



**Special Study Session City Council Meeting  
7:00 PM, TUESDAY, SEPTEMBER 3, 2013  
Conference Room A  
Farmington City Hall  
23600 Liberty St  
Farmington, MI 48335**

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**SPECIAL STUDY SESSION MEETING AGENDA**

**1. ROLL CALL**

**Roll Call**

**2. APPROVAL OF AGENDA**

**3. PUBLIC COMMENT**

**4. BOARD AND COMMISSION INTERVIEWS**

**A. Karla Aren - Zoning Board of Appeals**

**B. Carol Ahmed - Beautification Award and Committee**

**5. OPEB BOND UPDATE**

**A. Discussion - OPEB Bond Update (Negotiated Versus Competitive Sale)**

**6. VISIONING IMPLEMENTATION PLAN**

**A. Discussion - Implementation Plan for Visioning Action Items**

**7. CANCELLATION AND RESCHEDULING OF SEPTEMBER 16 MEETING**

**1. Discussion - Cancellation and Rescheduling of September 16 Meeting**

**8. OTHER BUSINESS**

**9. COUNCIL COMMENT**

**10. ADJOURNMENT**

**Farmington City Council  
Staff Report****Council Meeting Date:**  
September 3, 2013**Reference  
Number  
(ID # 1349)****Submitted by:** Vincent Pastue, City Manager**Description:** Karla Aren - Zoning Board of Appeals**Requested Action:****Background:****Agenda Review****Review:****Vincent Pastue      Pending  
City Manager      Pending  
City Council Pending**



APPLICATION FOR  
BOARDS, COMMISSIONS AND COMMITTEES

Thank you for your interest in serving the City of Farmington as an appointed public representative.  
Applications will be maintained on file for future consideration

Date: 10-25-13

Name: Aren Karla D.  
Last First Middle

Home Address: 22814 Brookdale St. Farmington 48336  
Number & Street City Zip

Home Telephone: 248-790-4989 Voting Precinct: 2

Email: karlaaren@gmail.com

Employer: Integra Realty Resources - Detroit

Business Address: 400 W. Maple - Suite 100 Birmingham 48009  
Number & Street City Zip

Business Telephone: 248-840-0040 x124

Have you been a resident of Farmington for the past 12 months? yes

Please state your reasons for volunteering to serve our community as an appointed public representative..

I have pride in our hometown and a desire for Farmington to thrive while honoring the integrity of our city's character. I appreciate good urban planning & the Main Street program approach to revitalize traditional districts. Public safety, transportation and sustainability are important to me.

PLEASE CIRCLE YOUR PREFERENCE(S)

Planning Commission .

- A. Aging Commission
- B. Arts Commission
- C. Beautification Awards and Committee
- D. Board of Review
- E. Charter Review Committee
- F. Commission on Children, Youth & Families
- G. Construction Board of Appeals
- H. Downtown Development Authority\*
- I. Historical Commission
- J. Library Board of Directors
- K. Southwestern Oakland County Cable Commission
- L. Traffic & Safety Board
- M. Zoning Board of Appeals

\*City of Farmington residency not required



## EDUCATION ACHIEVEMENT

Appraisal Institute	Limited License	2000
Name of College/University	Degree	Year Attained
Calvin College	Bachelor of Arts	1992
Name of College/University	Degree	Year Attained
Inter City High School	Diploma	1988
Name of Institution/High School	Diploma/Certificate	Year Attained

(Degree or advance education is not required for appointment consideration)

## EMPLOYMENT/PROFESSIONAL EXPERIENCE

Please describe your professional qualifications and/or employment experience.

- Real Estate Appraiser - 8 yrs
- Real Estate Salesperson - 2 yrs.
- Familiar with Master Plan & Zoning Maps, County GIS Programs, City bs & a Assessing Data, Flood Plain Maps, Main Street program & preservation Wetlands Mapper & mcgi/Dept of Environmental Quality

## COMMUNITY/PUBLIC SERVICE EXPERIENCE

Please describe you previous experience with community-based organizations or other volunteer activities.

Worked with The Salvation Army - Dearborn Heights Corps Community Center as a youth volunteer for six years (teen activities coordinator, overnight rallies, Sunday school, etc), Corps Council member for two years (building administration), and Disaster Services (local situations & promotional events).

Volunteered as Arts Smarts Coordinator & Presenter, 5 yrs. It is an elementary school art history & appreciation program, in coordination with Farrington Public Schools and the Farrington Community Arts Council.

SPECIAL SKILLS AND ABILITIES

Please describe any special skills, abilities, talents, etc., that you are willing to share.

- communications skills, charisma & civic pride -
- I love nature, Redwood trees, reading, libraries, drawing & art museums.

Karla D. Aren  
 Applicant signature

Please attach any additional pages or documents and return completed application to:

City of Farmington  
 c/o City Manager's Office  
 23600 Liberty Street  
 Farmington, Michigan 48335  
 (248) 474-5500 extension 2221

## KARLA D. AREN

22814 Brookdale Street, Farmington, MI 48336  
248-540-0040 x 124/ 248-790-4959 / karlaaren@gmail.com

### Experience:

Appraisal Research and Reporting 2010-Present  
Integra Realty Resources, Birmingham  
Employed in commercial real estate valuation, including value analysis, report writing, preparing comparable sales, rental surveys, demographics, building and site descriptions, interviewing brokers and municipal experts on zoning, wetlands and market trends.

Realtor 2008-2010  
Keller Williams Realty, Farmington Hills  
Prospected and assisted clients with buying, selling and investing in real estate. Coordinated market research, inspections, photos, staging, website and home tours for potential clients.

Appraisal Research and Reporting 1998-2003  
Richard Hanton and Associates, Troy  
Researched, analyzed and prepared real estate fee appraisals on varied income-producing properties. Conducted inspections, photography, market research and feasibility studies.

Managing Editor 1996-1998  
Red Group Publishing, Detroit  
Researched, wrote and copy-edited articles for automotive and health care corporate magazines. Originated and assigned stories to staff writers and artists. Met with clients to direct content.

Copy Editor 1994-1996  
PR Newswire, Southfield  
Copy-edited and programmed news releases for publication on the wire. Advised clients on timing and editorial direction for breaking business news.

News Intern 1994  
Cable News Network, CNN, Detroit  
Researched daily stories, conducted man-on-street interviews, assisted field reporter and assignment desk, monitored local broadcasts and wires.

### Education:

Appraisal Institute, Chicago, Illinois 1998-2000  
Goethe Institute, Berlin, Germany 1992-1993  
Calvin College, Grand Rapids, Michigan 1988-1992  
Bachelor of Arts - May 1992  
Majors: Communication Arts and Sciences, Studio Art Minor: Journalism  
- A Woman of Distinction in the Graduating Class of 1992  
- State of Michigan Competitive Scholarship, 1988-1992

**Appraisal Coursework Includes:**

110 Appraisal Principles  
120 Appraisal Procedures  
310 Basic Income Capitalization  
400 National USPAP Update Course  
420 Standards of Professional Practice  
320 Sales Approach in Real Property Valuation  
330 Cost Approach in Land Valuation

Michigan Land Valuation Issues  
Trends in Lodging Industry  
Valuation of Vacant Michigan Investments  
Business Practices & Ethics  
Litigation Appraisal Work  
Foundations in Sustainability: Greening of Real Estate

**Key Strengths**

- Project Management
- Database Administration
- Internal/External Customer Service
- Market Research
- Team Collaboration
- Proactive Problem Solving

**Farmington City Council  
Staff Report****Council Meeting Date:**  
September 3, 2013**Reference  
Number  
(ID # 1350)****Submitted by:** Vincent Pastue, City Manager**Description:** Carol Ahmed - Beautification Award and Committee**Requested Action:****Background:****Agenda Review****Review:****Vincent Pastue      Pending**  
**City Manager      Pending**  
**City Council Pending**





APPLICATION FOR  
BOARDS, COMMISSIONS AND COMMITTEES

Thank you for your interest in serving the City of Farmington as an appointed public representative.  
Applications will be maintained on file for future consideration

Date: Aug. 20, 2013

Name: Ahmed Carol A.  
Last First Middle

Home Address: 35882 Smithfield Farmington 48335  
Number & Street City Zip

Home Telephone: 248 474-6797 Voting Precinct: 6 (OLS)  
248 515-8721 (cell)

Email: motorcityteach@aol.com

Employer: Retired ~ Special Ed. Teacher ~ Detroit Public Schools

Business Address: N/A  
Number & Street City Zip

Business Telephone: \_\_\_\_\_

Have you been a resident of Farmington for the past 12 months? Yes ~ 19 yrs.

Please state your reasons for volunteering to serve our community as an appointed public representative..  
I have recently retired and would like to serve my community.

## EDUCATION ACHIEVEMENT

Wayne State Univ	BS - Special Ed.	1987
Wayne State Univ	M. Ed <sup>SE</sup> Admin	1992
Grosse Pointe North	Diploma	1973

(Degree or advance education is not required for appointment consideration)

## EMPLOYMENT/PROFESSIONAL EXPERIENCE

Please describe your professional qualifications and/or employment experience.

Special Education Teacher  
 Detroit Public Schools  
 Retired: July 1, 2013  
 31 yrs.

## COMMUNITY/PUBLIC SERVICE EXPERIENCE

Please describe you previous experience with community-based organizations or other volunteer activities.

- Founder's Festival: Chairperson (several yrs)  
 Farmington UMC Pie Contest
- Farmington UMC ~ Vacation Bible School  
 & Sunday School Teacher
- Detroit Special Olympics - Coach
- Scouting for Handicapped ~ Leader  
 Trailblazer Division



SPECIAL SKILLS AND ABILITIES

Please describe any special skills, abilities, talents, etc., that you are willing to share.

- Excellent Communication Skills (Verbal & Written)
- Planning & Organizing Skills
- Leadership Skills
- Interpersonal Skills

Carol A. Ahmed

Applicant signature

Please attach any additional pages or documents and return completed application to:

City of Farmington  
 c/o City Manager's Office  
 23600 Liberty Street  
 Farmington, Michigan 48335  
 (248) 474-5500 extension 2221

PLEASE CIRCLE YOUR PREFERENCE(S)

- A. Aging Commission
- B. Arts Commission
- C. Beautification Awards and Committee**
- D. Board of Review
- E. Charter Review Committee
- F. Commission on Children, Youth & Families
- G. Construction Board of Appeals
- H. Downtown Development Authority\*
- I. Historical Commission
- J. Library Board of Directors
- K. Southwestern Oakland County Cable Commission
- L. Traffic & Safety Board
- M. Zoning Board of Appeals

\*City of Farmington residency not required

**Farmington City Council  
Staff Report**
**Council Meeting Date:**  
September 3, 2013

**Reference  
Number  
(ID # 1351)**
**Submitted by:** Vincent Pastue, City Manager

**Description:** Discussion - OPEB Bond Update (Negotiated Versus Competitive Sale)

**Requested Action:**
**Background:**

The purpose of this study session item is to discuss the attached correspondence prepared by Public Financial Management (PFM) regarding their recommendation to consider a negotiated sale for the OPEB bonds. It deviates from our practice of a competitive sale but this is a unique issue that requires additional discussion with the underwriter.

Attachment

**Agenda Review**
**Review:**

Vincent Pastue	Pending
City Manager	Pending
City Council	Pending



## The PFM Group

Public Financial Management, Inc.  
PFM Asset Management LLC  
PFM Advisors

305 E. Eisenhower Parkway  
Suite 112  
Ann Arbor, MI 48108

734-994-9700  
734-994-9710 fax  
www.pfm.com

August 14, 2013

Mr. Vincent Pastue, City Manager  
City of Farmington  
23600 Liberty Street  
Farmington, MI 48332

RE: City of Farmington – Proposed Other Post Employment Benefit (OPEB) Bonds, Series 2013 – Taxable Obligation

Dear Vince:

As discussed at our meeting last week on the OPEB Bonds, the City can sell the bonds at a competitive bond sale or a negotiated bond sale. A description and discussion of each sale method is provided below. There is another sale method, private placement, however, given the proposed term of the issuance, and the size of the issuance, we do not believe a direct placement is a viable option at this time.

**Competitive sale:** Under this sale method, the City, with the assistance of its municipal financial advisor, sets a date for the sale, receives sealed bids from potential buyers at a specific date, time and location(s), and awards the sale to the bidder who submits the lowest true interest cost for the City. Over time competitive sales have grown to include bids via facsimile as well as bids received via the internet. However, regardless of the method of deliver of the bid, under this sale method, all bids are due at a given date and time.

**Negotiated sale:** Under this sale method, the City, with assistance of its municipal financial advisors, would select the senior managing underwriter that it would like to purchase/sell the bonds, and negotiates the purchase of the bonds (interest rates and purchase price) with the Underwriter. Typically on the day of pricing, the Underwriter will provide the City and its financial advisor with a “proposed” spread to the appropriate Treasury rates, and will then go into the market and take orders for the bonds at the agreed upon spreads. Once the order period is over, the Underwriter may require an adjustment of the interest rate spread tighter or wider to the corresponding Treasury yields based on the demand for the bonds during the order period. Once there is sufficient orders for the underwriters to commit to the purchase of the bonds at the agreed upon spreads, the yields are locked in back on the then Treasury yields.



## **ADVANTAGES AND DISADVANTAGES OF EACH TYPE OF SALE METHOD:**

Each method of sale has advantages and disadvantages. The following is a list of the advantages and disadvantages of each type of sale method as well as methods PFM uses to mitigate the “disadvantages”.

### **Competitive Sale – Advantages**

- 1) This method assures the City that it has received the lowest possible interest rate on the date and time of the sale.
- 2) The method is politically impartial to any one firm.
- 3) The public perception that the process is proper and fair to all firms.
- 4) Competition provides incentive to all underwriting firms to lower the rates.

### **Competitive Sale – Disadvantages**

- 1) Timing of the sale / pricing is not flexible. Under Michigan law, a competitive bond sale must be advertised at least 7 days before the sale. Accordingly, for practical purposes, this means that the sale date and time is scheduled approximately two (2) weeks prior to the sale. Therefore, this restriction does not allow the City the ability to enter the market quickly, or to change the sale date in order to take advantage of attractive interest rates, or to avoid temporary high interest rates. This is particularly important in times of unstable markets, such as we are currently seeing in Michigan as a result of the Detroit bankruptcy filing.
- 2) Under competitive sales, it is difficult to adjust the structure of the bond repayment term on the day of sale. Since more conservative interest rates must be used when preparing the pre-sale structure, this can lead to increased interest cost. A mitigation technique that could be applied to this disadvantage would be to allow the City to adjust the maturity schedule within a small amount per maturity after the bids are received.
- 3) The City does not have any control over the specific buying group on the bonds, and no ability to provide residents with priority when filling orders.
- 4) Generally less ability to “pre-market” the bond issue to potential buyers. Mitigation techniques: PFM will actively market the bond issue to underwriters who typically participate in sales of your type and amount.



### Negotiated Sale – Advantages

- 1) Timing of the sale / pricing is flexible. It allows the City the ability to get in and out of the market quickly, or to change the sale / pricing date in order to take advantage of attractive interest rates, or to avoid temporarily high interest rates. As noted above, this flexibility is beneficial during periods of unstable markets, such as we are currently experiencing in Michigan in light of the Detroit bankruptcy filing.
- 2) Provides greater flexibility to adjust the structure of the bond repayment schedule on the day of pricing, allowing the City to potentially save additional interest cost.
- 3) Allows the City to maintain greater control over the specific buying group on the bonds---i.e. the ability to provide residents with priority when filling orders.
- 4) Greater ability to “pre-market” the bond issue to potential buyers.
- 5) Since the underwriters will know for certain that they have bonds to sell, it provides them with additional incentive to obtain premarket the bonds, in order to increase the orders on the bonds.

### Negotiated Sale – Disadvantages

- 1) The City can't know 100% for certain if it received the absolute lowest interest rate on the date and time of the sale under this sale method. Mitigation methods: PFM is uniquely qualified to provide the City with a market fairness analysis of the acceptability of the interest rates offered by the Underwriter. PFM's pricing information desk as well as our experience with underwriting firms gives us sufficient information to insist on lower interest rates and/or spreads from the underwriter. PFM draws on quantitative and analytical market data from all of the same resources that the underwriters have available. This experience, along with the various tools PFM has to ensure the City receives the low-end of the “market” interest rates on the day of pricing, provides the City with an additional layer of assurance of the “fairness” of the interest rates
- 2) The method may be viewed as politically partial to a firm. This disadvantage can be somewhat mitigated by having PFM prepare a comprehensive Request for Proposals for Underwriting Services, and making a recommendation to the City on the Underwriting team selected.
- 3) Eliminates the “competition” factor in competitive sales. Mitigation: with the proper selection of an underwriting syndicate, the City can still see the benefits of competition for the production of orders within the syndicate. Also, with the



“assurance” that each firm will receive an allocation of the bonds, it provides additional incentive to the sales force to sell the bonds.

Given the current state of the Michigan municipal bond market, as well as the timing flexibility that is gained by using this sale method, it is our recommendation the City of Farmington proceed with the issuance of its taxable OPEB Bonds through a negotiated bond sale. However, we should point out that we are more than willing and able to sell the bonds at a competitive bond sale if the City has strong preferences for that sale method.

In the meantime, should you have any questions or require additional information, please call.

Sincerely,  
Public Financial Management

A handwritten signature in black ink that reads "Kari L. Blanchett". The signature is written in a cursive style with a large initial "K".

Kari L. Blanchett  
Director





**DRAFT FINANCING TIMETABLE**  
 City of Farmington  
 County of Oakland, State of Michigan  
 Other Post Employment Benefit Bonds, Series 2013

August							September							October							November							December						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3	1	2	3	4	5	6	7	6	7	8	9	10	11	12						1	2	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14	13	14	15	16	17	18	19	3	4	5	6	7	8	9	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21	20	21	22	23	24	25	26	10	11	12	13	14	15	16	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28	27	28	29	30	31	17	18	19	20	21	22	23	22	23	24	25	26	27	28		
25	26	27	28	29	30	31	29	30						24	25	26	27	28	29	30	29	30	31											

<u>DATE</u>	<u>TASK COMP</u>	<u>ACTION REQUIRED</u>	<u>RESPONSIBLE PARTY</u>
Monday, June 24, 2013	X	City Council approved Notice of Intent resolution	C
Sunday, June 30, 2013	X	Notice of Intent published (45 day referendum period begins)	BC, C
Wednesday, August 14, 2013	X	45 day referendum period expires	ALL
Monday, August 26, 2013		Draft Financial Plan circulated to Working Group for review	FA
Wednesday, September 04, 2013		Comments due on Draft Financial Plan	ALL
Friday, September 06, 2013		Updated Draft Financial Plan circulated to Working Group for review	FA
Tuesday, September 10, 2013		Financial Plan finalized & sent to the City along with long form Treasury application	FA
Wednesday, September 11, 2013		Underwriter RFP distributed, if applicable	FA
<b>Monday, September 16, 2013</b>		<b>Financial Plan to be approved by City Council &amp; Bond Authorizing Resolution adopted</b>	<b>C, FA, BC</b>
Wednesday, September 18, 2013		Financial Plan and long form Treasury application filed with the Michigan Department of Treasury	BC
Wednesday, September 25, 2013		Underwriter RFP Proposals due	C, FA
Wednesday, October 02, 2013		Underwriter bid tabulation circulated to City for review	PFM
Saturday, October 05, 2013		Underwriter selected / underwriter notified	C, FA
Thursday, October 10, 2013		Distribute draft of POS to Working Group	FA, U, UC
Friday, October 11, 2013		Credit package sent to rating agency and insurance companies	FA
Thursday, October 17, 2013		Conference call to review POS	ALL
Friday, October 18, 2013		Distribute revised draft of POS to Working Group	FA, U, UC
Week of October 21st		Rating call	C, FA
Tuesday, October 29, 2013		Receive bond rating	ALL
Friday, November 01, 2013	*	City receives approval from the Department of Treasury to issue Bonds	ALL
Tuesday, November 05, 2013	*	Electronically distribute POS	FA, U, UC
Monday, November 18, 2013	*	Pre-pricing conference call	C, FA, U
<b>Tuesday, November 19, 2013</b>	*	<b>Pricing of Bonds</b>	<b>C, FA, U</b>
Wednesday, November 20, 2013	*	City executes Bond Purchase Agreement	C, U
Saturday, November 23, 2013	*	Distribute draft final OS	FA, U, UC
Tuesday, November 26, 2013	*	Distribute draft closing letter	U
Tuesday, November 26, 2013	*	Print and distribute final OS	FA, U, UC
Wednesday, December 04, 2013	*	Distribute final closing letter	FA / U
<i>November 28th and 29th</i>	*	<i>Thanksgiving Holiday</i>	
<b>Tuesday, December 10, 2013</b>	*	<b>Bond Closing - Delivery of Trust Securities</b>	<b>ALL</b>

**Legend:**

- C = City of Farmington
- BC = Bond Counsel (Miller Canfield, Paddock & Stone)
- FA = Financial Advisor (Public Financial Management)
- U = Underwriter
- UC = Underwriter's Counsel

\* *Dates subject to change based on actual Treasury approval date.*

Attachment: OPEB Financing Timetable, 08-14-13 (1351 : Discussion - OPEB Bond Update)

**Farmington City Council  
Staff Report**
**Council Meeting Date:**  
September 3, 2013

**Reference  
Number  
(ID # 1352)**
**Submitted by:** Vincent Pastue, City Manager

**Description:** Discussion - Implementation Plan for Visioning Action Items

**Requested Action:**
**Background:**

Attached are comments to the priority action items listed in the recently completed visioning project. This serves as a discussion point for the implementation. There are other items that will need to be discussed further such as:

1. Continued citizen and business engagement;
2. structure of City boards and committees;
3. staff personnel assigned to various projects;
4. process to monitor implementation; and
5. Financial considerations.

The plan is to have the visioning report on the City Council's September regular meeting to accept and begin implementation.

Historically, after a new council is sworn we usually follow-up in early January with a goal-setting session. The Visioning Plan has all the elements that are part of the goal-setting session. We may consider meeting to address other tactical considerations within the context of the Visioning implementation.

**Agenda Review**
**Review:**

**Vincent Pastue      Pending**  
**City Manager      Pending**  
**City Council Pending**

## Visioning Priority Action Items September 3, 2013

**These top priority actions should be the first steps that the general public, stakeholders and elected and appointed officials focus on in order to advance the vision initiatives.**

### Stay Connected

- 1.5 Enhance city gateways with a priority at the Rouge River Bridge to help create a distinctive entry sequence into the City.

**Comment: In a broader sense, establish an Ad hoc committee with two representatives from the DDA Design Committee, Historical Committee, and Beautification Committee to develop a design for all City signs: gateways, municipal buildings, parks, Downtown, and way-finding. The Capital Improvements Fund has \$90,000 earmarked for FY 2014-15. The process can be moved up and should begin in late-fall 2013 or early-winter. Annette Knowles would be the staff person designated to coordinate this effort. The gateways would include City limit entries but also Downtown entries. This would address the Rouge River Bridge as a gateway into the central part of the City.**

- 1.9 Expand the multi-use trail to extend from Shiawassee to Orchard Lake.

**Comment: The Fiscal Year 2013-14 Budget contains \$32,000 to develop a comprehensive plan. This is more than just a land use master plan; it will include a transportation plan, parks and recreation plan, capital improvements, and other special area plans. This was similarly identified as part of the recently completed Grand River Corridor Improvement Vision Plan as well. This should be included as part of the Recreation Master Plan. It should be mentioned that a similar dollar amount was programmed for Fiscal Year 2014-15 as part of the five-year budget forecast.**

- 1.11 Enhance the connection from downtown to Shiawassee through the Maxfield Site.

**Comment: The obvious is that there is no connectivity from the Downtown to the Maxfield site, to Shiawassee Park, to the School Administrative property. Yet, this area provides the greatest opportunity for the City to dramatically expand its tax base while at the same time creating a beautiful and functional public space. As referenced in the preceding item, this is a special area plan that would be**

incorporated into the City Master Plan. I would envision the Planning Commission as the lead group that would need to engage numerous community stakeholders. Kevin Christiansen will be the staff person designated to lead this project. I would use a portion of the \$32,000 budget in Fiscal Year 2013-14 to retain an outside consultant to facilitate this project.

This literally will be the most significant project from the Visioning Project. This is one of those 50-year decisions and we had better get it right!

Part of this process will be master planning Shiawassee Park which will be incorporated into the Parks and Recreation Plan. My opinion is that the layout for Shiawassee Park is not the most efficient for existing programmed uses. Furthermore, the uses do not flow together, are somewhat incompatible, nor is the park designed to connect to the Downtown or the School Administrative property. The trail along the river also needs to be connected beyond the park as part of a comprehensive system.

- 1.12 Create a “complete street” from downtown to Orchard Lake with defined streetscape, bike lanes, and public spaces for rest and relaxation.

**Comment:** City Administration is recommending that we dissolve the Traffic and Safety Board and create a new “Complete Streets Committee”. The feeling is that this board has done a terrific job of addressing traffic issues throughout the City and over the last several years has not had many projects to work on. Director Bob Schulz discussed this with them at their August meeting and all seemed to accept it. Three of the current four members are involved with other City committees: Duane Reynolds – Board of Review, Ken Chiarra – Planning Commission, Patrick Thomas – Corridor Improvement Authority. Norb Leppanen is the one member that does not serve on another City board or committee. There is a vacancy due to the resignation of Jeff McGowan. The onus will be on the Public Safety Director and City Manager to handle future traffic control related matters.

The vision of the Complete Streets Committee would include the following: (1) develop a plan that would network existing residential sidewalks into collector sidewalks that lead to different commercial nodes and/or public spaces; (2) develop a biking network throughout the City that leads to commercial nodes and/or public spaces that additionally connect to existing bike trails with adjoining communities; and review existing street improvement projects to evaluate alternatives to walking or biking trails. This also has aspects that need to be incorporated into the Parks and Recreation Master Plan. The City Manager and Economic and Community Development Director would be the lead staff persons on this project.

## Get Active

- 2.5 Create a bike-ways and trail master plan.

**Comment: This would be incorporated with what was previously discussed. A group was recently formed to look at this opportunity. We need to incorporate them into the project and may ask for them to take a significant lead roll.**

- 2.7 Work with the Masonic Lodge to increase the use of adjoining land.

- 2.12 Create a new park space in the downtown for programming and features for children (e.g. fountains or splash pad).

**Comment: This could be programmed through the Parks and Recreation Master Plan but also part of the Downtown Master Plan which needs to be updated since it is approaching ten years.**

## Community Oriented

- 3.1 Enhance Riley and Shiawassee Park to create new spaces for community gathering and entertainment.

**Comment: Both of these can be addressed through the Parks and Recreation Master Plan. The ice rink will go a long way toward expanding the use of Riley Park during the winter months. I would caution that Riley Park is approaching its capacity regarding programmed summer uses.**

- 3.5 Support the redevelopment of the Maxfield Training Center to include new spaces for entertainment and gathering as part of an overall redevelopment plan.

**Comment: Kevin Christiansen is currently working with the broker retained by Farmington Public Schools regarding the sale of this property. The City and DDA are currently working on a residential market analysis with OHM on this property. As discussed in Item 1.11, this property is the link to the Downtown and to Shiawassee Park. We need to maintain access between the Downtown and the park.**

## Economically Competitive

- 4.11 Support the redevelopment of the old Kmart Center to support the development of new uses, and to enhance the gateway into Farmington.

**Comment: This City currently in the process of designating this property as a commercial rehabilitation district. This economic incentive can freeze property taxes up to ten years. It is a gateway to the City and its redevelopment is important to the image of the City. The Economic and Community Development Director is working with the owner regarding various redevelopment scenarios that would require complex land use approvals in order to see that the property attains its highest and best use.**

- 4.3 Work with the Masonic Lodge to consider the redevelopment of the structure into a new use that is a focal point of the community and creates new revenue.

**Comment: City Administration is optimistic regarding the commitment with the Masonic Lodge to return this as a focal point in Downtown Farmington. The City Manager with Annette Knowles would be the lead contacts with the Masonic Lodge.**

- 4.4 Promote and attract a higher education use to the downtown area.

**Comment: This would be part of an updated Downtown Master Plan.**

- 4.5 Encourage the adaptive use of the winery and uptown plaza as mixed.

**Comment: This is one of the focus redevelopment areas as part of the Grand River Corridor Vision. Kevin Christiansen will be the staff lead regarding working with property owners along the corridor. As recognized by the Grand River Vision Plan, redevelopment of this area can transform this end of the corridor between the two cities.**

- 4.6 Support the redevelopment of the Maxfield Training Center as a mixed-use development with high quality residential as a major component of the redevelopment.

**Comment: This item is tied to Item 1.11 and 3.5.**

- 4.7 Consider purchasing the Kimco site to guide redevelopment that includes a variety of uses and will generate new revenue for the city.

**Comment: Needs further discussion. Unfortunately, while recognized as an item in the vision plan, much of the negotiations would take place in a closed session.**

- 4.8 Develop additional parking downtown (e.g. surface parking or parking decks).

**Comment: The City and DDA need to continue with adding surface parking where it can such as what has taken place the last two years: Grove Street Project, Liberty Street, Masonic Parking Lot, Dimitri's, and hopefully Farmington Road in 2014. The City and DDA need to continue working together to consolidate private lots for public use. A significant redevelopment of the Maxfield Training Center may be the best opportunity to allocate new tax increment revenues toward significantly increasing municipal parking on the north side of Grand River where the challenge is the greatest.**

### **Fiscally Balanced**

- 5.3 Examine the opportunity to develop and market publicly owned properties to evolve into new revenue generating uses.

**Comment: Listed below are the properties where this is possible.**

1. **City Hall – Owned by the City and would require City offices and Public Safety to be relocated.**
2. **Public Works Building – This is not out of the realm of possibility. In 2012, I met with Farmington Hills City Manager regarding our DPW operations being located at their DPW site on Halsted Road. Many smaller cities are contracting with other larger ones for the rolling stock repairs and maintenance. For example, Troy contracts with six other municipalities to perform mechanic duties. This may be a starting point. Farmington Hills has sufficient land area; we would remove an end wall on their garage to accommodate our equipment. I feel this is operationally feasible but it just needs to make financial sense. It would allow us to focus personnel more on issues related to the water and sewer system.**
3. **Farmington Civic Theater – I would love to explore the idea of a publicly owned theater (not owned by the City) similar to the Green Bay Packers. This is a very complicated concept and one that would require skilled facilitation.**
4. **Library – Owned by Farmington District Library**
5. **Old Courthouse Property – Owned by City and currently signing purchase agreement.**
6. **School Administration Property – Owned by the Farmington Public Schools. They recognized in the Farmington Forward project there is a higher and better use for this property.**



7. **Maxfield Training Center – Owned by Farmington Public Schools and currently being marketed.**
8. **Flanders School Site – Owned by Farmington Public Schools and currently being marketed.**
9. **Cloverdale School – Owned by Farmington Public Schools.**

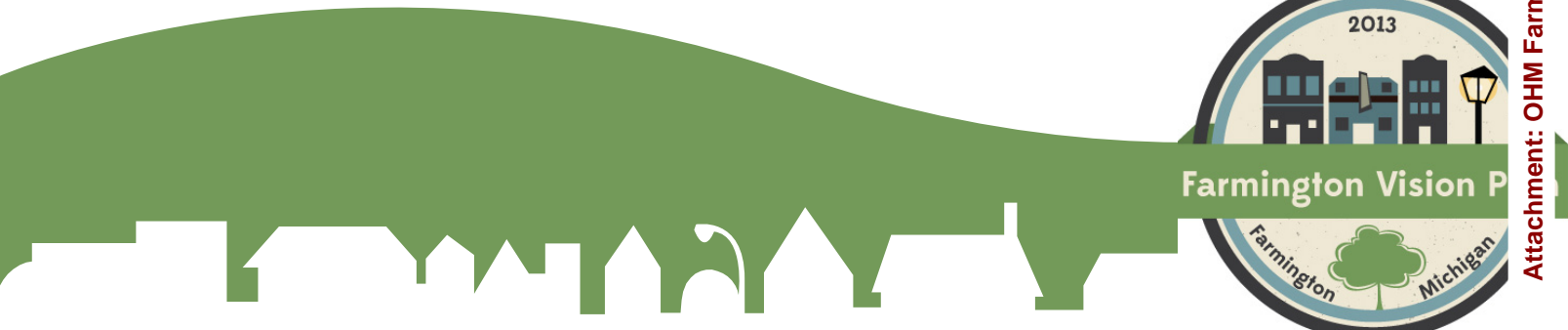
### **Accessible and Diverse**

- 6.4 Promote medium density residential development (2 to 4 stories) on the Kimco site.

**Comment: This would be incorporated into Item 4.7.**

# FARMINGTON VISION PLAN SUMMARY HANDOUT

AUGUST 2013



Attachment: OHM Farmington Vision Plan - Summary Final (1352 : Discussion - Implementation Plan for Visioning Action Items)



PROJECT  
INNOVATIONS  
INCORPORATED

## PLAN FOUNDATION

### WHAT IS THE VISION PLAN?

The Farmington Vision Plan is the result of an intensive six month citizen-based initiative to answer the overarching question of “What is needed for Farmington to be the best that it can be in the future?” By working together as a community to answer this question, a holistic, collaborative vision and action plan was created for the future of Farmington.

The Vision brought together a diverse group of citizens to chart a course toward a common future that reflects the community’s shared values.

The Vision identifies overarching initiatives for most aspects of quality of life in the City—from arts and culture to economic health to community activities. It also presents specific actions to realize a desired future.

This document presents a summary of the results from this community driven planning effort.

### WHY HAVE A VISION?

This visioning process helped the City, local agencies, and the general public identify how their ideas and aspirations can be applied to shape the future of the Farmington Community, and more importantly, how to make those ideas and dreams come true. The vision created helps Farmington reach a set of vision initiatives that will guide future growth, development, investment, and policies in the future. The vision also helps to:

- Create shared goals for the future of the community;
- Identify a way to make the shared goals happen;
- Build understanding and good will between groups that sometimes don’t agree with each other;
- Gives people ownership in their community; and
- Develops new leaders in the community.

### WHY THIS PLAN - A CALL TO ACTION

At the onset of the project there were a number of key issues/questions the City, community, and planning team aimed to answer through the planning process.

- Consider how the community wants to grow, and how that translates into other city policies
- Answer the questions who are we and how do we build on our strengths
- Evaluate the potential for shared services with Farmington Hills
- Evaluate the need and support for strategies to generate new revenue
- Consider ongoing or new strategies for downtown

development

- Consider the potential for and community support for the adaptive reuse of targeted redevelopment properties
- How to financially tackle strategies to implement the vision
- Consider what the market will support...what do we know now...what work do we need to do in the future?
- Consider how the City’s existing assets can help shape the future (what do we control and what do we not control...how do we get the biggest social and financial bang for our buck?)
- We need to keep in mind the changing demographics and its impact on Farmington
  - Creative Class - Attract and Grow
  - Millenials - Attract



*Through the visioning process, a number of targeted community landmarks and properties were discussed in relation to how they should be integrated into and used by the community in the future. The Masonic Temple was a property that was discussed because of its historic significance and location in the heart of the community.*

# WHERE ARE WE NOW?

## EXISTING CONDITIONS

To plan for Farmington’s future, it was important to assess and understand the current conditions in the community. An analysis of existing conditions was conducted to ensure that the vision initiatives and vision strategies considered the current social and economic conditions in the community. Through an analysis of the existing conditions the following key findings were developed:

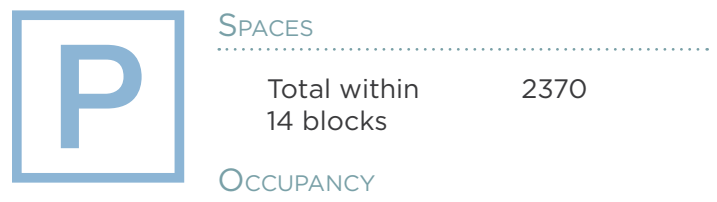
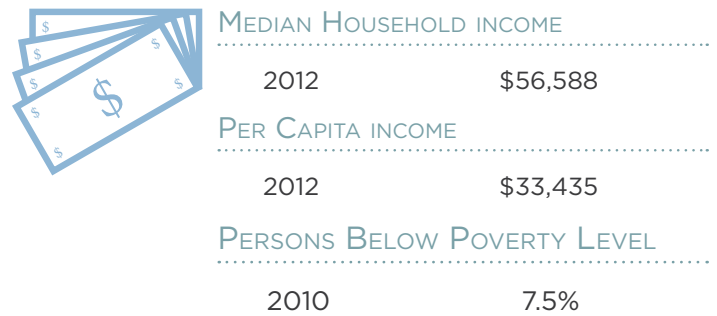
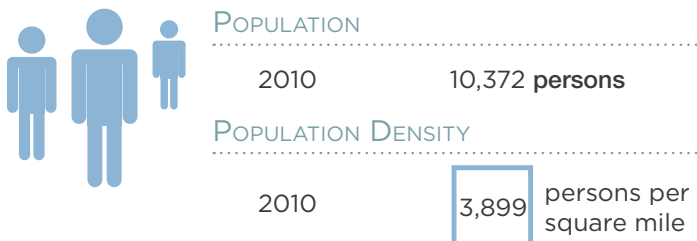
### Key Findings

- Within SE Michigan, Farmington boasts a population that is highly educated and relatively affluent.
- Like many other communities today, Farmington should plan for new housing options intended for an elderly population and help citizens “age in place”
- The city has a number of multi-family developments that provide housing for 38 percent of the community, many of these developments were built more than twenty years ago and lack 21st

Century amenities demanded by both millennial and baby boomers demographics.

- According to a recent parking study the downtown currently has adequate parking, however, during peak periods such as special events the quantity and configuration of public and private parking areas is somewhat limited.
- The median home value dropped more than \$100K from 2007 to 2012 creating challenges for collecting and generating new local revenue.
- A recent market study for a downtown restaurant revealed that 50% of visitors come from within 3 miles, and 65% within 5 miles, indicating there is an opportunity to serve the immediate community, and continue to still attract and serve the regional market (50% from Farmington, 78% from Farmington and Farmington Hills, 82% including Livonia).
- New residential growth in and around the downtown will be imperative to the future success of downtown Farmington as a local and regional destination.

## KEY DATA



## WHAT DID WE HEAR?

### PUBLIC INVOLVEMENT

Considering the public's ideas and aspirations was at the heart of the visioning process. An extensive public engagement effort was conducted by the City and the planning team to collect ideas and develop the vision for the community.

**300+** Participants  
**5+** Public Outreach Efforts  
**250+** Ideas Generated

### KEY FINDINGS

#### Visioning plan participants....

- Are proud of the **local image and community assets**, but also embrace moderate growth and development that will add to the community's character and economic viability.
- Identify with being a **safe family oriented community**, and feel this should help promote the city within the regional context.
- View **Downtown Farmington** as a unique asset within the region and feel it should be a **focal point** for future economic, social and entertainment uses and developments.
- Still value (see 1998 Vision Plan) **unique community retail** and feel it should continue to be a community asset that is planned for.
- **Support the consolidation and sharing of services** with Farmington Hills that maintain or improve quality of life in the community, but are not interested in a full merger.
- Gave a high priority to identifying and planning for projects or policies that will lead to the creation of **new revenue for the City**.
- Want to ensure there is **adequate parking** in and around the downtown.
- Believe **multi-modal transportation options** should be part of future plans and policies.

### *IDEAS FOR THE FUTURE*

Public Meeting #1

### *HOW DO WE GROW?*

Public meeting #2

+

Brainstorming groups

### *CREATING THE VISION*

Public Meeting #3

### *HOW DO WE GET THERE?*

Public meeting #4

+

Online survey

### *COMMUNICATING THE VISION*

Public meeting #5



### *SOCIAL MEDIA*

Facebook

+

Twitter

# WHAT DID WE HEAR?

## HOW DO WE GROW?

During Public Meeting #2 and the brainstorming groups, participants voted on a numeric scale for how Farmington should grow in the future, with 1 indicating limited/no growth and 10 indicating considerable growth. These results were tallied and averaged to a score of 6.7 out of 10. The residents of Farmington are willing to accept a reasonable amount of growth within their community, with a majority taking place with infill development and redevelopment of appropriate properties.

To the extent growth—such as population increase and business growth—takes place in the future, it is preferable to accommodate this investment in locations that are underutilized and/or already have needed infrastructure. This will take place in a deliberate and careful manner that considers other community needs like quantity and proximity to greenspace and parks.

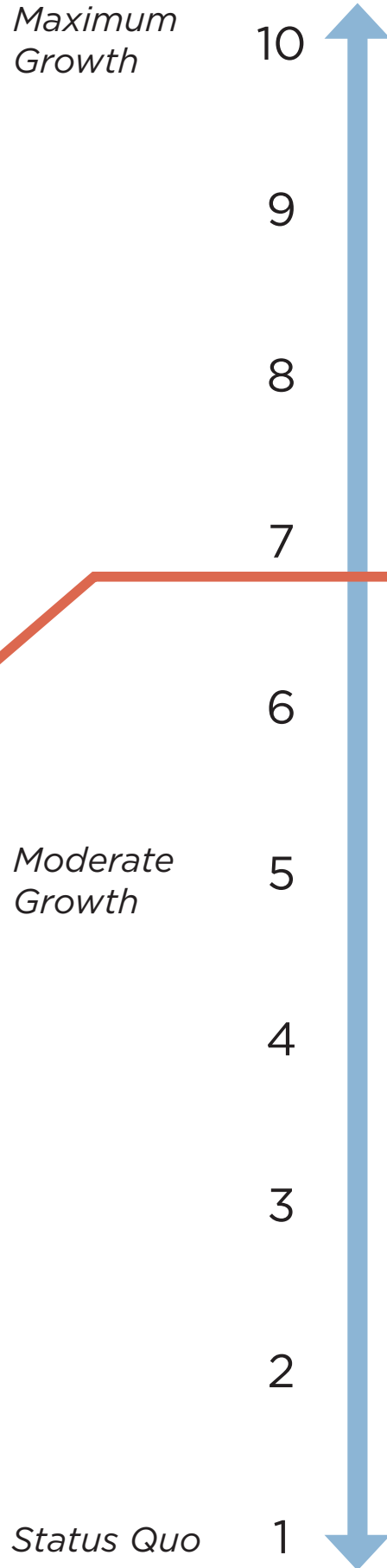
# 6.7

**AVERAGE SCORE**

*“Should the City maintain the status quo, embrace moderate growth (some growth inward and up in height) or allow for maximum growth (grow outward, inward, and up in height). On a scale of 1-10 what do you think the future of Farmington should look like?”*



City officials and residents participate in an exercise to identify the strengths and weaknesses of Farmington.





# THE VISION

## VISION FRAMEWORK

A vision was developed for the City that was derived from the key findings from the public input and existing conditions. The Vision is a strategic guide to achieving the community's aspirations for the future. It is organized into six key initiatives and 47 actions.

**Vision Initiatives** - A broad policy statement expressing the desired future of the community in simple terms.

**Action** – A detailed element of the goal necessary to give more specific policy direction to strategies to implement the goal.



A community with a complete transportation system where people can easily travel by foot, bicycle, transit and car.



A community that embraces and promotes community and cultural events that bring people together.



A community that strives to balance and revenue sources through new growth and funding opportunities.

## INITIATIVES

Initiatives are the broad policy statements that describe the desired future of the community. Some initiatives built on the initiatives in the 1998 Plan, while others emerged from the public process as critical areas of focus for the Farmington community.

An average score was given to each initiative which reflected the prioritization of the initiatives by the community. The results revealed that staying economically competitive was of the highest importance of the six initiatives. Moving forward it will be necessary to address each of these initiatives to effectively achieve the community's vision for the future. The six initiatives are:



A community that is served by both passive and active greenspaces that enhance the overall quality of life in the community and complement economic growth.



Promotes growth and development that builds and strengthens the local economy.



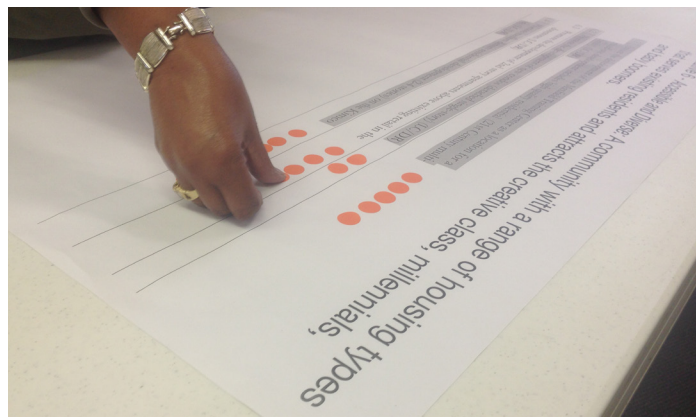
A community with a range of housing types that attracts the creative class, millennials, and baby boomers.



## HOW DO WE GET THERE?

### VISION PLAN ACTIONS

Actions are programs, policies, or projects that support one or more of the vision initiatives. The Vision contains 47 actions. These actions are organized according to the six initiative areas. Within each initiative, the actions are organized into two tiers of importance: priority actions and supporting actions. With the guidance of both public input and prioritization, and consultant and city staff input, 18 of these actions were identified as priorities.



*Residents at one of the final public meetings had an opportunity to vote for their highest priority actions*

### PRIORITY ACTIONS

These top priority actions should be the first steps that the general public, stakeholders and elected and appointed officials focus on in order to advance the vision initiatives.

#### STAY CONNECTED

- 1.5 Enhance city gateways with a priority at the Rouge River Bridge to help create a distinctive entry sequence into the City.
- 1.9 Expand the multi-use trail to extend from Shiawassee to Orchard Lake.
- 1.11 Enhance the connection from downtown to Shiawassee through the Maxfield Site.
- 1.12 Create a “complete street” from downtown to Orchard Lake with defined streetscape, bike lanes, and public spaces for rest and relaxation.

#### GET ACTIVE

- 2.5 Create a bikeways and trail master plan.
- 2.7 Work with the Masonic Lodge to increase the use of adjoining land.
- 2.12 Create a new park space in the downtown for programming and features for children (e.g. fountains or splash pad).

#### COMMUNITY ORIENTED

- 3.1 Enhance Riley and Shiawassee Park to create new spaces for community gathering and entertainment.
- 3.5 Support the redevelopment of the Maxfield Training Center to include new spaces for entertainment and gathering as part of an overall redevelopment plan.

#### ECONOMICALLY COMPETITIVE

- 4.1 Support the redevelopment of the old Kmart Center to support the development of new uses, and to enhance the gateway into Farmington.
- 4.3 Work with the Masonic Lodge to consider the redevelopment of the structure into a new use that is a focal point of the community and creates new revenue.
- 4.4 Promote and attract a higher education use to the downtown area.
- 4.5 Encourage the adaptive use of the winery and uptown plaza as mixed.
- 4.6 Support the redevelopment of the Maxfield Training Center as a mixed-use development with high quality residential as a major component of the redevelopment.
- 4.7 Consider purchasing the Kimco site to guide redevelopment that includes a variety of uses and will generate new revenue for the city.
- 4.8 Develop additional parking downtown (e.g. surface parking or parking decks).

#### FISCALLY BALANCED

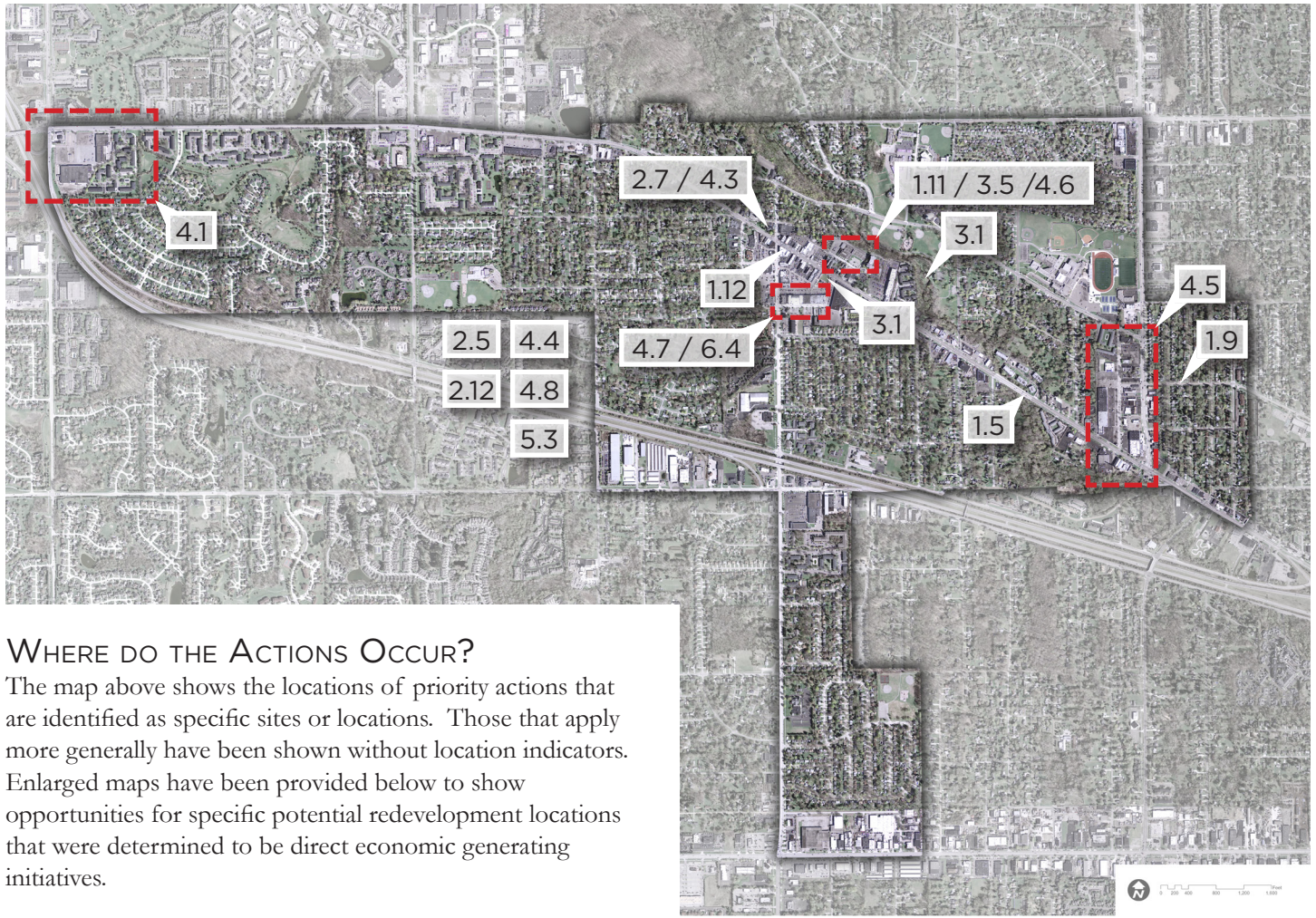
- 5.3 Examine the opportunity to develop and market publically owned properties to evolve into new revenue generating uses.

#### ACCESSIBLE AND DIVERSE

- 6.4 Promote medium density residential development (2 to 4 stories) on the Kimco site.

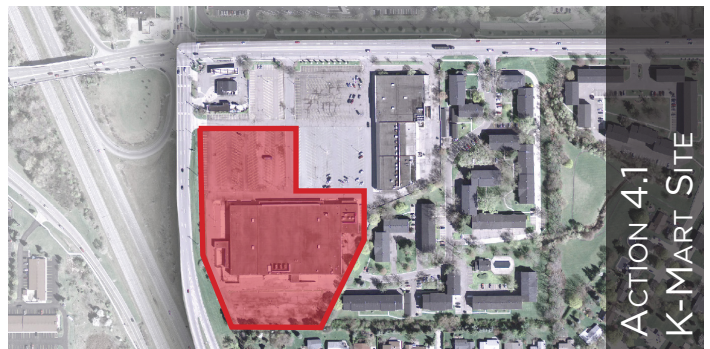


# PRIORITY ACTION MAP



## WHERE DO THE ACTIONS OCCUR?

The map above shows the locations of priority actions that are identified as specific sites or locations. Those that apply more generally have been shown without location indicators. Enlarged maps have been provided below to show opportunities for specific potential redevelopment locations that were determined to be direct economic generating initiatives.





# APPLYING THE VISION

## MAXFIELD TRAINING CENTER (OPTION A)

A concept redevelopment plan was created to help illustrate the vision for how to redevelop the Maxfield Training Center site. This site is located in Downtown Farmington adjacent to the Rouge River and Shiawassee Park.

Two concept plans were created. Both concepts plans incorporate two primary redevelopment elements, multi-family residential and public parking.

Concept A shown on this page is a plan specifically for the existing Maxfield Training Center site. Concept B on the following page incorporates land adjacent to the Maxfield Training Center. The goal for extending the plan area is to show how the Maxfield Training Center site can be help to connect the downtown to the Rouge River and Shiawassee Park.

### Concept A Site Data

Training Center Site Area:	± 3.6 ac
<b>Residential Units</b>	
Townhomes:	23 du
Flats:	<u>56 du</u>
Total Units:	79 du
Residential Density:	21.9 du/ac
<b>Parking Required</b>	
Townhomes (2 spaces / du):	46 spaces
Flats (1.5 spaces / du):	<u>84 spaces</u>
Total Required:	130 spaces
<b>Parking Provided</b>	
Townhomes with 2-car garage:	24 spaces
Surface and 1st floor structure:	121 spaces
On-Street:	<u>26 spaces</u>
Total Parking Provided:	171 spaces
Public Parking Available:	41 spaces





# APPLYING THE VISION

## MAXFIELD TRAINING CENTER (OPTION B)

### Concept A Site Data

#### Training Center Site

Site Area:	± 3.6 ac
<b>Residential Units</b>	
Townhomes:	17 du
Flats:	<u>84 du</u>
Total Units:	101 du
Residential Density:	28.1 du/ac

#### Parking Required

Townhomes (2 spaces / du):	34 spaces
Flats (1.5 spaces / du):	<u>126 spaces</u>
Total Required:	160 spaces

#### Parking Provided

Structured Parking:	404 spaces
On-Street:	<u>25 spaces</u>
Total Parking Provided:	429 spaces

Public Parking Available: ± 269 spaces

#### Grand River Ave. and School St. Site

Site Area:	± 0.7 ac
<b>Commercial</b>	
Retail (or restaurant):	7,800 sq.ft.
<b>Parking Required</b>	
Retail (4 spaces / 1000 sq.ft.):	31 spaces

#### Parking Provided

Surface:	31 spaces
On-Street:	<u>12 spaces</u>
Total Parking Provided:	43 spaces

Public Parking Available: 12 spaces












# APPLYING THE VISION

## WINERY / ORCHARD LAKE

A concept design for the the Historic Winery / Orchard Lake site was developed for the Grand River Corridor Vision Plan.

The overall vision for this site / area is for a pedestrian-friendly environment that offers significant public space, a mixture of uses and promotes the historic winery as a unique community asset. The mixture of complementary land uses will allow each use to leverage the other, creating value from increased

### Site Data

Approx. Site Area:	+/- 29 acres
 Office:	+/- 90,000 sq. ft.
 Mix of Uses:	+/- 86,500 sq. ft. (comm., office, residential)
 Residential:	80 units
 Park Space	+/- 3.25 acres
 Transit Stop	
 Hardscaping	
 Parking:	+/- 940 spaces, 120 on-street







**Farmington City Council  
Staff Report**
**Council Meeting Date:**  
September 3, 2013

**Reference  
Number  
(ID # 1353)**
**Submitted by:** Vincent Pastue, City Manager

**Description:** Discussion - Cancellation and Rescheduling of September 16 Meeting

**Requested Action:**
**Background:**

Mayor Tom Buck and Council Member JoAnne McShane indicated to me that they will be out of town and not able to attend the September 16 meeting. The next meeting we will present the OPEB bond authorization resolution that includes our plan to the Michigan Department of Treasury. So that we will have a quorum I am recommending that the City Council cancel the September 16 meeting and reschedule for the following Monday, September 23, 2013. The only drawback is that I will be at the ICMA conference in Boston that week. Chris Weber is able to handle the OPEB discussion as well as other business items that will be on the agenda.

**Agenda Review**
**Review:**

Vincent Pastue      Pending  
City Manager      Pending  
City Council Pending