

**OAKLAND COMMUNITY COLLEGE CAMPUS:** As discussed previously, Oakland Community College's enrollment is growing. Its student population is a significant potential market for retail and service businesses. OCC's nursing program and other health care related career programs benefit from the college's proximity to Providence Hospital. Similar to Providence, both OCC and the District would benefit from greater public visibility and recognition of the college's presence.

The Plan proposes renovation or removal of the deteriorated Ramada Inn. Not only is the Ramada building blighted in appearance, it also blocks the view of OCC from Nine Mile Road. Redevelopment of both the hotel and associated parking lot site for new education buildings, mixed uses, or other uses that compliment the OCC campus should be pursued. The Ramada sites are also both potential locations for the future health, wellness and fitness center.

This master planned area is envisioned as a mixed use “college town”. Beyond the services and ancillary support uses that could be developed on the Ramada sites, the Plan recommends the OCC campus be better connected to the other district anchors to take advantage of the Millennium Centre’s cultural and entertainment offerings, Providence Hospital’s employment and training opportunities, and Northland Center’s regional commercial resources. The primary connection should be in the form of a new road that permits vehicle traffic, but is primarily designed as an attractive, enticing place for pedestrians. Sidewalks along the connector should be wide, with ample space and improvements for sitting, relaxing, and interacting with others. The space should be well landscaped, yet visibly a safe place to be.

**MILLENNIUM CENTRE:** The Millennium Centre should continue to be enhanced and promoted to become the District’s cultural and entertainment hub. Although recently leased to a church for religious and entertainment functions, with proper programming, Millennium can attract people from outside the immediate area, particularly during evening hours, which would create an increased market for restaurants, specialty shopping and other entertainment venues such as might develop on the Northland site.

The Plaza Hotel parcel is included as part of the Plan’s cultural and entertainment hub. The Plaza’s ballroom is one of the largest in the Detroit Metro region, thus would support larger, complimentary business and entertainment events.

**NORTHLAND CENTER:** As a regional shopping center, Northland is a major draw, bringing people into the District. Because of its history and prominence as the first regional shopping mall in Michigan, Northland is also the primary image feature in the District. The Plan recommends that Northland’s legacy and dominant commercial functions remain, but that opportunities for modernization should be considered, as economic. Redevelopment of land that is currently in remote unneeded portions of the parking lot could support additional retail space, mixed use or medical campus type uses. A new street into the Northland site, connecting J.L. Hudson Drive and Greenfield Road, is envisioned to create new frontage for commercial and office uses and to improve overall circulation. Further the trend among the mall’s tenants to install their own individual doors to the mall’s exterior could be enhanced with a redesign of the building and site, transforming the retail space to a newer more outward-facing model as is being done on many mall properties throughout southeast Michigan and the nation.

**8 MILE ROAD DEVELOPMENT AREA:** The land along Eight Mile Road and Northland Drive is a significant image area for the District. Improvements should be designed and implemented to create a welcoming, high quality image along Eight Mile. Particular efforts should be made to enhance the District gateways at Southfield Road, Greenfield Road, and Northland Drive

and Eight Mile Road. Also the four corners of Northland Drive at the Lodge Freeway should be enhanced with stronger district identify features, landscaping and aesthetic improvements.

The former Stouffer site is redeveloping as an 11,700 square foot dialysis center, and the Rutland building is being purchased as a medical facility. The Kalabat site remains a significant redevelopment opportunity and potential for new tax base. Overall, the parcels in this area are ripe for redevelopment and reinvestment, possibly as medical office or medical products space.

**GATEWAYS, IMAGE INTERSECTIONS, and INFRASTRUCTURE:** The Plan identifies several locations recommended for more intensive improvements to signify entrance into the District or to identify sub-areas for the major anchors. These gateway and image intersections may incorporate signage, lush landscaping, color elements, public art and similar elements to distinguish the intersection or entrance, within the overall theme of the District. Further the roads, sidewalks, streetlights, landscaping, utilities and other essential infrastructure in the District are aging. In order for the District to remain economically viable, and to become an even more desirable place, infrastructure and aesthetic updates must continue to be made.

4. **Legal Description of the Development Area [Section 17(2)(b)]** *The location and extent of existing streets and other public facilities within the development area; the location, character, and extent of the categories of public and private land uses then existing and proposed for the development area, including residential, recreational, commercial, industrial, educational, and other uses; and shall include a legal description of the development area.*

The Development Area boundaries are described in Appendix A.

Also, Map 1 illustrates the boundaries of the Development Area. The Development Area excludes most residential properties in the SDDA.

5. **Existing Improvements in the Development Area to be Demolished, Repaired or Altered, and Time Required for Completion [Section 17(2)(c)]** *A description of existing improvements in the development area to be demolished, repaired, or altered, a description of any repairs and alterations, and an estimate of the time required for completion.*

The proposed development program for the SDDA Development Area incorporates both public and private improvements. Specific project descriptions and an anticipated schedule of phasing for the projects are found in Table 1 and on the pages that follow.

The SDDA's Development Plan calls for the renovation, alteration and repair of existing public improvements such as the public roads within the Development Area boundaries; assistance with public facilities, infrastructure, utilities and drainage improvements; landscaping, lighting, sidewalks and streetscape enhancements; construction of new improvements such as the addition of sidewalks; repair/upgrading and installation of street lights; and public transportation facilities. Improvements will be located throughout the Development Area, along the major corridors and at the focal intersections and gateways.

The full extent of demolition, repair, or alteration of existing improvements is not yet known since design plans are not completed. Demolition, repair, construction, enhancement, and/or replacement of existing infrastructure is likely as part of the various projects, including sidewalks, curbing, pavement, above and underground utilities, decorative walls, fencing, and others. Further, redevelopment of privately owned sites may be assisted, on a case-by-case basis, consistent with the priorities and procedures in this Plan. The time required for completion of these projects will be determined as plans are more fully developed.

**6. The Location, Extent, Character and Estimated Cost of Improvements, Including Rehabilitation Contemplated for the Development Area and an Estimate of Time Required for Completion [Section 17(d)]** *The location, extent, character, and estimated cost of the improvements including rehabilitation contemplated for the development area and an estimate of the time required for completion.*

Public improvements contemplated in the Development Area over the 20-year life of this Plan, along with estimated costs and timing, are included in Table 1.

Cost estimates for the projects are very preliminary, specific plans and refined cost estimates for Development Area improvements will be completed upon initiation of each project. However, these cost estimates have been developed in consideration of recent comparable construction and relevant vendor and engineering estimates, as available. Some of the projects have not been fully conceptualized and have too many unknown factors to allow estimates to be prepared. Thus some project costs are presented as approximate budgets, or with costs to be determined (TBD) with specifics to be developed later.

To ensure that the projects and priorities contemplated in this Development Plan remain current, every five years following the adoption of this plan, the SDDA shall review the Development Plan and TIF Plan and determine whether to commence the procedures to amend those Plans. The SDDA's review and its findings shall be submitted to City Council for Council's comments and approval.

Funding for the projects will be obtained from a variety of sources – primarily tax increment revenues, but also may include the following: federal and state grants (which may include (“TIF funds”) but are not limited to HUD, CDBG, MDOT, Michigan Economic Development Corporation, Michigan State Housing Development Authority and the Federal Intermodal Surface Transportation Efficiency Act program), private donations (as available), SDDA millage revenues, City funds, and additional sources consistent with DDA Act, and to be determined. The SDDA intends to leverage its TIF funds with other funding sources to the maximum extent practicable, to achieve its goals.

**Table 1  
Estimated Project Costs and Timing**

<b>Projects*</b>	<b>Cost Estimate<sup>1</sup></b>	<b>Timing<sup>2</sup></b>
<b>PHASE 1: 2010 - 2012</b>		
<b>Uniform Street Lighting</b>		
• J.L. Hudson Drive	\$200,000	2010
• Northland Drive (East)	\$100,000	2010
• Providence Drive (South of Nine Mile)	\$100,000	2011 - 12
<b>Image Intersections and Gateways</b>		
• Add decorative banners at key intersection, gateway and ROW locations	\$50,000	2011
• Other intersection and gateway improvements	\$565,000	2010 - 12
<b>Sidewalks</b> North Park Drive connecting to Rutland Drive	\$155,000	2010
<b>Streetscape &amp; ROW Enhancements – as needed</b>	\$200,000	2010 - 12
<b>Farmers Market</b>		
• Support temporary relocation for 2010	\$20,000	2010
• Provide scheduled shuttle transportation during market hours	\$9,000	2011 - 12
• Evaluate alternatives, design and develop permanent market facilities and location	\$600,000	2010 - 12
<b>Transit Plan</b> Prepare plan for transit service and facilities	\$50,000	2011
<b>Transit Service Program</b> Contract for district transit service	TBD	2010 - 12
<b>Development &amp; Redevelopment Assistance</b> Providence, OCC, 8 Mile Rd. site, Plaza Inn, Ramada Inn, Northland Center, & others that meet SDDA objectives. Includes business recruitment and retention activities	\$1,000,000	2010 - 12
<b>Evaluate and Continue SDDA's Incentive Programs</b> Tenant Recruitment Incentive Program; Site Improvement grants; also consider modifying or adding other incentive programs	\$60,000/yr.	2010 - 12
<b>Zoning and Design Regulations</b> Work with City to update District-specific design and development standards	\$40,000	2012
<b>Prepare Business and Economic Development Strategy</b> Prepare Strategy for Development, Redevelopment, Retention & Attraction	\$30,000	2010 - 11
<b>Establish and Maintain Business Incubator</b>	\$500,000	2010 - 12
<b>Corridor Keeper Assistance</b>	\$40,000/yr.	2010 - 12
<b>On-going District Marketing, Planning and Administration</b>	\$200,000/yr.	2010 - 12
<b>Total Phase I:</b>	<b>\$4,519,000</b>	

\*More detailed descriptions of the projects are provided under PROJECT DESCRIPTIONS on the following pages.

Projects*	Cost Estimate <sup>1</sup>	Timing <sup>2</sup>
<b>PHASE 2: 2013 - 2030</b>		
<b>Road and Utility Improvements</b>		
• Nine Mile Road Paving	\$118,500	2013
• Others as needed	TBD	2013 - 30
<b>Sidewalks</b> North Providence Dr., Eight Mile and others as needed	\$400,000	2013 - 30
<b>Uniform Street Lighting</b> Nine Mile Rd., Greenfield Rd., Northland Dr. (West), Eight Mile Rd., Rutland Dr. (North) & others	\$1,300,000	2013 - 30
<b>Image Intersections and Gateways</b> Landscaping, decorative pavement, hardscape improvements, entry signage, and other enhancements	\$700,000	2013 - 30
<b>Streetscape &amp; ROW Enhancements</b> – as needed Wayfinding signs, landscaping, and other enhancements	\$900,000	2013 - 30
<b>Parking Improvements</b> Assist with construction of parking deck(s), parking lot combinations or enhancements, and other parking improvements	TBD	2013 - 30
<b>Central Plaza/Civic Space</b> Design and construct a central focal public amenity space	\$1,200,000	2013 - 30
<b>Connector Route (OCC/Millennium/J.L. Hudson)</b> Design, obtain easements and construct connector route	\$920,000	2013 - 30
<b>Providence Drive Extension Road</b> New road connecting Providence Dr. & Greenfield Rd.	TBD	2013 - 30
<b>Farmers Market Facilities</b> Continue to operate market, including shuttle	\$5,000/yr.	2013 - 30
<b>Transit Center Development Assistance</b> Site, design and construction	\$4,900,000	2010 - 30
<b>Transit Service Program</b> Continued from Phase 1	TBD	2013 - 30
<b>Development &amp; Redevelopment Assistance</b> Providence, OCC, 8 Mile Rd. site, Plaza Inn, Ramada, Northland Center, & others that meet SDDA objectives. Includes business recruitment and retention	\$300,000/yr.	2013 - 30
<b>Continue SDDA's Incentive Programs</b> Tenant Recruitment Incentive Program; Site Improvement grants; Other Programs TBD	\$60,000/yr.	2013 - 30
<b>Operate/Maintain Business Incubator</b>	\$50,000/yr.	2013 - 30
<b>Corridor Keeper Assistance</b> Continued from Phase 1	\$40,000/yr.	2013 - 30
<b>On-going District Marketing, Planning and Administration</b> Continued from Phase 1	\$200,000/yr.	2013 - 30
<b>Total Phase 2:</b>	<b>\$22,228,500</b>	
<b>TOTAL</b>	<b>\$26,747,500</b>	

\*More detailed descriptions of the projects are provided under PROJECT DESCRIPTIONS on the following pages.

## Footnotes to Table 1

- 1 Cost estimates for the projects are preliminary; specific plans and refined cost estimates for Development Area improvements will be completed upon initiation of each project. Costs include design and construction estimates
- 2 Other projects that arise and are consistent with the objectives and priorities of the SDDA – as outlined in this plan – may be funded consistent with the financing methods described in the Tax Increment Financing Plan.
- 3 All costs are in current dollars; actual costs will likely vary from these amounts.

## PROJECT DESCRIPTIONS

Since the creation of the SDDA, it has played an important role in the continued viability of the Development Area. Examples are assistance with costs of land purchase and building demolition for redevelopment, the Cornerstone District signs, and streetscape improvements on Greenfield, Nine Mile, Providence and J.L. Hudson Drives. The SDDA's projects have contributed greatly toward creating a healthy and desirable business district.

Considerable public infrastructure work remains to be done, such as completing sidewalk connections throughout the District, replacing streetlights, adding streetscape and aesthetic improvements, and repaving Nine Mile Road. In addition, the SDDA has determined that the District would benefit from broadening the scope of its projects to target activities that will more directly lead to new private business investment and tax base increase, with particular focus on the major stakeholders and adapting the physical layout of the District to better suit the new economy, sustainability and mixed use formats. Facilitation of development and redevelopment to increase the District's tax base is a high priority of the SDDA. The projects proposed in this Development Plan are targeted to accomplish the recommendations of the Strategic Plan.

Accordingly, the SDDA has identified the projects described below. Some of the projects will require alteration, demolition, or repair of existing land, buildings and uses, and others will be new development. The various projects were prioritized based on current opportunities to promote jobs and economic development, to eliminate blight and under-investment, the availability of other related investments and funding, and the relative speed with which various projects could be accomplished, along with the benefits and value of each to the community. The projects listed as starting in Phase I are all projects rated as having high value and being immediate needs for the District. Projects in the later phase(s) may be continuations of Phase I projects, are deemed to take a longer time to implement, be of lesser immediate value to the District, or respond to future opportunities.

It should be noted that while each project is assigned a phase and estimated timing for budget and planning purposes, those projects in Phase I may continue into Phase II or may not begin until Phase II, and those in Phase II may begin sooner. Overall, the projects within each phase are not mutually exclusive to one phase or another. Phase I is projected as 2010 through 2012; Phase II is 2013 – 2030. On-going projects continue over the life of the Plan.

Descriptions of the projects follow. The projects are categorized by SDDA goal.

**A. IMPROVE THE DISTRICT'S INFRASTRUCTURE AND AESTHETICS** - *Continue to support and implement streetscape, landscaping, lighting, parking, other infrastructure and aesthetic improvements to ensure the District is an attractive, welcoming, distinctive and comfortable place.*

1. **Uniform Street Lighting:** The SDDA plans to evaluate the District's street lighting, prioritize needs and install uniform decorative lights throughout. Goals are to increase energy-efficiency, aesthetics and provide for public safety and security. First priority will be to replace outdated nonfunctioning lights, followed by adding to and/or replacing existing lights where most necessary to provide for public safety and improve the aesthetics of the SDDA. Phase 1 street lighting projects are to replace the non-functioning lights on J. L. Hudson and Northland Drives, and extend the new lighting pattern to Providence Drive. Other streets in the Development Area are planned for Phase 2. The estimated total cost over the life of the Plan is \$1,500,000; \$200,000 in Phase I.
  
2. **Image Intersections and Gateways:** Plan, design and install enhanced landscaping, and aesthetic improvements at all SDDA gateway entrances and image intersections, as identified on the Concept Master Plan. The enhancements are intended to give a consistent image to the SDDA's entrances, while incorporating distinctive features to increase the prominence of and convey the identity of respective anchors at designated intersections and sub-areas. The improvements may include, but are not limited to, accent lighting, banners, decorative pavement, crosswalks, seasonal plantings, public art, and similar features. Participation by the neighboring property owners will be encouraged.

The estimated costs for this project include, but are not limited to, design, engineering, administration, construction, grading, landscaping and hardscape installation, demolition, permits, easements, administration, contingencies and other expenditures required to implement the project. Total project cost is estimated at \$1,515,000. The sources of funds may be TIF revenues, grants, private contributions and donations, and other sources permitted by the DDA Act that may become available. During Phase I the SDDA plans to install banners at the key intersections, gateways and other right-of-way locations (estimated cost \$50,000). The Phase 1 Plan includes a \$565,000 budget for other intersection and gateway enhancements consistent with the Strategic Plan. Phase 2 projects are budgeted at \$700,000 and include more intensive improvements, such as (entrance signs, walls, public art, and other features) throughout the Development Area.

3. **Add and Complete Sidewalks:** Install sidewalks along public streets that lack sidewalks, and complete missing sidewalk segments – including North Park Drive, J. L. Hudson Drive, Northland Drive and Eight Mile Road, and in other locations along public streets in the district. Repair or replacement of existing sidewalk may also be included. This project is intended to foster public safety and walkability, and to support the higher intensity of uses necessary to transform the SDDA into a contemporary urban place. The SDDA will assist and partner with property owners to implement improved and additional pedestrian connections throughout the district. Further, making the SDDA area easily walkable, not only makes it a more desirable place to live and work, but also can help to create a thriving economic base. This project is a longer-term opportunity, and will be pursued throughout the life of this Plan. In Phase 1 the sidewalk along North Park Drive will be completed and the sidewalk extended to connect North Park Drive to Rutland Drive.

The cost of sidewalks and enhancing SDDA connections will vary depending on the length, location, whether part of another construction project, replacement or new and other site-specific factors. Funding is anticipated to come from SDDA TIF funds, but may be augmented with CDBG funds, grants, SDDA millage, City and private funds or other fund sources as available. The estimated total cost (both phases) is \$555,000; Phase 1 is projected at \$155,000. Costs include engineering, design, administration, construction, demolition, permits, easements, and other expenditures required to implement the project.

4. **Streetscape and Public Right-of-way Enhancements:** The existing streetscape improvements on Greenfield Road and other locations in the District have improved the image of the SDDA for several years. However there are aspects of the streetscape environment that would benefit from refreshing and renewal. Additional shrubbery, perennial plantings and trees would enhance the corridors. The distinctive SDDA identity street signs are worn and need replacement or refreshing. The existing landscape should be evaluated to identify enhancements that would simplify maintenance, create a uniform standard of care, and make the major corridors more pedestrian friendly. Street lighting, image intersections and gateways are itemized as separate projects in this Plan, thus this general streetscape project is targeted toward “filling in the gaps”.
  - a. The SDDA will evaluate streetscape throughout the District and selectively enhance it, including adding landscaping in boulevard islands and medians. Streetscape may include wayfinding signs; landscape plantings such as trees, shrubs, groundcover and perennials; decorative paving; decorative accent lights; street furniture such as benches and trash receptacles; and other design elements in the ROW.
  - b. Design and construct streetscape improvements. Streets will be selected for streetscape improvements by the SDDA, based

on the findings of its on-going evaluation and as determined most beneficial to responding to opportunities and promoting the goals of this Plan.

The estimated total cost in both phases for the above improvements is approximately \$1,100,000, with most of the work planned as Phase 2 expenditures. Phase 1 expenditures are estimated to be \$200,000. Projects will be prioritized and constructed based on the benefit to the district, considering factors such as: increased tax base created, benefits accruing to multiple properties, significant parcels or image locations affected, and other criteria to be determined. The SDDA TIF funds will be supplemented with grants and other fund sources as available and permitted by the DDA Act.

5. **Road and Utility Improvements:** Road and utility improvements are a Phase 2 project in this Plan. In particular, the portion of Nine Mile Road in the Development Area is slated for repaving in 2013, with funds allocated in the regional Transportation Improvement Plan. Total estimated cost of that project is \$1,185,000. While most of the funds for this project will be federal, the City's required match is \$237,000. The SDDA will assist with the match, estimated to be \$118,500 as a Phase 2 project.

The SDDA will work with the City to address other road or utility improvements, as determined most critical to accomplish the objectives of this Plan. Funds, in an amount to be determined, may be allocated for the activities necessary to accomplish each project, including:

- Provide all or a portion of the funding match for priority road improvements.
- Obtain right-of-way, as needed.
- Work with the City, and/or other road agency with jurisdiction to design and construct the improvements.
- Add streetscape, landscaping, lighting and sidewalks.
- Other actions necessary, in the determination of the DDA.

6. **Parking:** The SDDA plans to assist to promote more efficient, effective parking throughout the Development Area. Expansion of the District's tax base requires that the use of land be more intense, and additional parking will be necessary to support the increased use. Parking projects may include, but are not limited to:

- a. Work with property owners to expand sharing of parking facilities, encouraging less land to be absorbed as dedicated parking lots and more cost-effective options.
- b. Implement on-street parking where feasible, consistent with the SDDA's Strategic Plan and the recommendations of the Enhanced Development Plan.

- c. Encourage parking areas to be designed to accommodate parking structures in the future.
- d. Assist in financing, planning and construction of parking structure(s). The estimated cost of parking structure construction is \$20,000 per space.

Parking improvements, particularly in the vicinity of Northland Center and Providence Hospital, will be timed to support additional private development. This may occur at any time during the Plan period, but is not expected to occur until Phase 2. The funds may come from several sources, including TIF funds, private funds, bond proceeds as TIF or revenue bonds, and other sources as permitted by law.

**B. ENHANCE THE DISTRICT'S PHYSICAL LAYOUT AND CHARACTER** - *Enhance the overall character of the District as a vibrant mixed use place with entertainment, destination retail, office space and support services, focused on the area surrounding J.L. Hudson Drive and Northland Center. Create clear, attractive and well-functioning connections between OCC, Providence, Northland and throughout the District. The connections should be multi-modal, accommodating vehicles, pedestrians, and non-motorized travel.*

1. **Develop Dedicated Farmers Market Facilities:** With the SDDA moving its offices away from the Millennium Centre, the Farmers Market is being temporarily relocated to the north parking lot at Northland Center. Costs for that relocation, including purchase of tents, power, and support facilities is included as a Phase 1 project, in the amount of \$20,000.

However for the long term, the Farmers Market would draw more people into the District if it had permanent facilities, specifically designed for the purpose of the market. The SDDA could retrofit/rehabilitate an existing building, such as the vacant former Montgomery Wards auto facility, build a new shelter with ancillary space for support services as part of the proposed central plaza in the vicinity of Providence Drive, J.L. Hudson Drive and Northland Center, or another alternative to be identified. The estimated costs of this project include design and engineering, construction costs, lighting, administration and contingencies. It is assumed that the land is already publicly owned, however it could also be leased or purchased if available at a favorable price. The estimated cost is \$600,000, and is projected during Phase 1. Funding sources may include TIF funds, grants, donations, and other sources permitted under the DDA Act, to be approved by the SDDA.

The SDDA may also support the Farmers Market's operation by contracting for shuttle service to transport nearby residents to the facility on market day. This activity would likely begin during Phase 1.

2. **Transit Plan:** The SDDA may partner in funding for a City-wide transit plan (the “Transit Plan”) to examine alternatives to auto transportation, such as the proposed light rail system, bike paths, park and ride facilities, bus transit service and other options. Alternative transportation will support increased employment and commerce in the City and SDDA. This is planned as a Phase 1 project, with the source of funds being TIF funds, SDDA millage, grants, and other City sources. The cost of the transit plan is estimated at \$50,000.
3. **Transit Service:** With energy becoming increasingly scarce and costly, effective transportation alternatives and mass transit will be required in the future, the SDDA may partner with the City and others to explore and support more extensive transit service within the City, to and from the SDDA, including linkages such as trolley service between the Civic Center and SDDA, possible purchase of vehicles and equipment, and assisting to construct transit stops and similar public improvements. This Phase 1 project could be undertaken either before on a pilot basis, or based on the findings and recommendations of the Transit Plan. As appropriate, transit options will be considered and may be developed in the SDDA District to support the City and surrounding area. The source of funds would be TIF funds, operating revenues, SDDA millage, grants, and City sources. The cost of vehicles, infrastructure and operation of the transit facilities will depend upon the type and level of service developed.
4. **Transit Center Development Assistance:** The SDDA plans to assist in pursuing additional funding and facilitating improvements for a new bus transfer station, possibly combined with new police substation. The existing bus transfer location at Northland is an important facility to bring workers and customers into the SDDA. This effort will involve working with Northland, Suburban Mobility Authority for Regional Transportation (SMART), Detroit Department of Transportation (DDOT), the City and other stakeholders to prepare plans and implement improvements, using grant funds allocated for the site by DDOT, and matching those grant dollars with additional funds from sources such as TIF funds, other grants and private sources. The estimated cost of a transit center is \$4,900,000, to be assembled from multiple sources as described above, and undertaken in Phase 2.
5. **Central Plaza/Civic Space:** The SDDA’s Concept Master Plan and Enhanced Development Plan envision the development of a central public plaza/open space as an outdoor gathering and civic activity area in the vicinity of the Millennium Centre, Providence Drive and J.L. Hudson Drive. A central, well-designed public open space could be a public amenity and functional space, serving as a location for festivals, district promotions, and perhaps the future Farmer’s Market. This project may entail redesign of some public roads and rights-of-way, may be combined with alterations to J.L. Hudson and/or Providence Drive, and also may require relocation of parking and buildings. The implementation may include land acquisition, design, construction,

demolition, site preparation assistance, contingencies and public/private partnerships. The estimated cost of this project is \$1,200,000, excluding the cost of land, and is programmed in Phase 2. Funding sources may include TIF funds, grants, donations, and other sources permitted under the DDA Act, to be approved by the SDDA.

6. **Develop New Pedestrian/Bike Connector Route between OCC, the Millennium Centre, and J.L. Hudson Drive.** Currently there is no convenient pathway between OCC and Northland Center. This Phase 2 project would create a pedestrian-friendly route to encourage students and others to travel between OCC, the Millennium Centre and J. L. Hudson Drive. The route would generally follow North Park Place, and then connect through the Millennium site. Implementation of this project will involve obtaining support and commitments from the abutting and benefited landowners, preparing detailed design plans and obtaining City approvals, obtaining rights-of-way or easements through donation or purchase or other means permitted by law, obligating financing and constructing the pavement, sidewalk and landscape improvements. The route could be designed for vehicle travel as well, although design issues would need to be resolved with OCC to prevent traffic conflicts at the entrance to the college. The estimated cost is \$920,000, paid for using TIF funds, privately funded and constructed site improvements that enhance the connector route, and other sources to be determined.
  
7. **Construct Providence Drive Extension Road.** The intent of this project is to construct a road through Northland Center that would facilitate the creation of a more walkable campus for Providence Hospital and other development. The new road would also create additional street frontage, potential locations for additional retail uses and support the potential “de-malling” of Northland, making it a more contemporary retail center. Providing access to the interior of the mall site creates an unparalleled economic development opportunity to create outlots, public spaces, and mixed use developments. Other road and infrastructure modifications may need to be undertaken as plan projects to maximize the development benefits of this project, including but not limited to possible closure or relocation of J.L. Hudson Dr. Any such changes will be carefully evaluated before proceeding to ensure that traffic circulation is properly addressed.

The Providence Drive extension road is expected to be developed in Phase 2. Estimated costs include right-of-way acquisition, grading, erosion control, drainage, paving, concrete sidewalk, road lighting, signalization, landscaping, environmental remediation, retention/detention, engineering and design, legal and bonding costs, administration and contingency. Costs are not known at the present time and are to be determined.

All or a portion of the cost of this project may be offset by a special assessment district, based on the portion of the project that is deemed to be a private benefit. In addition, brownfield financing, grants, and other public and private fund sources are expected to be utilized.

**C. DEVELOPMENT AND REDEVELOPMENT ASSISTANCE** - *Facilitate development, redevelopment and reinvestment in the District's properties consistent with this Plan, including, but not limited to, potential expansions of the campuses of Providence Hospital and Oakland Community College.*

**1. Development and Redevelopment Assistance:** These activities will likely continue over the life of the Plan, and the SDDA's participation will necessarily be flexible and adaptable to specific conditions and circumstances. Assistance under this category may take many forms, as permitted by the DDA Act and as follows:

- Roads, utilities, and streetscape amenities;
- Land acquisition, demolition of structures, site preparation including addressing environmental issues;
- Building rehabilitation costs;
- Public handicapper facilities;
- Public safety and fire protection safety improvements;
- Public parking facilities;
- Soft costs for architectural, legal, engineering, planning, landscape architectural, accounting, and similar expenses.

Funding sources for this category of projects will include TIF funds and other sources as permitted by law. These activities will continue throughout the life of the Plan.

**a. Providence Hospital.** The SDDA plans to support Providence Hospital's continued investment in the Development Area. In particular, the Hospital has plans to expand its facilities into a more campus-like layout with new buildings, services and site improvements. That expansion may require acquisition of land from Northland to the south, or parcels to the east or north of the hospital site. The SDDA will work with Providence, Northland and other stakeholders to facilitate the medical campus expansion, and participate in the planning and design process, including site changes necessitated at Northland Center.

The SDDA will support the expansion with public improvements consistent with the SDDA's Strategic Plan. Among the improvements anticipated in the Strategic Plan is construction of a parking structure(s), which could be financed all or in part with TIF funds, revenue bonds, grant and private funds, among other sources. Also, creating a new street between Providence

Drive and Greenfield Road, and possible closure and removal of J.L. Hudson Drive east of Providence Drive may be considered as part of the medical campus expansion. SDDA participation may involve construction, design, planning, land acquisition and assembly, and costs of site preparation for roads, utilities, parking facilities, demolition, road removal, landscaping, public amenities, and other public improvements to assist Providence's facility.

- b. **Oakland Community College:** The SDDA will support Oakland Community College investments in the District, including assistance to facilitate expansion of the campus, consistent with the SDDA's Strategic Plan. In spite of attracting a considerable student population every day, the OCC campus does not have a prominent image at Nine Mile Road, its main entrance. TIF funds may be used to improve OCC's visibility and public recognition in the District, including possible improvements to roads, utilities, streetscape, landscaping and public amenities, other public improvements, assistance with land acquisition and assembly, site preparation, planning, design, and other assistance as permitted by the DDA Act. The SDDA will collaborate with OCC, landowner(s) and the City to resolve design, parking and development issues relating to expansion and create a fitting image.
- c. **Ramada Inn Building and Parcels:** The SDDA will participate as feasible to accomplish the reuse or redevelopment of the Ramada Inn and associated parking site as a mixed use "town and gown" area as described more fully in the Strategic Plan. Assistance may include preparation of a site development plan for the sites, land acquisition and assembly, site preparation, demolition of buildings and structures, provision of incentives to encourage redevelopment, construction of public improvements, landscaping, streetscape, roads and utilities, and similar activities. The SDDA may partner to acquire the site(s), or work with the City and OCC to explore other means to leverage site control, and assist to find development partner(s).
- d. **Northland Center:** As the retail hub of the District, Northland Center represents some of the District's greatest opportunities and challenges for enhanced tax base and urban character transformation. The SDDA will work with Northland to encourage façade improvements, site updates, and facilitate alternative parking solutions to allow greater development density (combinations of on-street, parking structures, upgrading surface lots and landscaping, and vehicle and pedestrian circulation improvements). Opportunities for development of surplus parking areas into outlots at a more

urban density will be promoted. Also, the SDDA may assist in creating a new street between Providence Drive/J.L. Hudson Drive and Greenfield Road through the mall site. This infrastructure change could support additional commercial development sites.

- e. **Eight Mile Road Area:** The former Kalbat site is vacant and prominently located at the corner of Eight Mile Road and Northland Drive. There are also opportunities for other nearby parcels to develop or redevelop and enhance the tax base. The SDDA recently sold the Rutland Building in this area for a taxable use. The SDDA plans to target its marketing and incentive programs to foster investment in this area, assist development and redevelopment, and enhance Eight Mile Road with streetscape, lighting and other public improvements and assist with redevelopment. This effort will be part of the overall SDDA business programs.
- f. **Other Sites:** The SDDA will facilitate development and redevelopment efforts in all parts of the District as opportunities arise, consistent with this Plan.

- 2. **Business Recruitment and Retention Activities:** The SDDA will engage in business recruitment and retention activities. The goal of these activities is to stimulate new economic investment within the District, create tax base, provide economic incentives to attract desirable new business and investment within the district, and retain existing businesses. The business recruitment and retention program may involve actions such as hiring staff or consultant(s) to assist, adopting standards for public/private partnerships, identifying financial, infrastructure and other possible incentives, and promoting programs to enhance the human capital of the District, such as creating business incubator partnerships with major District stakeholders.

TIF funds may be allocated annually and utilized on a “pay-as-you-go” basis for such activities. Other funding sources as permitted under the DDA Act may also be used. These costs are included in the Plan under Development and Redevelopment Assistance, above, and continue through the life of the Plan.

**D. ENCOURAGE IMPROVEMENTS ON PRIVATE PROPERTY** - *Employ a variety of mechanisms to obtain, require or stimulate private property improvements for the betterment of the District.*

- 1. **Evaluate and Continue SDDA’s Incentive Programs for Investment and Reinvestment:** The SDDA will evaluate the effectiveness of its current incentive programs and modify them as may be necessary to further

stimulate reinvestment in the District. For example, the Tenant Recruitment Incentive Program (TRIP) could be modified to include offering small forgivable loans to new businesses that stay (“Come to Cornerstone”). The Site Improvement (Landscape Grants) program could be revised to allow larger grants for larger investments.

The SDDA will consider creating other incentive programs for to assist owners, developers and tenants to upgrade their properties thus adding to the overall value of the District. Eligible projects would assist improvements to the exterior of buildings and physical or aesthetic improvements to building grounds. A Facade Improvement Revolving Fund could be created which would be a low interest loan program to help fund facade improvements for existing buildings, with retention of public interest in the improvements. These programs are primarily supported by SDDA millage funds, however TIF funds may be used to finance associated, necessary public improvements. The budget for each incentive program will be established in the SDDA’s annual budget. This project will continue throughout the life of this Plan.

2. **Zoning and Design Regulations - Work with City to Review Existing Regulations and Prepare Design Guidelines and Zoning Amendments to Assist in Implementing Landscaping and Design Recommendations of SDDA Plans:** The SDDA may fund professional services to review and update the City Zoning Ordinance to require private property owners to make site improvements consistent with the SDDA’s design plans as part of any site development in the District. This project would be performed as a joint effort with the City Planning Commission. The estimated cost is \$40,000, to be funded from TIF funds and is a Phase 1 project.
3. **Corridor Keeper Assistance:** The SDDA is investigating opportunities to cooperatively with another community or on its own, fund the services of a “Corridor Keeper”, similar to the individual funded by the Eight Mile Boulevard Association. This individual proactively identifies compliance issues and provides business and property owners with tips on how to comply with existing property maintenance codes and help to improve the overall appearance of his or her property. The Corridor Keeper will support the District’s marketing efforts by assisting to enhance the appearance of the District as a good place for business to locate and invest. This project is projected at a cost of \$40,000 per year and will continue throughout the life of the Plan.

- E. **ECONOMIC HEALTH AND VITALITY** - *Support and enhance the District’s economic health and vitality through a targeted strategy of business and economic development programs and incentives for recruitment, retention, development and redevelopment.*

1. **Prepare Business and Economic Development Strategy:** The SDDA has prepared a high level business and economic development strategy to guide business development, redevelopment, retention and attraction for the District. **The SDDA's strategy outlines a proactive marketing plan and business attraction effort supported by a solid program for business retention. The focus is on securing investment necessary to grow employment and new business development in tandem with support for existing jobs and businesses.** The strategy will be used to guide the SDDA's business recruitment efforts to attract health care sector companies, big-box retail and regional restaurants along with other priority uses. Northland properties will be included in business recruitment efforts, particularly for outlot development. This project provides for the business and economic development strategy to be the high level guiding statement, which will be refined and updated with more intensive research in the priority targets of retail market, health care clusters and detailed sector analysis. The SDDA will finance preparation, enhancement, and monitoring of the business and economic development strategy with TIF funds or millage funds during Phase I. The estimated cost is \$30,000.
2. **Establish and Maintain a Business Incubator.** Business start-ups and entrepreneurs are the future of economic development in the 21<sup>st</sup> century. The SDDA plans to establish an incubator facility, in cooperation with one or more key stakeholders in the District to provide office and/or lab space and support services and programs. The purpose of this project is to accelerate the successful development of companies through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts. Project costs include identifying and leasing or otherwise acquiring, and retrofitting the incubator building, building operational costs, fixtures and management. The project is planned to begin in Phase 1 and continue throughout the plan period.
3. **Other Projects:** Other projects, described previously in this Plan, including business recruitment and retention activities and incentive programs will support the above objective.

#### F. ON-GOING MARKETING, PLANNING AND ADMINISTRATION

Marketing, planning and administration activities are essential to the future success of the SDDA and this Plan. These activities are budgeted on an annual basis and will continue throughout the life of the Plan.

1. **DDA Marketing Program:** Promotion and advertising for the SDDA District are a means of revitalizing and attracting businesses and customers. The SDDA plans to continue its marketing and public relations efforts to improve the public's perception of the District and reinforce that it is a good place to do business. Marketing services for

the Farmers Market are also included. This project may include related activities, including but not limited to development of marketing collateral such as professionally prepared brochure(s) printed for distribution as a part of an overall marketing program. Targeted advertising, marketing of downtown events, promotion of available business sites and real estate marketing, property tours, use of site consultants, and promotion of the general assets of the Development Area are all possible elements of the marketing program. A direct mail campaign targeting specific customers and potential clients may be developed. The marketing program should develop a unique image and branding for the 8 Mile Road subarea. The SDDA's website should be regularly updated with events and successes. TIF funds may be allocated annually over the life of the Plan, and utilized on a pay-as-you-go basis for such activities.

As part of this effort, the SDDA will continue to participate in mutually beneficial organizations and promotional events, such as the Convention and Visitors Bureau, Eight Mile Boulevard Association, ULI Detroit Chapter, Southfield Area Chamber of Commerce, Oakland County Business Roundtable and others. Collaborative efforts may be pursued with the Chamber, OCC and other stakeholders to create specific retail promotional programs such as a student discount card program. TIF funds, millage, private contributions and other funding sources permitted by P.A. 197 are anticipated to support these projects.

2. **Professional, Technical, and Administrative Assistance – Ongoing:** The SDDA may fund the on-going professional, technical, and administrative costs incurred in accomplishing the purposes and undertaking the projects listed in this plan. Costs may include professional fees for consultants, planning, legal, engineering and architect fees, administrative and staff support, supplies, materials, postage, dues, newspaper publications, and so on as permitted under PA 197 of 1975, as amended. Further, the monies allocated for program administration may be used for the employment of a permanent director or other personnel, as considered necessary by the SDDA Board. Some of these activities will be funded with SDDA millage revenues, but others may be paid from TIF funds or other sources as permitted by the DDA Act, as needed.
3. **Maintenance of Public Improvements – Ongoing:** On an annual basis, the SDDA may allocate funds to maintain the public improvements it has made in the District. Included in this project are maintenance of the existing and planned streetscape elements and other public improvements. The ongoing administrative and operating costs of the SDDA as approved in the annual budget process are currently paid out of SDDA millage revenues, but may be supplemented with tax increment revenues.

- G. OTHER PROJECTS CONSISTENT WITH THE OBJECTIVES OF THE PLAN** - Certain projects described in this Plan may require additional construction, demolition, or alteration other project activities to ensure or expedite completion, beyond that specifically described in this Plan. Each project listed in this Plan will include such other improvements as the SDDA Board deems to be necessary or incidental to the project components listed in this plan. Other improvements that further the goals of the Development Plan but are not specifically listed in this Plan or for which costs are not available, may be implemented and/or constructed at such time as there are sufficient TIF funds generated to fund their cost.

An annual project prioritization system will be adopted by the SDDA. Projects will be prioritized and constructed based on the benefit to the District, considering factors such as: increased tax base created, benefits accruing to multiple properties, significant parcels or image locations affected, ability to maintain the improvement, elimination of blight, timing of elements, and other factors. SDDA funds will be supplemented with grants and other fund sources as available and permitted by the DDA Act.

- 7. A Statement of the Construction or Stages of Construction Planned, and the Estimated Time of Completion [Section 17(e)]** *A statement of the construction or stages of construction planned, and the estimated time of completion of each stage.*

The anticipated schedule for construction and implementation of the public improvement projects for the Development Area is outlined in Table 1, "Estimated Project Costs and Schedule." The actual timing and sequence of projects may vary based on fund availability, opportunities that arise to achieve the goals and purposes of this plan, and SDDA priorities.

- 8. Parts of the Development Area to be Left as Open Space and Contemplated Use [Section 17(f)]** *A description of any parts of the development area to be left as open space and the use contemplated for the space.*

The small parcel of land at the southwest corner of Mount Vernon and Greenfield Road is set aside as a pocket park and contains a gateway feature for the SDDA, the signature obelisk sign and landscaping. This area is expected to remain as public open space. The Enhanced Development Plan for the SDDA envisions a future public plaza and open space near the intersection of Providence Drive and J. L. Hudson Drive that could be enhanced and used as a new site for the Farmers Market and other public events. No other part of the Development Area is proposed to be reserved as public open space at this time, although other open space may be provided in conjunction with permitted uses in the District and used consistent with the City Comprehensive Master Plan and SDDA Concept Master Plan.

- 9. Portions of the Development Area which the Authority Desires to Sell, Donate, Exchange, or Lease To or From the Municipality and the Proposed Terms [Section 17(g)]** *A description of any portion of the development area which the authority desires to sell, donate, exchange, or lease to or from the municipality and the proposed terms.*

The Authority owns no portion of the Development Area at this time. Further the SDDA has no plans to sell, donate, exchange, or lease to or from the City any land or building in the Development Area. If the SDDA assists in constructing a civic plaza, other public space, or public facility, it may acquire land and transfer ownership to the City. Further, if opportunities arise consistent with the goals and purposes of this Plan, other land and/or building purchases may be considered and terms would be determined at that time.

Additional right-of-way or easements may be required to accomplish the planned streetscape, connections, utilities and other public improvements. While it is not the intent of the SDDA to purchase either right-of-way or easements since considerable benefits will accrue to the abutting parcels from the improvements, purchase may be required. Any right-of-way acquired will be transferred to the road agency with jurisdiction.

**10. Desired Zoning Changes and Changes in Streets, Street Levels, Intersections and Utilities [Section 17(h)]** *A description of desired zoning changes and changes in streets, street levels, intersections and utilities.*

No zoning changes are proposed as part of this Plan (See Map 4: Existing Zoning). However, as the Plan progresses, the SDDA, as a component of its economic development strategy, may recommend to the Planning Commission certain changes to the Comprehensive Master Plan and the Zoning Ordinance that affect properties within the Development Area. Any zoning changes on parcels in the SDDA District will be coordinated between the SDDA, the Planning Commission, and the City Council according to State enabling acts and the adopted procedures of the City. Any change will occur in a manner that ensures appropriate future land uses within the district for the attainment of the goals as stated herein.

Proposed changes in utilities, intersections, and streets are described previously and may include right-of-way acquisition or vacation; pavement removal and replacement; traffic modifications; relocating, expanding or burying existing utilities; and changes to median widths, landscaping, driveways and access to parcels; and related elements. Detailed design plans that will be prepared as part of the implementation of this plan may specify further utility or street changes.

**11. An Estimate of the Cost of the Development, Proposed Method of Financing and Ability of the Authority to Arrange the Financing [Section 17(i)]** *An estimate of the cost of the development, a statement of the proposed method of financing the development and the ability of the authority to arrange the financing.*

The cost estimates for the proposed public improvements to be undertaken by the SDDA are provided earlier in this plan (see Sections 5 and 6). The estimated cost of the SDDA's portion of the public improvement projects listed in this plan, including the cost of associated administration, engineering, planning, and design work as outlined in Table 1 is \$26,747,500.

It is anticipated that these projects will be paid for with tax increment revenues generated by annual increases in property valuations from economic growth and new construction within the Development Area, in accordance with a tax increment financing plan established pursuant to the DDA Act. The tax increment revenues may be supplemented with developer contributions, grant funds, SDDA millage revenues and other funds as may become available. Projects will not be initiated until such time as sufficient funds have been projected to pay for the project or debt service for project financing. Matching funds, contributions from other funding entities, grants, donations, bonding, special assessments, and other sources available to the SDDA may be utilized, consistent with the goals and objectives of this plan.

It is anticipated that most projects will be financed on a “pay-as-you-go” basis using funds on-hand or accumulated from prior years’ captures. However, the SDDA may determine that there is a need to sell bonds, obtain loan funds or grants, or receive contributions from any of the other sources permitted under the DDA Act to facilitate completion of one or more of the improvement projects.

The cost estimates for projects are rough preliminary estimates because construction or design drawings have not yet been prepared, and therefore the estimates have been based on preliminary concepts. A percentage has been factored into the estimates to cover contingencies and design costs. The costs are estimated in current 2010 dollars.

- 12. Designation of Person or Persons, Natural or Corporate, to Whom All or a Portion of the Development is to be Leased, Sold, or Conveyed in any Manner and for Whose Benefit the Project is Being Undertaken if that Information is Available to the Authority [Section 17(j)]** *Designation of the person or persons, natural or corporate, to whom all or a portion of the development is to be leased, sold, or conveyed in any manner and for whose benefit the project is being undertaken, if that information is available to the authority.*

All public improvement projects undertaken as part of this plan will remain in public ownership for the public benefit. The SDDA may participate in and/or facilitate a purchase other land for use or redevelopment in accordance with the City Comprehensive Master Plan, the SDDA Concept Master Plan, and the goals of this Development Plan. The SDDA may convey any such property to another entity, yet unknown. Further, the SDDA may consider other property acquisition, lease, or sale, as appropriate, in furtherance of the goals of this plan. The person or persons to whom such property may be leased or conveyed is unknown at this time.

- 13. The Procedures for Bidding for the Leasing, Purchasing, or Conveying of All or a Portion of the Development Upon its Completion, if There is no Expressed or Implied Agreement between the Authority and Persons, Natural or Corporate, that all or a Portion of the Development will be Leased, Sold, or Conveyed to Those Persons [Section 17(d)]** *The procedures for bidding for the leasing, purchasing, or conveying of all or a portion of the development upon its completion, if there is no express or implied agreement between the authority and persons, natural or corporate, that all or a portion of the development will be leased, sold, or conveyed to those persons.*

It is intended that the SDDA be authorized to acquire land and/or properties, as necessary, to facilitate the projects described previously. Should acquisition of property be required to accomplish the objectives of the SDDA, or should the SDDA

receive property by donation, through purchase or by any other means of acquisition, the SDDA will follow its established procedures, consistent with those of the City for property disposition, and subject to all applicable Federal, State, and local regulations.

It is not the intention of the SDDA to own property on a permanent basis, however the SDDA does and will own property until such time as the property in question can be conveyed to an appropriate party. Temporarily owned property will encourage suitable development in targeted areas, and will likely induce quality development elsewhere in the Development Area.

SDDA-owned property will be conveyed to parties equipped to develop the site in a manner that serves the goals and objectives of this Development Plan. In most cases, this will occur through the RFP process so as to be fair and equitable. Acquisition and disposition procedures will include the ability of the SDDA to dispose of acquired parcels or lots with the value of such parcels or lots based upon an independent appraisal of the real estate by a qualified real estate appraiser licensed to perform such work in the State of Michigan. In the event the Authority decides to dispose of a parcel or parcels of real property, the sale may be for more than appraised value, at appraised value, or below the appraised value at the discretion of the SDDA Board.

- 14. Estimates of the Number of Persons Residing in the Development Area [Section 17(l)]** *Estimates of the number of persons residing in the development area and the number of families and individuals to be displaced. If occupied residences are designated for acquisition and clearance by the authority, a development plan shall include a survey of the families and individuals to be displaced, including the number of private and public units in existence or under construction, the condition of those in existence, the number of owner-occupied and renter-occupied units, the annual rate of turnover of the various types of housing and the range of rents and sale prices, an estimate of the total demand for housing in the community, and the estimated capacity of private and public housing available to displaced families and individuals*

More than 100 individuals live within the Development Area boundaries. No individuals are proposed to be displaced as a direct result of SDDA activities under this Plan, and no occupied residences are designated for acquisition or clearance by the SDDA. Since more than 100 people reside in the Development Area, the City Council has appointed a Development Area Citizens Council (DACC) as required by the DDA Act. The DACC will review and make its recommendation on this Plan as required by law.

- 15. Response to MCL 125.1667(2)(m), 125.1667(2)(n), and 125.1667(2)(o) [Section 17(m)]** *A plan for establishing priority for the relocation of persons displaced by the development in any new housing in the development area*

Not applicable. The SDDA does not intend to condemn property in conjunction with this plan that would result in people being displaced. However, in the future, if the condemnation of property is necessary to meet the objectives of this plan and would result in persons being displaced, the SDDA will submit to the City Council an acquisition and relocation plan consistent with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.

16. **Provision for the Costs of Relocating Persons Displaced by the Development, and Financial Assistance and Reimbursement of Expenses, including Litigation expenses and expenses incident to the Transfer of Title in accordance with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 [Section 17(n)]** *Provision for the costs of relocating persons displaced by the development and financial assistance and reimbursement of expenses, including litigation expenses and expenses incident to the transfer of title, in accordance with the standards and provisions of the federal uniform relocation assistance and real property acquisition policies act of 1970, being Public Law 91-646, 42 U.S.C. sections 4601, et seq.*

Not applicable. The SDDA does not intend to condemn property in conjunction with this plan that would result in people being displaced. As a result, this section is not applicable. However, in the future, if the condemnation of property is necessary to meet the objectives of this plan and would result in persons being displaced, the SDDA will submit to the City Council an acquisition and relocation plan consistent with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.

17. **A Plan for Compliance with the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and Act 227 of the Public Acts of 1972 [Section 17(o)]** *A plan for compliance with Act. 227 of the Public Acts of 1972, being sections 213.321 to 213.332 of the Michigan Compiled Laws*

Not applicable. The SDDA does not intend to condemn property in conjunction with this plan that would result in people being displaced. As a result, this section is not applicable. However, in the future, if the condemnation of property is necessary to meet the objectives of this plan and would result in persons being displaced, the SDDA will submit to the City Council an acquisition and relocation plan consistent with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and Act 227 of the Public Acts of 1972.

# TAX INCREMENT FINANCING PLAN

## 1. Purpose of the Tax Increment Financing Plan.

The SDDA was established in order to accomplish a number of goals, such as to increase property tax valuation and facilitate the overall economic growth of the City's business district. On that basis, the City Council deemed it beneficial and necessary to create and provide for the operation of a downtown development authority under the provisions of the DDA Act.

The SDDA has determined that the 2010 Restated Plan is necessary to achieve the purposes of the DDA Act. Further, the SDDA is authorized to prepare and submit the TIF Plan to the governing body. The TIF Plan includes the preceding Development Plan, along with a detailed explanation of the tax increment procedure, the maximum amount of bonded indebtedness to be incurred, the duration of the program, the impact of tax increment financing on the assessed values of all taxing jurisdictions in which the development area is located, and a statement of the portion of the captured assessed value to be used by the SDDA.

## 2. Explanation of the Tax Increment Procedure.

As provided in the DDA Act, tax increment financing is a financing tool for the redevelopment of designated development areas within the Development Area. Tax increment financing is the process of expending new property tax dollars for improvements that generally benefit the Development Area. Tax dollars generated from new private property developments and from improvements to existing private property within a designated development area are "captured" and utilized by the SDDA to finance projects within the Development Area. This process supports and encourages continued private investment.

To utilize tax increment financing, the SDDA must prepare a development plan and a tax increment financing plan. Both plans are submitted to the City Council. The City Council must adopt the plans by ordinance. As described above, the plans specify the initial assessed value, estimate the captured assessed value, and provide for the expenditure of the funds. These plans may be amended in the future to reflect changes desired by the SDDA. All amendments must follow the procedures of the DDA Act.

Captured assessed value is defined in the DDA Act, as the amount, in any one year, by which the current assessed value of the development area exceeds the initial assessed value. Initial assessed value is defined as the assessed value, as equalized, of all the taxable property within the boundaries of the development area at the time the ordinance establishing the tax increment financing plan is approved, as shown by the most recent assessment roll of the municipality.

Such funds transmitted to the SDDA are termed "tax increment revenues". Tax increment revenues are the amount of ad valorem and specific local taxes attributable to the application of the levy of all taxing jurisdictions other than the state education tax and local or intermediate school districts upon the captured assessed value of real and personal property in the development area.

For this Plan, the initial assessed value is the total taxable value for all real and personal property in the development area as of December 31, 1994.

The applicable tax levy for tax increment purposes in the SDDA Development Area will be the total millage levied by the eligible taxing jurisdictions. The current tax levy of all applicable taxing jurisdictions listed in Table 2 is 23.16330 mills.

**3. Maximum Amount of Bonded Indebtedness to be Incurred.**

The SDDA has no bonded indebtedness. Most of the SDDA’s proposed improvements will be implemented on a “pay-as-you-go” basis as tax increment revenues are transmitted to the SDDA, or as may be accumulated over more than one year, and held in reserve to allocate for projects. However, bonded indebtedness may be undertaken if the SDDA determines it would be advantageous to completing all or portions of the improvement program.

The maximum amount of bonded indebtedness to be incurred under this TIF Plan shall be \$18 million. Bonds issued under this TIF Plan may be issued in any form authorized under the DDA Act.

**Table 2  
Applicable Millage Summary**

<b>Taxing Jurisdiction*</b>	<b>Projected Captured Millage Rate**</b>
City of Southfield General	16.16870
Oakland County General	4.19000
Oakland Community College	1.58440
Drains At Large	0.17410
SMART	0.59000
Oakland County Special***	0.45610
<b>Total Applicable Millage****</b>	<b>23.16330</b>

Notes:

\* Oak Park Schools, Southfield Schools, School Debt, State Education Tax, Oakland County Intermediate Schools are not included because the tax levies of these jurisdictions are exempt from capture. The City administration fee and DDA millage levy are also not included.

\*\* Rates are in dollars per \$1,000.00 of taxable value.

\*\*\* Consists of millage for Huron Clinton Metropolitan Authority (0.2146) and County Parks (0.2415).

\*\*\*\* Millage rates are based on posted rates on City of Southfield website, 2010 Tax Rates.

Under this TIF plan, the tax levy on the entire captured assessed valuation is planned to be utilized by the SDDA. The tax increment revenues will be expended in the manner as set forth in this Plan. Estimates of the projected growth in taxable value, the revenue captured by taxing jurisdictions and the tax increment revenues to be received by the SDDA are included in Table 3.

**4. Duration of the Program.**

The TIF Plan will remain in effect until December 31, 2030 except as the same may be modified from time to time by the City Council of the City in accordance with the procedures required by the DDA Act; provided, however, the Plan will not terminate before the principal and interest owing on any bonds which are outstanding has been paid in full, or funds sufficient for such payment have been segregated.

**5. Statement of the Estimated Impact of Tax Increment Financing on Taxing Jurisdictions in Which the Development Area is Located.**

The maximum effect of this Plan on the taxing jurisdictions in which the Development Area is located is that the taxable value upon which taxes are now levied will remain constant over the life of this Plan. If private development occurs and values increase as anticipated in this Plan, potential taxes captured from each taxing jurisdiction over the duration of the Plan are estimated in Table 3. Of course, at the expiration of this TIF Plan, all taxing jurisdictions will benefit substantially from new private development and from a tax base that has been stabilized and enhanced as a result of the public improvement program.

**6. Plan for the Expenditure of Captured Assessed Value by the Authority**

**A. Estimate of Tax Increment Revenues.** Table 3 shows projected value increase over the next 20 years. Based on input from the City Assessor, the projected annual growth in taxable value is estimated in Table 3 at a variable rate. Both real and personal property assessments are included in the taxable value projections.

Additional increases in the assessed valuation for the Development Area and consequent tax increment revenues may result from other new construction, expansion, rehabilitation, or further appreciation of property values. These increases are beyond those projected in this plan, but if such increases result, the tax increment revenues will be spent according to this plan to accelerate the implementation of the public improvement program.

**B. Expenditure of Tax Increment Revenues.** The program and schedule for the expenditure of tax increment revenues to accomplish the proposed public improvements for the SDDA Development Area is outlined in Table 1. The cost estimates shown are current estimates only. These estimates are based solely upon concepts and have not been developed from construction drawings. The cost estimates consider fees for design, preparation of construction drawings, contract administration, and other contingencies.

Any additional tax increment revenues beyond those projected in this plan will:

- 1) be used to further the implementation of the public improvement program and projects contained in this Plan,
- 2) be used to expedite any debt service to the extent possible, or

- 3) be returned, pro-rata, to the taxing units.

Should the tax increment revenues be less than projected, the SDDA may choose to:

- 1) Collect and hold the captured revenues until a sufficient amount is available to implement specific public improvements.
- 2) Implement public improvement projects based upon the ability to match existing funds with expenditures, while seeking out additional funding sources.
- 3) Amend the development plan and/or tax increment financing plan to allow for alternative projects and funding.

The SDDA shall annually review proposed increment expenditures and revenues to prioritize the use of additional funds. Other public improvements which would further the completion of the Development Plan may be funded by the SDDA.

**Table 3**  
**Future Capture Estimates and Impact on Jurisdictions**  
**Southfield Downtown Development Authority**  
**Southfield, Michigan**

Tax Day	Fiscal Year	Total Taxable Value <sup>a</sup>	Captured Taxable Value	Southfield	Oakland Co. General	OCC	Drains At Large	SMART	Oakland Co. HCMA/Parks	Total Tax Increment Capture <sup>b</sup>
				<b>16.16870</b>	<b>4.19000</b>	<b>1.58440</b>	<b>0.17410</b>	<b>0.59000</b>	<b>0.45610</b>	
	<i>Base Year</i>	\$104,304,320								
12/31/2009	2010-11	\$167,448,345	\$63,144,025	\$1,020,957	\$264,573	\$100,045	\$10,993	\$37,255	\$28,800	\$1,462,624
12/31/2010	2011-12	\$160,750,411	\$56,446,091	\$912,660	\$236,509	\$89,433	\$9,827	\$33,303	\$25,745	\$1,307,478
12/31/2011	2012-13	\$154,320,395	\$50,016,075	\$808,695	\$209,567	\$79,245	\$8,708	\$29,509	\$22,812	\$1,158,537
12/31/2012	2013-14	\$154,320,395	\$50,016,075	\$808,695	\$209,567	\$79,245	\$8,708	\$29,509	\$22,812	\$1,158,537
12/31/2013	2014-15	\$154,320,395	\$50,016,075	\$808,695	\$209,567	\$79,245	\$8,708	\$29,509	\$22,812	\$1,158,537
12/31/2014	2015-16	\$154,320,395	\$50,016,075	\$808,695	\$209,567	\$79,245	\$8,708	\$29,509	\$22,812	\$1,158,537
12/31/2015	2016-17	\$154,320,395	\$50,016,075	\$808,695	\$209,567	\$79,245	\$8,708	\$29,509	\$22,812	\$1,158,537
12/31/2016	2017-18	\$155,863,599	\$51,559,279	\$833,647	\$216,033	\$81,691	\$8,976	\$30,420	\$23,516	\$1,194,283
12/31/2017	2018-19	\$157,422,235	\$53,117,915	\$858,848	\$222,564	\$84,160	\$9,248	\$31,340	\$24,227	\$1,230,386
12/31/2018	2019-20	\$158,996,457	\$54,692,137	\$884,301	\$229,160	\$86,654	\$9,522	\$32,268	\$24,945	\$1,266,850
12/31/2019	2020-21	\$162,176,386	\$57,872,066	\$935,716	\$242,484	\$91,693	\$10,076	\$34,145	\$26,395	\$1,340,508
12/31/2020	2021-22	\$165,419,914	\$61,115,594	\$988,160	\$256,074	\$96,832	\$10,640	\$36,058	\$27,875	\$1,415,639
12/31/2021	2022-23	\$168,728,312	\$64,423,992	\$1,041,652	\$269,937	\$102,073	\$11,216	\$38,010	\$29,384	\$1,492,272
12/31/2022	2023-24	\$172,102,878	\$67,798,558	\$1,096,215	\$284,076	\$107,420	\$11,804	\$40,001	\$30,923	\$1,570,438
12/31/2023	2024-25	\$175,544,936	\$71,240,616	\$1,151,868	\$298,498	\$112,874	\$12,403	\$42,032	\$32,493	\$1,650,168
12/31/2024	2025-26	\$179,055,835	\$74,751,515	\$1,208,635	\$313,209	\$118,436	\$13,014	\$44,103	\$34,094	\$1,731,492
12/31/2025	2026-27	\$182,636,951	\$78,332,631	\$1,266,537	\$328,214	\$124,110	\$13,638	\$46,216	\$35,728	\$1,814,442
12/31/2026	2027-28	\$186,289,690	\$81,985,370	\$1,325,597	\$343,519	\$129,898	\$14,274	\$48,371	\$37,394	\$1,899,052
12/31/2027	2028-29	\$190,015,484	\$85,711,164	\$1,385,838	\$359,130	\$135,801	\$14,922	\$50,570	\$39,093	\$1,985,353
12/31/2028	2029-30	\$193,815,794	\$89,511,474	\$1,447,284	\$375,053	\$141,822	\$15,584	\$52,812	\$40,826	\$2,073,381
			<b>\$1,261,782,802</b>	<b>\$20,401,388</b>	<b>\$5,286,870</b>	<b>\$1,999,169</b>	<b>\$219,676</b>	<b>\$744,452</b>	<b>\$575,499</b>	<b>\$29,227,054</b>

- a. 4.0% decrease between Fiscal Years 2011-2012 to 2012-2013, 0.0% increase between Fiscal Years 2012-2013 to 2016-2017, 1.0% increase between Fiscal Years 2017-2018 to 2018-2019, and 2.0% increase between Fiscal Years 2019-2020 to 2029-2030; actual taxable value for 2010-2011 is used as base.
- b. Tax increment projected using combined real and personal property values and 2010 millage rates.

---

Appendix A  
Southfield Downtown Development Authority Development Area Boundary Description

---

### Southfield Downtown Development Authority District Description

Located in the City of Southfield, Oakland County, Michigan. Beginning at the northwest corner of parcel 2436-353-021; thence easterly along the north lot lines of parcels 2436-353-021 through 2436-353-027 across the right-of-way of Rutland Drive and continuing along the north lot lines of parcels 2436-377-015, 2436-377-016 and 2436-377-027 to the southwest corner of parcel 2436-377-025; thence northeasterly along the west lot lines of parcels 2436-377-025 and 2436-377-026 to the northwest corner of parcel 2436-377-026; thence easterly along the north lot lines of parcels 2436-377-026 and 2436-451-012 to the northwest corner of parcel 2436-451-009; continuing northeast along the north lot line of parcel 2436-451-009 to the point where such parcel intersects the west right-of-way of Northwestern Highway; thence northwesterly along said west right-of-way of Northwestern Highway and continuing north through the right-of-way of Southfield Road to the northwest corner of parcel 2425-352-007; thence easterly along the north lot line of parcel 2425-352-007 to the west lot line of parcel 2425-376-001; thence northerly along the west lot line of parcel 2425-376-001 to the northwest corner of said parcel 2425-376-001; thence easterly along the north lot line of parcel 2425-376-001 to the west lot line of parcel 2425-401-007; thence southerly along the west lot lines of parcels 2425-401-007 and 2425-401-008 and continuing south across Nine Mile Road to the northwest corner of parcel 2436-201-002; thence southerly along the west lot line of parcel 2436-201-002 to its intersection with parcel 2436-127-001; thence continuing southwesterly along the northwest lot line of parcel 2436-127-001 392.96 feet, thence continuing along the lot line of parcel 2436-127-001 northwesterly 140.39 feet, southwesterly 85 feet, northwesterly 129 feet, southwesterly approximately 331 feet and southeasterly 96.66 feet; thence continuing southwesterly along the northwest lot line of parcels 2436-127-001 and 2436-128-001 to its intersection with the east right-of-way line of Rutland Avenue; thence southerly along the east right-of-way of Rutland Avenue to the east right-of-way of Northwestern Highway; thence southerly along the east right-of-way of Northwestern Highway to the north right-of-way of North Park Drive; thence northeasterly and easterly along the northerly right-of-way line of North Park Drive to the west right-of-way line of Providence Drive; thence northerly along the west right-of-way of Providence Drive continuing north across Nine Mile Road to the southeast corner of parcel 2425-401-010; thence northerly along the west right-of-way of Providence Drive to the northeast corner of parcel 2425-401-010; thence continuing northeasterly along the west right-of-way of Providence Drive 257.85 feet; thence southeasterly across Providence Drive to the southwesternmost corner of parcel 2425-476-002; thence easterly along the south lot line of parcel 2425-476-002 to the west lot line of parcel 2425-476-091; thence northerly along said west lot line of parcel 2425-476-091 to the south lot line of parcel 2425-476-014; thence easterly along said south lot line of parcel 2425-476-014 and continuing north along the east lot line of parcel 2425-476-014; thence north across Providence Drive to the southwest corner of parcel 2425-401-018; thence north along the west lot line of parcel 2425-401-018 and continuing easterly and northerly along the boundaries of said parcel 2425-401-018 to the south right-of-way of Mt. Vernon Road; thence north to the centerline of Mt. Vernon Road; thence easterly along the centerline of Mt. Vernon Road to the centerline of Greenfield Road; thence southerly along the centerline of Greenfield Road to the centerline of Eight Mile Road; thence westerly along said centerline of Eight Mile Road to the centerline of Southfield Road; thence northerly along said centerline of Southfield Road to a point due west of the northwest corner of parcel 2436-353-021; thence east to the northwest corner of parcel 2436-353-021, the point of beginning.

---

**COMMUNITY PLANNING & DEVELOPMENT CONSULTANT**

**McKenna Associates, Incorporated**  
Community Planning – Urban Design  
235 East Main Street, Suite 105  
Northville, Michigan 48167

Phillip C. McKenna, AICP, PCP ..... President  
Sara J. Hodges, AICP ..... Project Director  
Heather L. McPhail..... Project Planner  
Sabah Aboody-Keer ..... GIS/Mapping  
Kacy Smith..... Text Production