

# City Centre District

**Westland TIFA** 2050 Transformation Plan

**DRAFT**

**Aubrey Berman**

*Economic Development Director/TIFA*



**MAYOR**  
**MICHAEL P. LONDEAU**

# City Centre District

**Westland TIFA** 2050 Transformation Plan

Adopted by the Westland TIFA Board on October 13, 2020.

Adopted by the Westland City Council on DATE, 2020.

# DRAFT

*Prepared with the assistance of:*



235 E. Main Street, Suite 105  
Northville, MI 48167  
T: 248.596.0920  
F: 248.596.0930  
[www.mcka.com](http://www.mcka.com)



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# ACKNOWLEDGMENTS

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Thank you.

The participation and cooperation of residents, members of the business community and stakeholders in the preparation of the Westland TIFA 2050 Transformation Plan is greatly appreciated and we thank everyone who participated in its development.

In particular, we acknowledge the efforts of:

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Gretchen Heinicke

Aubrey Berman, Director of Economic Development

# TABLE OF CONTENTS

## 01 The City Centre District Today ..... 1

Transformation Plan Summary .....	2
City Centre District Extents .....	3
Capitalizing on Westland's Planning Efforts .....	8
Market Studies .....	9

## 02 Public Participation ..... 13

Vision Statement .....	14
SWOT Analysis .....	16
District Goals and Objectives .....	18

## 03 City Centre Opportunities ..... 19

The 2050 City Centre District .....	20
Special Planning Area Concept Plan .....	21
Westland Crossing Summary .....	23
Westland Crossing—Two Development Scenarios .....	24

## 04 Action Plan ..... 26

Six Step Action Plan .....	27
Next Steps for Westland .....	28
Step 1: Master Plan Amendment .....	28
Step 2: Update the Zoning Ordinance .....	29
Step 3: Partner .....	31
Step 4: Support and Invest .....	34
Step 5: Evaluate .....	36
Step 6: Approve .....	36

## Appendix A ..... 37



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MICHAEL J. GORDON



Westland's City Centre District 2050 Transformation Plan is a proactive approach to economic development, to foster a unique retail and entertainment destination and mixed-use neighborhood within the region—a vibrant district to live, work and play. This 2050 Transformation Plan is an important resource that the City Administration, the Tax Increment Financing Authority (TIFA) Board and elected officials will use as a strategy for the revitalization and growth of the City Centre District.

For current residents of the City of Westland, this Transformation Plan means: vibrant shopping and entertainment options, high quality civic and medical institutions, walkable, public places to enjoy events and to gather with friends, nearby recreation and parks and a variety of newly created jobs.

If you're a future resident of Westland, this Transformation Plan means: a growing and welcoming community with a variety of housing, retail and recreational spaces to enjoy and come home to.

As a current business within the City Centre District, this Transformation Plan means: new opportunities for growth - new residents and potential employees, new tools to help redevelop sites for better integration into the community or for reuse into a higher and better use; improved infrastructure, visibility and accessibility, increased foot-traffic and new consumers looking for both local goods and unique destinations.

If you're thinking about moving or expanding a future business within Westland's City Centre, this 2050 Transformation Plan means: a growing market of consumers, residents and workers, energized mixed-use and walkable centers with highly desired entertainment and retail venues and incentives for relocation and the development of underutilized and vacant sites.







01

Annotations on map include:  
- Parking Garage mixed Use  
- Mixed Use  
- Greenbelt Planning Area  
- NIKETOWN ADIDAS H&M  
- North of McDonald's H&M - Urban Space  
- Greenbelt  
- Cowan  
- Warren Rd  
- Blackfoot Ln  
- Geronimo Trl  
- N Wayne Rd  
- Hambleton Ave  
- Webster Ave  
- Berlewell Ave  
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# THE CITY CENTRE DISTRICT TODAY



# TRANSFORMATION PLAN SUMMARY



*Credit: Gibbs Planning Group, Inc.*

Westland's City Centre 2050 Transformation Plan is a forward thinking policy document, designed to guide revitalization and facilitate growth in one of the City's premier commercial and civic districts.

As a strategic tool for the City Administration, elected officials and the TIFA Board to implement over the next 30 years, this Transformation Plan will chart the course for the positive reinvestment for the Westland Mall and the key commercial and mixed-use thoroughfares of Wayne and Warren Roads.



## WESTLAND'S CITY CENTRE DISTRICT

*The City Centre District is the current hub of municipal and commercial activity within Westland and home to numerous businesses and residents.*



## CITY CENTRE DISTRICT EXTENTS

The City Centre District (TIFA District) is approximately 715 acres and is located in the heart of Westland. Within the City Centre District are a multitude of land uses including a variety of commercial uses, state-of-the-art City Hall and civic campus, the Westland Mall Shopping Center, garden apartments and single family homes, light industrial uses, wetlands, and park areas.

As shown on the map above, the District is bounded by Wayne Road, N. Wildwood Street, and Yale Street on the east; Elmwood Street, and Ford Road on the south; Willow Creek, and E Wilderness Park Drive on the west; and Rivergate Drive, and Nankin Boulevard on the north.



## WESTLAND SHOPPING CENTER

*The Westland Shopping Center was originally developed by the J.L. Hudson Corporation and opened in 1965, prior to the creation of the 1-275 Interchange, and within an unincorporated section of Wayne County (Nankin Township).*

*By a vote of local citizens in 1966, the City of Westland (named after the shopping center) was established as an incorporated city. Expansions to the mall occurred during the mid-1970s, 1986 and 1997. Shown above, Hudson's elegant open air restaurant and mezzanine, circa 1970's.*



## SPECIAL PLANNING AREAS

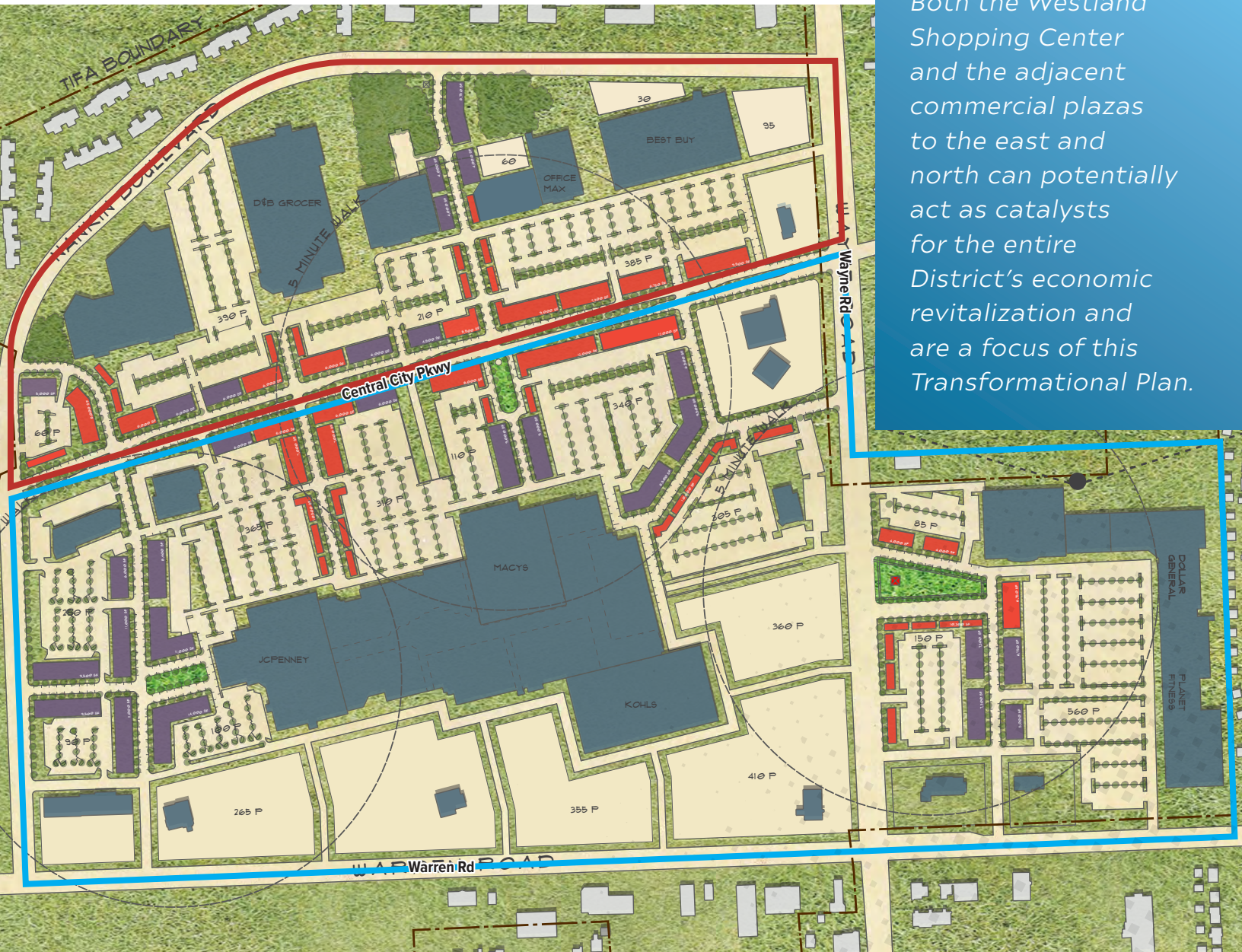
Two special planning areas were identified for an in-depth analysis: the Westland Shopping Center and the adjacent commercial plazas to the east and north. These sites can potentially act as catalysts for the entire District's economic revitalization.

Special Planning Area #1 is approximately 123 acres and is bounded by Wildwood Street to the east; Warren Road to the south; Nankin Boulevard to the west; and Central City Parkway to the north. Within Special Planning Area #1 is the Westland Shopping Mall as well as a variety of restaurants, Citizens Bank, and Maestro Music Academy.

Special Planning Area #2 is approximately 57 acres and bounded by N. Wayne Road to the east; Central City Parkway to the south; Nankin Boulevard to the west; and Rivergate Drive to the North. The site contains big-box stores such as Value World, Office Max and Best Buy.



Both the Westland Shopping Center and the adjacent commercial plazas to the east and north can potentially act as catalysts for the entire District's economic revitalization and are a focus of this Transformational Plan.



- Special Planning Area #1
- Special Planning Area #2



*The Westland City Centre District is located along major commercial thoroughfares including Wayne Road, Warren Road and the beautifully designed and pedestrian friendly Central City Parkway.*





# CITYWIDE ASSETS



## KEY ASSETS

The City Centre District is home to many community assets, including the state-of-the-art City Hall Campus, the recently constructed Ralph Savini Fire Station, the Westland Shopping Center, the William P. Faust Public Library and the picturesque Central City Parkway.

Also within the District are a wealth of locally owned businesses, shopping plazas, community-oriented restaurants, and residential units.

Other key destinations and community assets within a 1/4 mile of the District include:

- Holiday Nature Preserve and Park
- Hines Parkway
- Westland Police Department
- State of Michigan 18th District Court
- Westland Farmer's Market
- Tattan Park and Splash-pad



# CAPITALIZING ON WESTLAND'S PLANNING EFFORTS

The City Centre District 2050 Transformation Plan builds upon the past accomplishments and planning endeavors of the City, including the recently adopted Advancing Westland, City-wide Master Plan.



*Character Images—inspirational treatments for public gathering spaces and mixed-use developments in the City Centre District.*

## FUTURE LAND USES

The City's 2017 Advancing Westland Master Plan calls for the following uses within the City Centre District:

- **Community Commercial:** In addition to the convenience goods and personal services provided by neighborhood commercial uses, community commercial uses provide a wider range of facilities for the sale of soft lines (wearing apparel for men, women, and children) and hard lines (hardware and appliances). These uses have a greater variety of merchandise available in many sizes, styles, color, and prices. Community commercial uses are typically built around a junior department store, discount department store, or a super market and draw from a three to five mile area.
- **Mixed-Use:** Characteristics in this area include mixed-use, higher density development with an emphasis on connectivity, walkability, and public space. A variety of uses allow for flexibility and the opportunity to install art, outdoor furniture, and other attractions to help to create a vibrant area. Uses in this district vary, including public, residential, commercial, and park and open space.
- **Single Family Residential:** This classification includes improved single land parcels and lots having one-family detached and two-family dwelling units which are located in predominately single family detached residential areas.
- **Multiple Family Residential:** This classification includes land areas that are occupied by predominately residential structures containing dwelling units for two or more households. This form of housing is commonly referred to as "apartments." However, this classification may also include attached condominiums.

## MARKET STUDIES

Two market analysis's were conducted for the City Centre District to identify the likely market area and determine if there are certain housing segments that are not being met.

Furthermore, the studies quantified the pent-up demand for each housing and commercial segments, thereby revealing the type of housing and commercial uses that would be most likely to be successfully marketed in the District.

### RESIDENTIAL MARKET ANALYSIS

McKenna conducted a residential market study which identified the potential for additional residential, including mixed-use residential. Currently, the predominant residential land uses in the District are attached condominiums and apartments. Examples of attached condominiums include Hunter's Pointe, Castlewood, and Central Parkway Condominiums on the south side of Hunter Avenue. Classic-looking brownstone condominiums are located along the eastside of Central City Parkway, north of Hunter Avenue. Additional attached condominium developments within the District are located north of Warren Avenue, west of Central City Parkway, and along the west side of Central City Parkway, north of Hunter Avenue. Attached condominium developments are located just outside the District as well, including Woodview Condominiums and Rivergate Condominiums north of the District.

A large apartment complex (The Landings) is located in the center of the District, north of Hunter Avenue and east of Central City Parkway. A few high-rise residential buildings are located in or adjacent to the District, including Greenwood Villas Apartments in the north, Sky Gate Apartments on Yale Avenue, and American House Apartments (for seniors), on the north side of Hunter Avenue, west of Yale Avenue.

The absence of current housing options (ex: only 7.4% of housing units within the City are a townhouse or attached condominium style) is an opportunity for new housing typologies to be constructed within the District.

Households will gravitate over time to a preferred type of neighborhood based on their lifestyle, age, income, and family size. People live outside their preferred neighborhood because there is inadequate housing of their preferred type near their job or family, or due to other considerations. Given the opportunity, they will move to a neighborhood that suits their preferences better.





## STRONG RESIDENTIAL POTENTIAL

The results of McKenna's residential market study uncovered two types of housing product that have the strongest potential for successful development within the District, these include:



1. **Attached Condominiums / Townhouses.** There is a market for attached housing in the target market area, consisting primarily of attached condominium townhouses. Townhouses appeal to a portion of the Baby Boomer population (people born between 1946 and 1964) that is seeking to downsize from their large suburban homes into convenient easy-to-care-for housing, as might be found in an empty-nester or retirement community.

At the other end of the age spectrum, appropriately-designed attached condominiums may appeal to millennial's (people born between 1980 and 1999) looking to buy their first home. Research has shown that many millennial's are willing to sacrifice independent space (i.e., a large lot) in favor of a stimulating mixed-use, walkable neighborhood with easy-to-care-for housing.

Preliminary numbers from the 2018 market study estimated that new attached condominium units could be expected to sell for approximately \$175,000 - \$200,000 for a 2-bedroom or 3-bedroom unit. Based on recent changes in the real estate market, these numbers are now expected to be higher.

Attached condominium housing should be permitted at a density of approximately 12 units/acre.



2. **Multiple Family Apartments.** The success of The Landings, Hickory Green, Woodland Villa, and other apartment developments in and near the District demonstrates there is a market for multiple-family apartments. Existing apartment complexes in the District tend to offer primarily 1 and 2-bedroom units, with monthly rents ranging between approximately \$750 and \$1,000. The market for apartments is varied, including young adults in their first homes, residents who wish to avoid the responsibilities of home ownership, and housing for seniors. Apartments in the District would be particularly appealing because of the proximity of retail businesses, the library, and other city services.

Multiple-family apartments up to three stories should be permitted at a density of approximately 12 units/acre. Higher density could be permitted for mid-rise development.



*Inspirational project: residential apartments designed for empty nesters at Birkdale Village, South Carolina.*

## KEY FINDINGS OF THE RESIDENTIAL MARKET ANALYSIS

- Household formation in the District will primarily result from retaining existing residents who wish to upgrade their housing and remain in the City or capturing a portion of the households moving around in the region.
- The target market area currently houses a diverse population: families with children, single person households occupied by those beginning their careers, empty nesters, and seniors. A wide variety of housing types are suitable for these diverse population groups.
- The target market area is composed of primarily owner-occupied housing. 133,862 housing units, or 69% of the total number, are owner-occupied. Thus, 31% are renter-occupied.
- A significant percent of new housing must be affordably-priced to be successfully marketed.
- New housing priced above \$275,000-\$325,000 will have a relatively smaller target market. However, this is changing as new single-family detached homes have been marketed successfully in recent years in Westland in the \$275,000 to \$325,000 price range.
- Housing in the target market area is fairly old, with a median age of 1957 (61 years). Additional data revealed that 77.7% of the housing is 49 years old or older. Only 7.4% of the housing is 30 years old or younger. Thus, the target market area is ripe for new housing.
- Special Planning Areas 1 and 2 hold the greatest potential for residential development in the District. Such development would occur as a result of redevelopment of obsolete, underutilized parking lots and vacant retail buildings.
- Based on the data, 465 attached units (either condominiums or apartments) could be successfully developed in the District over a 10-year building-out period. This level of development could occupy between 39 and 46 acres of land.

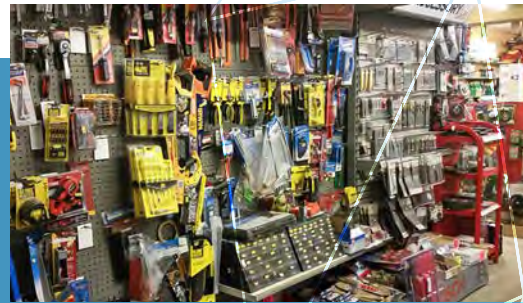


## RETAIL MARKET ANALYSIS SUMMARY

The 2018 Retail Market Analysis conducted by Gibbs Planning showed a strong supportable commercial base within the City Centre District. The study found a total potential of 69,500 SF for supportable retail with over \$28 million in sales, with the following key retail uses in high demand.



*Grocery Stores:*  
**41,000 sf**



*Hardware Stores:*  
**13,000 sf**



*Full Service Restaurants:*  
**5,000 sf**



*Electronic and Appliance Stores:*  
**7,800 sf**



*Limited-Service Eating Places:*  
**10,700 sf**



*Specialty Food Services:*  
**7,200 sf**



WELCOME WESTLAND RESIDE

02

# PUBLIC PARTICIPATION

## COMMUNITY INPUT

The development of the City Centre District Transformation Plan included a citywide Design Open House (charrette) held in the fall of 2018 that featured stakeholder meetings, presentations, focus groups, site investigation, and open design studio. The purpose of the Design Open House was to engage and solicit ideas and options from a diverse group of residents, stakeholders and leadership. During the Design Open House, all stakeholders had the opportunity to participate in a variety of activities throughout the four-day period to provide thoughtful feedback and influence the resulting vision.



*Bob Gibbs presenting adaptive reuse strategies for retail properties. This presentation provided Westland residents and other participant's with successful tips for redeveloping retail spaces with examples that have worked in other Michigan municipalities.*

## VISION STATEMENT

The City Centre District will bring new life and long-term viability to the Westland Shopping Center, City Hall civic campus, and the surrounding community with attainable housing, walkable retail and entertainment destinations, open space and trails, aesthetic enhancements, and mobility improvements.

The many opportunities for strategic infill development will make use of excess capacity of parking lots and spur safe pedestrian connections along Central City Parkway, Wayne Road and Warren Road, resulting in a mixed-use, higher density District with an emphasis on quality public space, walkability and connecting neighborhoods with city destinations.





*Workshop participants engaging in the visual preference survey exercise in which participants vote on preferred design standards.*



*The TIFA 2050 Transformation Plan Steering Committee—comprised of City elected and appointed officials, and business stakeholders in the TIFA District. This discussion marked the kick off for the TIFA 2050 Transformation Plan workshop.*



*Comments by participants of the Public Open House—these comments offered a variety of resident prescribed recommendations ranging from a hotel to an amphitheater.*



# SWOT ANALYSIS

The SWOT analysis is a framework exercise that enables decision-makers to strategically identify opportunities for success, competitive advantages and to gain insight on the current and future position of the TIFA District. A SWOT analysis examines four key elements: (1) Strengths: internal, beneficial characteristics; (2) Weaknesses: internal destructive characteristics; (3) Opportunities: external circumstances that are supportive of Westland's future; and (4) Threats: destructive, external circumstances.

The following SWOT analysis was performed during the public open house:

## S Strengths

- Retail / Dining Destination and a Well Known Area
- Central City Parkway
- Affordability
- City Hall Investment
- Dense Population
- Established TIFA District/ Competitive

## W Weaknesses

- Change in retail shopping habits
- Lack of pedestrian circulation
- Westland Mall needs to "pop"
- Close proximity to other shopping areas (ex: Canton)
- Public perception

## O Opportunities

- Attract national tenants
- Proximity and quality of City services
- Underutilized parking
- Traffic counts to capture
- Connection to recreation / regional assets
- New rooftops for residents

## T Threats

- Traffic levels / accidents
- Surrounding communities / competition
- Vacant buildings / structures





The public reveal of the results of the workshop and the preliminary plan for the TIFA 2050 Transformation Plan were presented at Westland Shopping Center. Public participation at this event was fantastic as many Westland residents joined the discussion and provided additional feedback.



## KEY MENTIONS BY THE PUBLIC

The following reoccurring messages were made during the Public Open House by residents and other community stakeholders:

**"Remove the sea of parking lots and add green space."**

**"Keep the Central City Boulevards."**

**"Add public art and opportunities for more art and culture."**

**"Attract more restaurants and entertainment places, more fun in the community!"**

**"Allow for mixed-use districts, even a parking garage."**

**"Restore a grid system for streets and elevate pedestrian crosswalks for safety."**

**"Encourage new residential, loft apartments."**

**"Provide open space for community events and create a safe area for kids to play."**

**"Attract hotels to increase regional presence."**



# DISTRICT GOALS AND OBJECTIVES

The following are key goals and objectives for the City Centre District:

## GOAL

*Stand out as a regional destination.*

### OBJECTIVES:

- Implement the adopted gateway and wayfinding program to clearly identify the City as a destination and direct visitors and residents to key focal points.
- Develop the City Hall campus and the Westland Mall area into a walkable, civic oriented and vibrant shopping, entertainment and dining district.
- Provide premier amenities for both residents and visitors.
- Develop the City's non-motorized network following the recommendations outlined in the 2017 Master Plan's non-motorized strategy.

## GOAL

*Strengthen neighborhoods and resident base*

### OBJECTIVES:

- Install neighborhood gateway signage that is coordinated with the City's overall wayfinding program.
- Encourage missing middle housing and provide alternative housing styles for new and current residents (ex: senior housing, townhouses, etc.).
- Ensure neighborhoods are well connected with commercial, civic and recreational destinations and provide safe access throughout the District.







03

# CITY CENTRE OPPORTUNITIES





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Credit: Gibbs Planning Group, Inc.

## THE 2050 CITY CENTRE DISTRICT

The City Centre District will bring new life and long-term viability to the Westland Shopping Center and surrounding community with new housing, walkable retail and entertainment destinations and programmable civic and open spaces for recreation and community events.

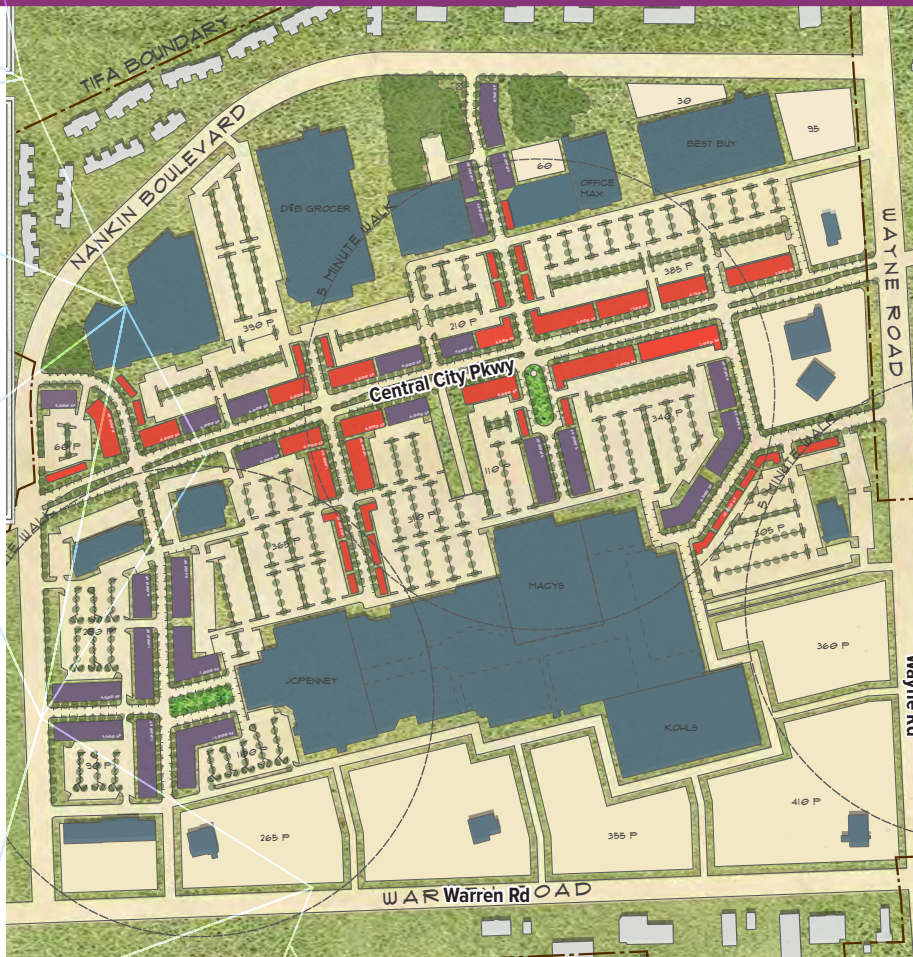
A concept plan was created for the Special Planning Areas, which focused on attracting new visitors and shoppers, and with existing patrons, and attracting new residents. The mix of uses will encourage users to shop and dine more frequently, bring others with them, visit a larger variety of venues, cross-shop among similar venues and stay longer during each visit.

The following pages detail the concept plan and the amount of anticipated:

- New retail and mixed use developments,
- New office developments, and
- New residential developments.

MAYOR  
MICHAEL B. LONDEAU





- Mixed Use and Retail
- Multi-family Residential
- Existing Commercial
- Other Existing Buildings

Credit: Gibbs Planning Group, Inc.

## SPECIAL PLANNING AREA CONCEPT PLAN

The above concept plan illustrates the potential of the Westland Mall site and the surrounding area. The Westland Shopping Center is planned for a hybrid mall where the indoor mall reinforces the outdoor street and the outdoor street draws people into the site, creating a mutual benefit.

The anticipated demand totals for retail, office and residential uses are listed to the right. Regarding residential, the area could support approximately 1,525 bedrooms (either apartment or townhouses). The total amount of parking on-site is approximately 5,490 spaces.

### Strategic Transformation: Infill & Adaptive Reuse Totals



62,500 SF  
Retail



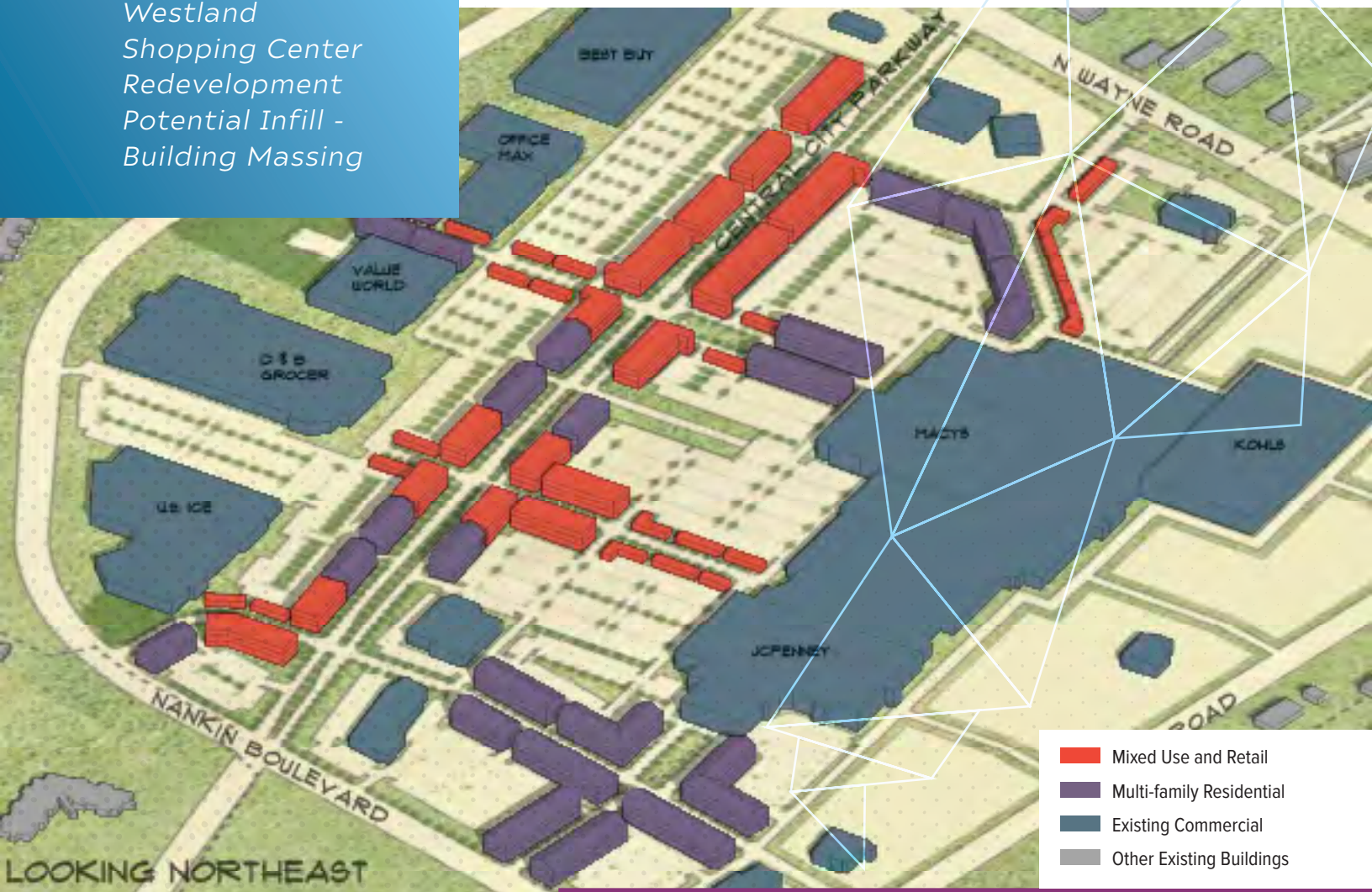
95,000 SF  
Office



860,000 SF  
Residential



*Westland  
Shopping Center  
Redevelopment  
Potential Infill -  
Building Massing*



Redevelopment of the Westland Shopping Center has the potential to attract new residents and businesses that otherwise would have located elsewhere, enriching the community and creating a vibrant district to live, work and play.

In turn, this makes the entire District more desirable and attracts additional development, which brings new residents and businesses with it. With each new development, the City Centre District becomes more and more desirable as a regional destination.



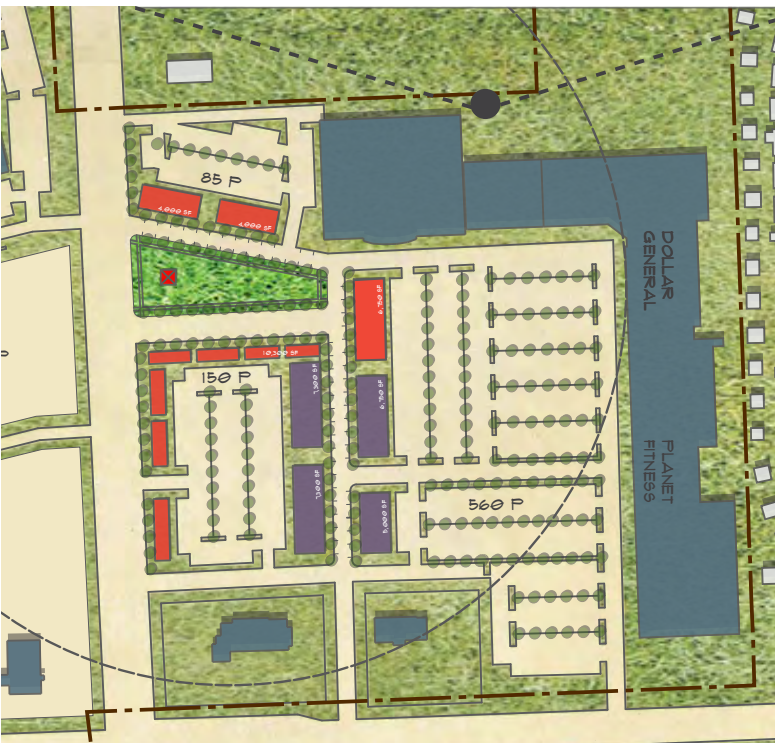
## WESTLAND CROSSING SUMMARY

Focusing on the Westland Crossing Plaza that is directly to the east of the Westland Shopping Center, two development scenarios were created - Scenario A and Scenario B.

Scenario A maintains the existing footprint of the Westland Crossing Plaza and provides infill commercial and residential uses within the area currently occupied by underutilized parking lots.

Scenario B involves the demolition of the existing plaza and the incorporation of single-family cottage housing, which would back up to the residential neighborhood directly east, and additional retail.

**Scenario A**



**Scenario B**



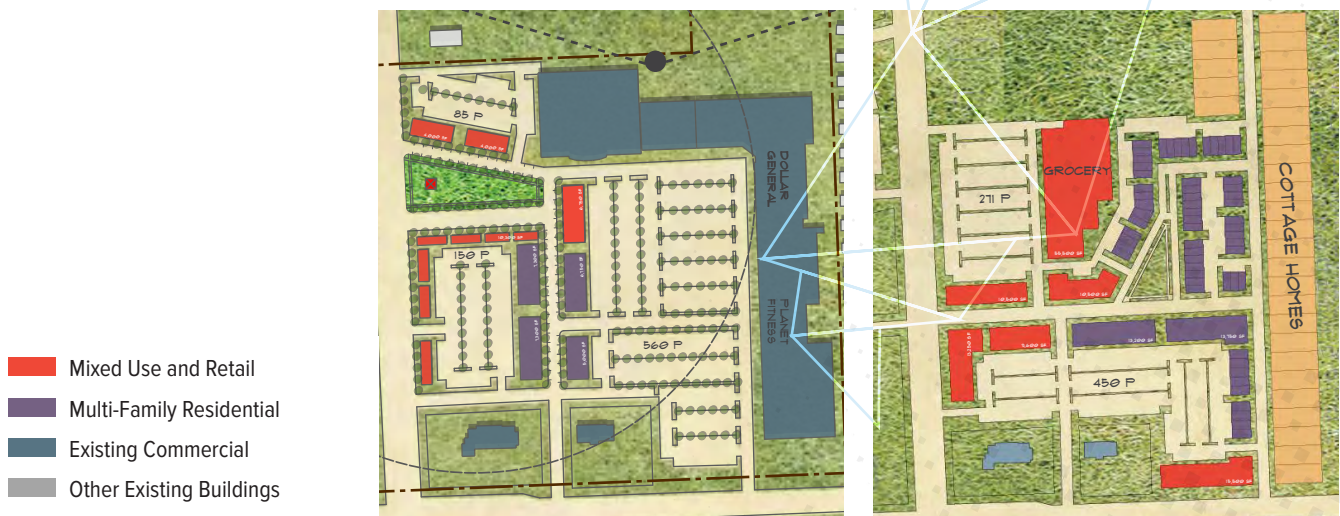
*Credit: Gibbs Planning Group, Inc.*

- Mixed Use and Retail
- Multi-Family Residential
- Existing Commercial
- Other Existing Buildings



## WESTLAND CROSSING—TWO DEVELOPMENT SCENARIOS

The redevelopment projections for each scenario are compared in the table below. In either development scenario, there is a focus on creating green spaces and public gathering spaces. Providing opportunities for both recreation and programmable social spaces will future stimulate interest and attract a variety of users.



Credit: Gibbs Planning Group, Inc.

WESTLAND CROSSING PLAZA REDEVELOPMENT SCENARIOS - SUMMARY		
NEW COMMERCIAL	SCENARIO A	SCENARIO B
Mixed-Use and Retail	25,000 SF	115,000 SF <i>*includes removal of the existing plaza</i>
NEW RESIDENTIAL		
Single-Family Cottage Homes	0 dwelling units	30 dwelling units
Multi-Family Residential	26,350 SF (approximately 22 townhouses)	98,950 SF (approximately 82 townhouses)
Parking	795 parking spaces	720 parking spaces





Credit: Gibbs Planning Group, Inc.

## NEW RESIDENTIAL HOUSING

In order to attract enough residents to create a vibrant and walkable City Centre District, there must be a mix of housing types. Townhouses, residential units over retail (work / live units) and multi-unit buildings should all be mixed into the District. By offering a mix of housing types, Westland's City Centre will attract a variety of age groups and household sizes, which will create an active area that is attract to new residents and will make the overall development more likely to succeed.

Dedicated housing for seniors is also envisioned - seniors are one of the groups that generally look for amenities to be within walking distance of their homes. Such senior housing should be designed for high-end or luxury units, targeted towards independent retirees seeking an active lifestyle. There should also be units offered for rent and sale in the development—rentals and more likely to be willing to live in before all phases of the development are completed, and they will create a vibrancy in the City Centre that will attract buyers to later phases of construction.

*For many communities in the metropolitan region, population retention is a challenge.*

*Development of new housing in the City Centre District provides Westland with a unique opportunity to not only retain existing residents in new housing, but also to capture some of the shifting regional population. This concept creates additional housing to support the anticipated commercial.*





04

# ACTION PLAN



# SIX STEP ACTION PLAN

The table below outlines key six steps for the realization of the TIFA City Centre District Plan. Each step is detailed within the “Next Steps for Westland” section of this Plan.

ACTION	TASK	LEAD / PARTNER	TIMEFRAME
<b>1. ADOPT</b> Adopt the TIFA 2050 Transformation Plan as a Sub-Area Plan to the Master Plan	<ul style="list-style-type: none"> <li>TIFA Accepts Plan and recommends for Adoption</li> <li>TIFA recommends adoption to City Council</li> <li>City Council Review and Adoption</li> </ul>	TIFA, PC, CC, MO, EDO	Month 3- 6
<b>2. REGULATE</b> Develop and Adopt New Zoning Ordinance Provisions for the City Centre Overlay District (CCOD) and Streamline Processes	<ul style="list-style-type: none"> <li>Draft design standards that encourages a mixed-use, recreation, civic, entertainment and regional shopping district</li> <li>Finalize CCOD regulations</li> <li>Review development procedures and process in line with RRC Best Practices and streamline the Ordinance to make developing and operating a business more efficient</li> <li>Develop a model shared parking agreement for future redevelopment</li> <li>Adopt necessary provisions into the Zoning Code</li> </ul>	TIFA, PC, CC, MO, EDO	Month 6 - 12
<b>3. PARTNER</b> Assemble and Make Available Land for Redevelopment	<ul style="list-style-type: none"> <li>Work with existing property owners to consolidate and parcel new land for infill development</li> <li>Educate property owners on available development incentives through TIFA and other mechanisms</li> <li>Bring property owners, business owners and developers together to realize shared visions</li> </ul>	TIFA, CC, MO, EDO, BO	Month 9 - 18
<b>4. SUPPORT / INVEST</b> Work with Developer(s) on Site Development Plans, Support Existing Developments and Invest in the Public Realm	<ul style="list-style-type: none"> <li>Develop a working list of available national, state and county development initiatives and oversee their implementation</li> <li>Provide property owners and developers with available incentives through TIFA and other mechanisms</li> <li>Recruit businesses, residents and developers to the District</li> <li>Support existing businesses and promote shopping, dining and entertainment in Westland</li> <li>Invest in the public realm</li> </ul>	TIFA, DE, PC, CC, EDO, WC	On-going
<b>5. EVALUATE</b> Assess Development(s) and Revise Design as Needed	<ul style="list-style-type: none"> <li>Evaluate draft development plans based on the 2050 Transformation Plan and the established design objectives</li> <li>Evaluate financial considerations, including fiscal impacts to the City</li> <li>If applicable, Conduct a Development Impact Analysis, consider a third-party report. Items to consider include: traffic, safety, taxes, city services, and natural features</li> <li>Revise project design (if necessary)</li> </ul>	TIFA, DE, PC, CC, EDO, WC, ST	On-going, Once Development Review in Process
<b>6. APPROVE</b> Finalize Permit Process / Start Construction	<ul style="list-style-type: none"> <li>Obtain required City, County, and State Approvals</li> <li>Finalize the permit and approval process and begin construction</li> <li>Publicize and market accomplishments to keep momentum for the District</li> </ul>	TIFA, DE, CC, PC, EDO, WC, ST	On-going, Once Development Review in Process

## PARTNERS KEY:

CC City Council  
 DE Developers  
 EDO Economic Development Office

MO Mayor's Office and Staff  
 PC Planning Commission  
 ST State of Michigan (MDEQ, MDNR, MDOT)

TIFA Tax Increment Financing Authority  
 WC Wayne County





# NEXT STEPS FOR WESTLAND



*Credit: Gibbs Planning Group, Inc.*

## STEP 1: MASTER PLAN AMENDMENT

The first step is to integrate the City Centre Plan as a sub-area plan to the City's existing Master Plan through adoption by the Westland City Council.

This process will solidify the vision of the TIFA Board and their 2050 Transformation Plan. It is critical to include the Planning Commission early on in this process as they will be the responsible body for developing and affirming the necessary Zoning Ordinance amendments to see this Transformation Plan come to fruition. As the 2050 Transformation Plan is a guiding document, amendments to the Zoning Ordinance will create the right conditions to incentives and permit such envisioned development.



## STEP 2: UPDATE THE ZONING ORDINANCE

The current zoning of the TIFA District is not consistent with the vision outlined in this Transformation Plan. The majority of sites are zoned either commercial and/or multiple-family. The creation of a mixed-use zoning district is a key step in encouraging the type of development envisioned by the community.

### City Centre Overlay District - Special Areas

First, it is recommended that a City Centre Overlay District - Special Areas (CCOD-SA) is created and applied to the two special planning areas that focuses not only on horizontal mixed-use integration, but also vertical integration that is more urban-oriented (ex: multiple stories with small or no front yard setbacks that are designed to enhance the pedestrian experience). The following are preliminary recommendations on zoning provisions that would be included in such an overlay district:

- Allow desired uses such as entertainment, restaurant and service destinations (where consumers can have an experience), retail, hotels, civic uses, office, and multiple family residential. Consider that some degree of light manufacturing and distribution activities can occur in these areas. Additionally, there is a category of business that incorporates a use traditionally considered as light industrial (such as brewing beer, printing custom T-shirts, or baking goods for consumption off-site) with a public-facing retail component (a storefront). These types of businesses are desirable, and are specifically understood as being welcomed.;
- Increased building heights (4-5 stories);
- Restrict undesired uses such as repair facilities, storage facilities, auto sales and drive-thru restaurants;
- Develop a model shared parking agreement;
- Incorporate standards for intersection improvements, pedestrian crosswalks and traffic calming measures;
- Adjust provision for landscaping, private outdoor space and balconies for multiple family developments;
- Permit restaurants with adequate space for outdoor dining options. Outdoor dining spaces create a sense of place and act as a destination for people hoping to enjoy the weather while also enjoying food and drinks;
- Incorporate amenities and programmable open spaces standards;
- Signage guidelines with a sunset clause (for the entire TIFA District); and
- Develop additional landscaping and right-of-way standards.

*It is evident that the City Centre District is already where much of the higher density residential development has occurred in the City.*

*Additional townhouses and mid-rise housing would continue the existing land use pattern and provide needed households to support the nearby retail and entertainment development.*





### City Centre District Overlay

A second zoning overlay is recommended for the entire TIFA District. Such an overlay would still focus on a mix of uses, but at a smaller scale, and would create consistency among the various commercial corridors. Potential zoning provisions would include shared parking agreements and a revision to minimum parking standards, landscaping and streetscape treatments, and infill development regulations. These changes to the Westland Zoning Ordinance are needed to allow the proposed City Centre Vision Plan to materialize.

Concurrently, it is highly recommended that the City review and streamline (as needed) the development review process and procedures to be in line with Redevelopment Ready Communities (RRC) best practices. This may include modifying provisions within the Zoning Ordinance related to the development review process and/or streamlining the review and permit process to make developing and operating a business more efficient.

## DEVELOP A STRATEGIC ECONOMIC DEVELOPMENT PLAN

Implementing the 2050 Transformation Plan will require a variety of economic development and redevelopment infill projects. A centralized plan which strategically addresses how to attract investment, build the tax base, and create jobs for Westland's TIFA District, and even City-wide, is a critical step towards both short- and long-term economic success. Elements of the plan include identifying local economic opportunities and initiatives that will encourage reinvestment, identifying challenges and eliminating development obstacles, coordinating with the regional economic development strategy and establishing recommendations for marketing the community.

Preparing such a strategic plan will also best position the City to answer questions and provide potential developers with useful information regarding the development of the City Centre District.





*Partnering and continued collaboration with stakeholders will make the TIFA Vision (top photo) into a reality for the entire community to enjoy (bottom photo).*

## STEP 3: PARTNER

By engaging with the existing business community, potential developers, and other stakeholders, the following tasks will position the City of Westland to operate in a collaborative environment with shared goals. This includes:

- Working with existing property owners to consolidate and parcel new land for infill development. This includes the Westland Shopping Center and its various out-lots, but also existing developments within the District that have excess land for parking that could be repurposed for new uses.
- Educating property owners on available development incentives through TIFA and other negotiable tools, including density bonuses, an expedited approval process, abatements and state incentives. As portions of the TIFA District are located within an established Opportunity Zone, additional tax incentives through MSHDA for mixed-use projects are available.
- Bringing property owners, business owners and developers together to realize shared visions. At a minimum, hold quarterly meetings with the various stakeholders to work towards implementing this Plan to facilitate District-wide benefits.



# PUBLIC-PRIVATE PARTNERSHIPS

Large-scale redevelopment projects need the cooperation of all stakeholders—private developers, tenants, businesses, the City, community residents, and others. An effective way to incorporate all these voices is through a public-private partnership. By working together, Westland and the developer can each realize their goals for the development, while taking into account feedback from the public and the needs of the people who will live, work, and play in the finished project area.

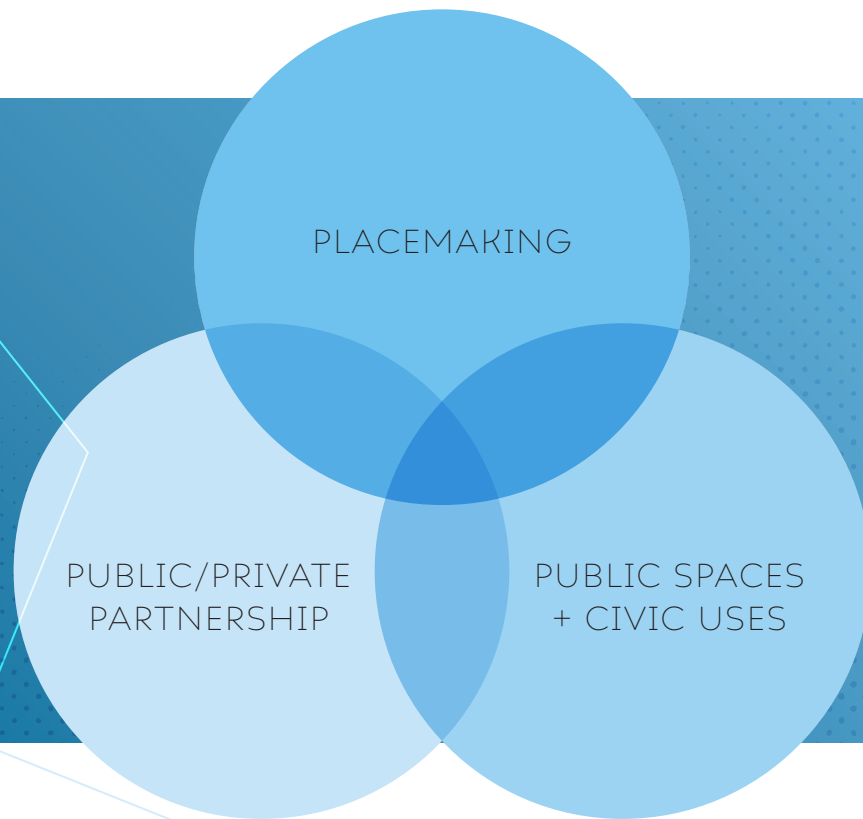
## PRINCIPLES FOR SUCCESSFUL PARTNERSHIPS

The Urban Land Institute (ULI) identifies ten key principles for seamless public-private partnerships:

1. **Prepare Properly for Public-Private Partnerships.** Before entering into a public-private partnership, all parties must understand their role and responsibilities. The public partner (in this case the City) must have adequate staff, resources, and political will to pursue the project and should ensure that regulatory hurdles such as zoning can be easily cleared. The private partner must examine the financial feasibility of the project, including where financing will come from, and should be prepared to be as transparent as possible with the City and the public throughout the process.
2. **Create a Shared Vision.** Together, the partners must create a shared vision that is supported by both the public and private sides, and meets the goals of all involved. The vision is not only the planned final product, but also the strategy for making it happen.
3. **Understand your Partners and Key Players.** Each party should have a thorough understanding of the other's goals and background. The capabilities and needs of each partner should not come as a surprise part way through the process.
4. **Be Clear on the Risks and Rewards of All Parties.** Real estate development projects are not without risk, but they also reap substantial rewards for their participants, financially and otherwise. In order for a public-private partnership to work, the risks and rewards must be distributed fairly. Public and private entities have different ways of managing risk—what is risky for one may not be risky for the other. And the rewards of a successful development are different in the public and private sector. These differences must be understood and taken into account when devising a strategy to get the project done.







1. **Establish a Clear and Rational Decision Making Process.** Partnerships are by definition comprised of equal parties. However, decisions must be made swiftly and efficiently during a development process. The decisions that each party is responsible for should be agreed to, in detail, at the beginning of the process.
2. **Make Sure All Parties Do Their Homework.** Due diligence is an important part of any real estate development project. The City should make all information regarding the site available to the developer, and the developer should be clear about the financing of the project and the need for any public funds.
3. **Secure Consistent and Coordinated Leadership.** As with the decision making process, the leadership of the partnership must be clear from the very beginning. The leadership (be it an individual or a group) not only makes final decisions, but also must be able to articulate the vision and the process for getting there.
4. **Communicate Early and Often.** Communication is key to any partnership, especially a complex process like a real estate development. But communication within the partnership is only part of the important communication that the partnership will engage in—it must also communicate with the public, potential tenants, and other stakeholders in an effective manner. With everyone on the same page, the process will go much more smoothly.
5. **Negotiate a Fair Deal Structure.** Public and private entities have different financial goals when entering into a partnership, but both should share in the proceeds of the completed development in their own ways. By structuring the deal in a way that is fair to all parties, the project will have buy-in from both sides and will be more likely to succeed.
6. **Build Trust as a Core Value.** Above all, the partners must trust each other—the goals and values of the project must be shared, or at least agreed upon, the deal must be considered fair to everyone involved, and the process must be clear so that it can be followed effectively.





*Credit: Gibbs Planning Group, Inc.*

## STEP 4: SUPPORT AND INVEST

All public realm improvements within the District will support and spur taxable value. Priority projects recognized for the TIFA Board and the City include developing a boulevard street along City Central Parkway between N. Wayne Road and Warren Road with on-street parking, a consistent streetscape treatment with wider sidewalks, lighting and landscaping.

Developing a working list of available development incentives, in accordance with a Strategic Economic Development Plan, will aid in attracting new developments but also spur redevelopment and local infill reinvestment. Marketing of the TIFA District is another important component to attracting businesses, consumers and real estate development to the community and can strengthen Westland's community image.

It's recommended that Westland coordinate marketing efforts with local, regional and state partners and ensure the City's website is easy to navigate. This requires that Westland's planning, zoning and development information is grouped together with links to the following, at a minimum:

- Master Plan and Amendments
- Partner organizations
- TIFA 2050 Transformation Plan
- Applications
- Capital Improvements Plan
- Property information packages
- Zoning Ordinance
- Guide to development flyer
- Economic development strategy
- Online payment option for applications

## OPPORTUNITY ZONES

Opportunity Zones are specific areas across the state, as designated by the governor, that offers tax incentives for long-term capital investments. There are 3-types of Opportunity Zone incentives, as follows, per the Michigan State Housing Development Authority (MSHDA):

1. Temporary Deferral of inclusion in taxable income for capital gains reinvested into an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is disposed of, or December 31, 2026.
2. Step-Up in Basis for capital gains reinvested in an Opportunity Fund, the basis is increased by 10% if the investment is held by the taxpayer for at least five years and by an additional 5% if held for at least seven years. As a result, up to 15% of the original gain from taxation is excluded.
3. Permanent Exclusion from taxable income of capital gains from sale or exchange of an investment if the investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund.

Opportunity funds can be used to create new businesses, new commercial or residential real estate, or infrastructure and can be used to invest in existing businesses if it doubles the investment basis over 30 months.

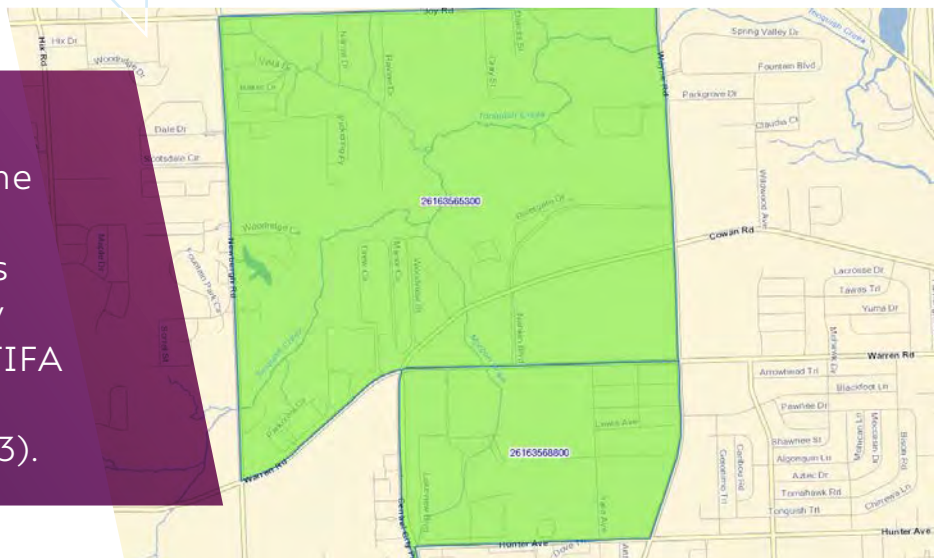


*Opportunity Zone Example Investment: Capital City Market, Lansing, Michigan*

*In Lansing, two Opportunity Zone businesses were created to revitalize an underutilized property to create a four-story, mixed use building that will contain a grocery store, market-rate residential units, and a hotel.*

*Photo credit: The Gillespie Group*

In the City of Westland, the entire Westland Center, and the commercial area to the north, across Central City Parkway, is located within an Opportunity Zone. Other areas within the TIFA District are also located in an Opportunity Zone (tract #5653).







*Credit: Gibbs Planning Group, Inc.*

## **STEP 5: EVALUATE**

As development applications are made to the City on an on-going basis, each project should be carefully evaluated based on this 2050 Transformation Plan and the established vision and objectives for the District. The ultimate fiscal impacts to the City's tax base should also be reviewed. As needed, request an Impact Analysis for concerns such as traffic impacts and infrastructure. The TIFA Board should also be updated as new projects are presented to the City.

## **STEP 6: APPROVE**

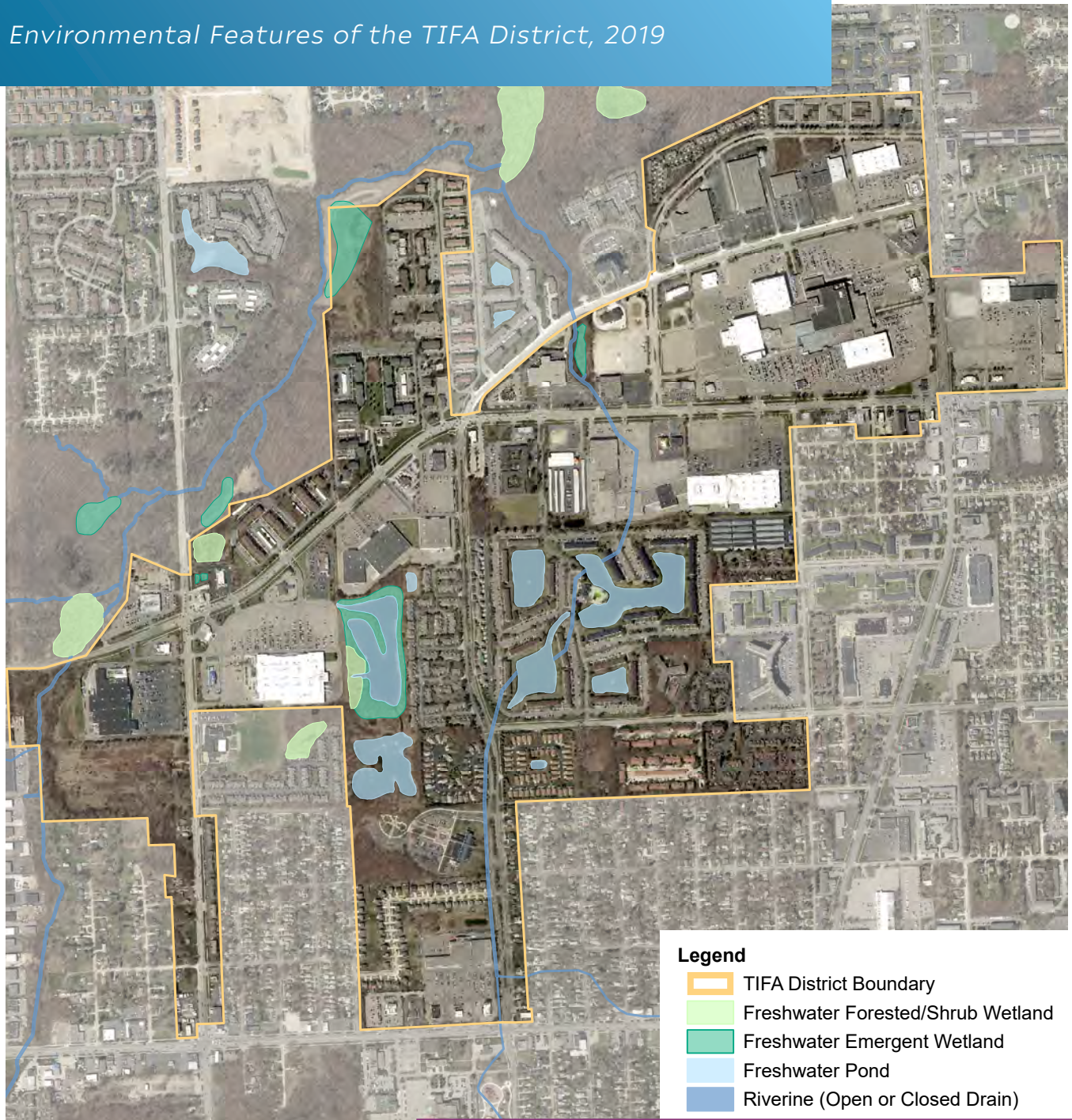
Ensure each development project transparently and efficiently moves through the review and approval process, which may require additional coordination with county and state agencies for permitting. Keep surrounding property owners and residents abreast of these developments and how it will benefit them.

Throughout this process, it is critical to publicize and market accomplishments within the District to keep and build momentum for future investments. This includes press releases, ribbon cutting dedications, and working with regional and national forums such as the International Council of Shopping Centers (ICSC) to raise awareness.



# APPENDIX A

## Environmental Features of the TIFA District, 2019





# City Centre District

## Westland TIFA 2050 Action Plan

### PLANNING CONSULTANTS

John Jackson, AICP, NCI — President, McKenna

Paul Lippens, AICP, NCI — Director of Transportation and Urban Design

Laura Haw, AICP, NCI — Senior Principal Planner / Designer

Hunter Whitehill — Planner

Carrie Leitner — Art Director

Erin Raine — Graphic Designer



Robert Gibbs, AICP, ASLA — President, Gibbs Planning Group

Andrew Littman — Director of Market Research

Jordan Warren — Planner / Designer

