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OUMI Operations

All satellite positions were filled and operational throughout 2013.

Funding for the Flint satellite office will be transferred to MEDC beginning January 2014 and will not be considered a CMF joint effort. The Flint operation will continue to report to the OUMI Director. As a result, this is the last report we will submit regarding Flint, Saginaw and Bay City.

OUMI completed a successful tenure with a Detroit Revitalization Fellow from September 2012 to July 2013. OUMI is in the process of securing another type of Fellow for 2014. Finally, OUMI had a total of three Governor's Interns, two from Wayne State University (WSU) and one from Saginaw Valley State University (SVSU). OUMI will have two new interns for the 2014 winter semester from WSU.

MOU Objectives

The Office of Urban and Metropolitan Initiatives (OUMI) has been created through a Memorandum of Understanding (MOU) between the Executive Office of the State of Michigan and the Council of Michigan Foundations (CMF). The following is a list of the six key objectives from the MOU. OUMI continues to meet all objectives as it relates to the MOU.

1. **Establish an Advisory Group for OUMI**
   Per the MOU an Advisory Group made up of various funders, economic development, civic and community representatives from the urban areas covered by OUMI was created in 2011. The OUMI Advisory Group only met twice in 2013. As a result, to better constitute a more engaged Advisory team, OUMI will revise the members of its Advisory Group as follows:
   - Create Regional Advisory groups consisting of 10-15 members/region who represent urban central cities and are key stakeholders in the area. The foundations that fund the OUMI effort will automatically be invited to participate.
   - Create an At-Large Advisory group consisting of members who overlap the OFL Advisory Group. Both the Office of Foundation Liaison (OFL) and OUMI are CMF functions, and an effort regarding meeting schedules are challenging with members serving both. OUMI will invite the OFL Director to present at the OUMI At-Large Advisory meeting on OFL effort. OUMI will ask OFL to be included on the OFL agenda at least once per year.
   - Hold Regional Advisory meetings in the 1st, 3rd and 4th quarters each in Detroit, GR and Kalamazoo. The Flint team will participate in a similar strategy.
   - Hold one At-Large meeting in Lansing in the 2nd quarter of the year for the Regional Advisors and At-Large Advisors.

2. **Principal Advisor to the Governor on matters related to economic initiatives that will contribute to job growth.**

   The Director continues to participate in the following meetings which serve to advise the Executive Office matters related to the economic stability of Michigan's urban core cities: monthly one-on-one meetings with the Governor; weekly meetings with the Senior Team that includes the Governor, Lt. Governor, Chief of Staff and others; weekly conference calls with Strategic Policy Team; weekly conference calls with Legislative Team.

In addition, the Director and Associate Directors are conducting meetings and launching initiatives with all State Departments.

3. **Coordinates and develops policies related to economic development of core cities and urban regions.**

   - A working draft of the referenced document for the Urban Agenda was accomplished in the 2nd quarter 2013 (see Attachment). The final document will be completed February 2014.
   - U3 Ventures completed the assessment of eight cities and have recommended we move forward with efforts in Kalamazoo, Flint, Saginaw and Jackson. The Michigan State Housing Development Authority (MSHDA) will conduct target market analysis (TMA) in each of the four. Kalamazoo and Jackson are developing a live/buy funding mechanism. Muskegon and Battle Creek are applying for a TMA.
   - Per the request of the Governor – MSHDA, MEDC, the Office of Great Lakes and OUMI are developing an assessment tool for all cities to evaluate their readiness to engage in a live/buy initiative.

4. **Liaison between Governor and Mayors and the Michigan Municipal League (MML)**

   OUMI hosted two meetings with MML and the Mayors in Michigan to discuss concerns and recommend solutions that work to grow cities.

5. **Work closely with MEDC, MSHDA, and MDOT**

   The Director continues to serve as a member of the Interdepartmental Collaboration Committee (ICC) to coordinate indicators and metrics in the departments which will be part of the Urban Agenda. Associate Directors are involved with subcommittee activities with the three departments.

6. **Establish a framework for the State's approach to urban and regional economic development, and design an agenda aligned with Brookings Metropolitan Policy.**

   OUMI during the first two quarters of 2013 summarized the base document that serves as the reference document for the urban agenda for the state. The implementation and adjustment of initiatives and policies against the indicators outlined in this document create the "Michigan Urban Agenda".

   At the conclusion of the stakeholder input process, we convened all local participants in November 2012 in Lansing for a statewide discussion to establish consensus on the information produced from the stakeholder groups. The consensus information was then organized into the 12 focus areas.

   OUMI then assembled an Analytical Group made up of researchers, professors, subject matter experts (SMEs) and practitioners in each focus area to identify indicators and best practices critical to achieve success in the focus area. The SMEs provided each focus area with an overarching goal, key objectives, indicators and best practices from which to shape future strategies.

   While the Analytical Group met, OUMI convened with more than 20 of the state's Mayors and city managers to recommend the prioritization and direction of each focus area. Discussions with the Mayors centered on state investment and policy, and each focus area was measured by its overall impact within the urban core, and the potential level of impact of state interventions.

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The challenge has been the need to take advantage of opportunities to initiate efforts as they develop in the state while creating a structure—i.e. the Michigan Urban Agenda—to house those efforts. The following initiatives are major initiatives launched that will expand to other cities that initiatives that will be housed as part the urban agenda.

a) ***Neighborhood Stabilization School Anchor Initiative (NSSA)***

The Neighborhood Stabilization/School Anchor (NSSA) initiative focuses many strands of community involvement and neighborhood investment around a common goal: enhancing the quality of life around schools. The NSSA Initiative establishes a defined area of a neighborhood with a school at its nucleus (currently a half-mile radius around the school). Efforts around the school differs in scope and form in each neighborhood, depending on the community's need, but will begin with a collection and analysis of data and demographics from: the school system, the city's planning and development department (or the equivalent of such), land banks (the Michigan Land Bank, city and county), public safety, fire, and unemployment. The data assessment will provide decision makers a clear understanding where government investment will produce the greatest impact and return on investment.

Once a school is selected within a targeted area based on the data assessment, subsequent activities will engage the community to secure acceptance and local buy-in from community stakeholders to coordinate outcomes that added significant value to the existing neighborhood quality of life strategies for students and their families. The NSSA requires a long-term commitment by the school system to maintain operations at that school for no less than five years, dual purpose the facility as recreational options for the community and extend the hours of operation from 8 to 12 hours/day.

City, county, federal and state partners will assess and allocate resources (human and financial) specifically targeted at areas around schools to reduce blight, enhance security and lighting, insert state services in the schools, and use the lengthened school hours of operation for programs such as adult literacy initiatives, talent development, or community recreational activities. The initiative must be embraced by community stakeholders and include an anticipated and well-orchestrated exit strategy by the some state government.

OUMI established three NSSA areas with 9 DPS schools engaged in Detroit beginning August 2012. To date, the state has demolished 425 structures around schools with another 500 pending. In November 2013, the AmeriCorps Urban Safety Initiative was added to three NSSA areas and two Skillman areas.

OUMI will establish NSSA areas in Flint and Benton Harbor in 2014[1].

b) ***Governor's/Mayor's AmeriCorps Urban Safety Initiative (AMUS)***

The AmeriCorps Urban Safety project (currently run by Wayne State University) is designed to build a culture of neighborly communication and responsibility in the city of Detroit. In order to reduce crime in the area, AMUS working with local residents to create block clubs, a forum for residents to connect and create neighborhood safety strategies. This initiative provides the spark for a network of residents that will continue their crime-fighting efforts well after the program has moved on. AMUS works to improve

[1] **The 2014 NSSA initiative will not be a CMF initiative.**

levels of neighborhood guardianship; reduce victim attractiveness and susceptibility; and provide technical assistance for wireless internet connections in residents' homes, in order to enable citizens to use Internet-based programs to help reduce crime.

In an effort to enhance the NSSA Initiative, OUMI expanded AMUS to five areas in Detroit which includes the three existing NSSA areas through a Governor's/Mayor's AmeriCorps Grant. In November 2013, Gov. Rick Snyder and Mayor Dave Bing announced the launch and expansion AMUS crime reduction model in the city of Detroit. This initiative is a unique public-private partnership, the program utilizes 36 AmeriCorps members as catalysts to mobilize and recruit community volunteers to join them in improving public safety in targeted Detroit neighborhoods.

AMUS utilizes the progressive COMSTAT crime mapping program to evaluate crime "hot-spots" and implement targeted strategies to reduce blight, assaults, break-ins, drug dealing, and vehicle-related crimes. Contributing to the program's success, which has seen a 44 percent reduction in crime in its targeted areas, is the joint collaboration between residents, neighborhood non-profits, faith-based organizations, law enforcement, existing neighborhood associations and block clubs to improve public safety.

Now at the launch of a new program year, OUMI moved the program into five new communities. **These five areas were strategically selected in neighborhoods surrounding local schools where other state and local improvement initiatives are already underway.** The new targeted communities will include the areas around East English Village, Cody and Osborn High Schools; and Clark, Bates, Gompers, Harms and Neinas Elementary Schools.

Also joining Snyder and Bing at the kick-off event was Corporation for National and Community Service (CNCS) CEO Wendy Spencer. As the federal agency on service and volunteerism, CNCS is responsible for administering all federal national service programs, including AmeriCorps, Senior Corps, the Volunteer Generation Fund, and other service efforts. In 2013, CNCS awarded the Urban Safety Corps Program a $378,871 AmeriCorps grant. Contingent on federal appropriations, this grant is renewable for two years for a total three-year investment of more than $1.1 million. CNCS will also make an estimated $505,200 in Segal AmeriCorps Education Awards available to AmeriCorps members who complete the program. These awards can be used to pay for college, vocational training, or repay student loans.

In addition to federal funds from CNCS, the program is projected to generate an additional $722,000 in cash and in-kind contributions from Kresge and Skillman Foundations.

We will launch the AMUS effort in Flint in 2014 with Governor Snyder and Mayor Dayne Walling[2].

[2] **The AMUS effort in 2014 will not be a CMS initiative.**

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Work in the Satellite Offices

Flint/Saginaw/Midland/Bay City Area Satellite Office

Flint

Public Safety Initiative

Governor Snyder's public safety message stated an intent and plan to secure Michigan cities of greatest risk and ultimately remove them from the nation's top 10 most violent cities list. In order to achieve this it is going to take coordinated effort from all impacted stakeholders. In response OUMI conducted focus groups in Flint in order to develop ways to better engage the community in public safety efforts by identifying existing activities of law enforcement, faith based organizations, public officials and community organizations. The first focus group event was conducted in Flint and centered around MSP engagement with victims of crime and impacted community members. Community members provided input to help drive the future of public safety engagement.

Emergency Management

During the second year of Emergency Management in the City of Flint additional steps were taken to continue the stabilization of municipal finances as well as strengthen existing leadership to prepare to successfully run the city once receivership concludes. Under the coordination of OUMI, the City of Flint elected leadership submitted a detailed two year outline of key benchmarks and goals necessary to keep the city fiscally sound. The long term deficit has been identified at $12 million over the next five years, which is marked improvement over the previous $19 million. The next steps are coordinating the city administration and State Treasury in attempting to enact revenue generating initiatives. Key opportunities at this point are an income tax measure on the next ballot, or state issued bonds. Without some sort of revenue enhancement it is improbable to believe any additional cuts to municipal expenses will sufficiently solve the financial burden.

Blight Elimination

The successful blight elimination grant of 2012 was followed up in 2013 with the TARP Hardest Hit Funds in the amount of $20 million for citywide demolition. This collaborative effort of targeted demolition falls within the previously established demolition framework for the City of Flint. While retaining the previously identified transition neighborhoods near active public schools, the HHF were able to expand into adjacent buffer zones to help secure the neighborhood boundaries. These funds for demolition are intended to positively impact property values, home ownership rates, crime rates, and blight. The AD from OUMI worked from the beginning stages to ensure that all impacted stakeholders were represented and provided input to help shape the proposal. Key participants were: Genesee County Land Bank, City of Flint, Genesee County Planning Commission, Flint Community Schools, CS Mott Foundation, Ruth Mott Foundation and the Flint Area Reinvestment Office.

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Additional Projects

- Citywide Master Plan-completed. The Flint AD served as a facilitator for several of the community input sessions.
- Municipal Finance Task Force looking to conduct on overhaul analysis of city funding structure and ongoing challenges facing financing cities. Special attention to revenue sharing and impacts of legacy costs. The Flint AD serves on the steering committee for this initiative.

Saginaw

Downtown Revitalization

The city of Saginaw and Saginaw County Land Bank were awarded an additional $11 million for demolition in their downtown corridor. Continued work here with the accompanying Hardest Hit Funds dedicated to demolition. The Flint AD aided in redirecting funds from MSHDA BEG funds slotted for downtown demolition to a school site near an anchor hospital. As a result economic impacts of BEG, HHF & U3 were all positively impacted. Along with key renovation strategies for historic downtown Bancroft and Eddy buildings significant outside investment is being targeted to effectively impact the economic vitality of downtown. The OUMI AD has remained closely involved in all applications and encouraging local units to work collaboratively in order to receive the greatest amount of funding available.

Flint & Saginaw

U3Ventures

In the final report submitted by U3 Ventures both Flint & Saginaw were selected as cities ready to move forward to implementation. The Flint & Genesee Chamber of Commerce has taken up the initiative based on their relationships with the anchor institutions and dedicated vast resources toward the implementation of this project. A full time project manager has been hired and tasked with developing the strategies based on anchor leadership input. The presence of key anchors, a network of support organizations and a local commitment to driving new economic development efforts helped lead to their selection. These strategies will continue to focus on opportunities for home ownership in key neighborhoods, increasing public safety and strengthening downtown corridors. Through the efforts of OUMI local anchor institutions are ready to take the next step toward a coordinated rollout of housing incentives towards the goals of transforming their surrounding neighborhoods, communities and city as a whole.

Bay City & Midland

The Flint AD held meetings that will result in the following initiatives in 2014:

- MEDC CRP Grant to support $7.5 million Bay City investment
- Uptown Bay City Riverfront Project
- Midland Baseball Park Development
- Renaissance Zone extension
- Bay City Public Safety consolidation

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Grand Rapids/Holland/Muskegon Area Satellite Office

OUMI this year successfully executed a leadership transition in the Grand Rapids office. Andy Guy, who succeeds Erika Rosebrook, joined the office in September 2013. Andy is a Grand Rapids resident who brings 12 years of organizing, research, communications, policy, and coalition-building experience around critical urban revitalization and city building issues. Andy also brings a solid network of relationships with key leaders in West Michigan's public, private, and nonprofit sectors. He has capably stepped in to carry forward OUMI's existing portfolio of projects in West Michigan. The core activities undertaken by OUMI in West Michigan during the past year include but are not limited to the following:

Grand Rapids

- **Initiating an effort to grow skilled workers and jobs in Grand Rapids parks.** City of Grand Rapids voters in November 2013 approved an investment strategy that will dedicate annually for the next seven years some $8 million to maintain, improve, and rebuild neighborhood parks. The investment will create numerous business development and employment opportunities. As a result the coming public parks investment also presents real opportunity to ensure more Grand Rapids residents are trained, achieve targeted reductions of the unemployment rate in Grand Rapids communities, and raise income levels in Grand Rapids neighborhoods.

  The Grand Rapids AD is convening a conversation with local officials, key community based organizations, and relevant state agencies to explore, design, and implement an initiative that aligns the collective 'employment training and placement' resources to intentionally and strategically deliver these potential additional community benefits of rebuilding parks assets.

- **Launch an NSSA Initiative.** The Grand Rapids AD continued to work closely with Grand Rapids Public Schools and the East Hills Council of Neighbors to reinvent a central city elementary school as the school-of-choice for young families and ultimately a neighborhood anchor institution. The Neighborhood Stabilization School Anchor Strategy (NSSA) developed in 2013 includes, among other tactics, organizing neighborhood families to enroll kids at the school. To achieve the above, the AD is doing the following:
  - ✓ Working with state and local education leaders to lower barriers to entry by expanding the numbers of preschool openings available at the school and providing GRPS more authority to recruit tuition-based preschool students. Current policy mandates that the Intermediate School District oversee tuition-based preschool placement, which frustrates the local districts' ability t0 build connections and relationships with parents exploring preschool options.

  - ✓ Working with the neighborhood to develop a resident-driven Public Spaces Improvement Strategy that will define specific recommendations for restoration and expansion of the school as well as rehabilitation of the surrounding park and green space. The Grand Rapids AD anticipates that strategy will reveal several opportunities for expanded state partnership. Taken together, these and other elements of the collaborative NSSA potentially provide a promising neighborhood-driven model for change that is replicable in other Michigan cities and neighborhoods facing similar issues.

- **Promoting heightened local government collaboration to reduce costs and improve service delivery.** In March 2013 the Kent County Board of Commissioners' Community Collaboration Work Group delivered a report outlining several recommendations to enhance the efficiency and effectiveness of local government. To help implement those recommendations, the Grand Rapids AD continues to work closely with the Greater Grand

Rapids Area Chamber of Commerce, which is leading an initiative to institutionalize "a culture of continuous improvement" and "lean" local government in metro Grand Rapids.

The idea is to adopt best practices in organizational leadership and management – specifically the philosophies of *Operational Excellence* and *Lean Six Sigma* – **across** local units of government and identify new opportunities for collaboration. The cities of Wyoming and Grand Rapids, Plainfield Township, and the Kent County Sherriff's Department have agreed to pilot the concept and advance understanding of opportunities to improve the delivery of local police and fire service. This preliminary pilot, initiated in October and expected to be completed in January 2014, also will gauge the concept's potential to return positive financial results. In the future, the project partners also anticipate applying these best practices to enhance collaboration across judicial and planning/zoning service delivery.

The AD is hopeful this initiative presents an innovative approach – one that is replicable in other communities – to evolve public organizations in a way that reduce costs, better serve citizens, and strengthen competitiveness. OUMI and its state partners will consider additional support for this initiative in early 2014 based on the results of the current pilot effort.

Holland

- **Supporting implementation of the Holland Community Energy Plan.** The City aspires to improve residential home energy efficiency and reduce energy use by 30 to 50 percent. The Grand Rapids AD continued to work closely with the City of Holland, West Michigan environmental leaders, and area lawmakers to help advance an innovative solution to more easily finance home energy audits and retrofits. The solution is to pilot an "on-bill financing" program that enables home owners to pay for energy efficiency improvements through monthly utility bills rather than the typically significant and often prohibitive approach of upfront payment or borrowing money.

  Implementing the program requires new legislation specifically authorizing municipal utilities to use the proposed financing mechanism. As a result of this collaborative initiative, preliminary draft legislation is now complete, under review with key lawmakers, and will be introduced in the Legislature. Given the legislative solution, the financing mechanism would be immediately scalable to communities with municipal utilities. It would also potentially provide a model for DTE and Consumers. The overarching long-term opportunity and goal is to improve home energy efficiency, lower energy expenditures as a percentage of household income, and promote healthy homes in urban neighborhoods.

Muskegon

- **Positioning downtown Muskegon for accelerated revitalization.** The Grand Rapids AD and his state and local partners in 2013 worked to organize a more informed, coordinated, and visionary revitalization strategy to grow urban core Muskegon. As a result of these increasingly collaborative efforts, the City is now moving on multiple fronts to position for future investment and redevelopment opportunities.

  The City is pursuing an MEDC *Redevelopment Ready Community* certification that will streamline internal processes and lower outdated barriers to reinvestment. As a result of ongoing conversations with the Grand Rapids AD and the Michigan State Housing Development Authority, the City currently is applying for state

support to conduct a Target Market Analysis that will enhance local understanding of the current housing market opportunities and needs.

The Grand Rapids AD also currently is working closely with the Office of Great Lakes to establish Muskegon as an area of special focus in the forthcoming State Water Strategy. The city has remarkable redevelopment opportunities at the water's edge. All agree it's critical that Muskegon's water assets are leveraged and maintained to optimize community health as well as natural, recreational, economic, and cultural uses and values. All of these efforts build on the findings of the 2013 OUMI-led analysis of local opportunities for anchor institution-based economic development opportunities in the urban core.

Kalamazoo/Battle Creek/Benton Harbor Area Satellite Office

Kalamazoo

The Kalamazoo-based Satellite Office of Urban and Metropolitan Initiatives covers the cities of Kalamazoo, Benton Harbor and Battle Creek. Southwest Michigan has a broad range of strengths and assets linked together through robust regional partnerships and planning.

The Kalamazoo AD has a strong partnership with Southwest Michigan First, working in conjunction with their *Vital Urban Cores Committee* to help advance the 10-year regional goals laid out in their *Transformation Agenda* of 8 new anchor projects, $200,000,000 in new urban investment, and 60% of residents in urban cores earning $50,000.

Based on the recommendations U3 Ventures and input gathered over the last seven months, OUMI is in the midst of crafting a comprehensive urban economic development strategy for Kalamazoo. This strategy is being developed through close and continued consultation with, among others, Southwest Michigan First, the City of Kalamazoo, Kalamazoo County Land Bank, Local Initiatives Support Corporation (LISC), Kalamazoo Valley Community College, Western Michigan University, Downtown Kalamazoo Inc., Downtown Tomorrow Inc., Vine Neighborhood Association, Edison Neighborhood Association, The Kalamazoo Promise, Irving S. Gilmore Foundation, and numerous local businesses.

Anchor Coordination

Much of this strategy is based around harnessing the purchasing power and human capital of its anchor institutions, Bronson and Borgess Hospitals, Western Michigan University, and Kalamazoo Valley Community College. These institutions are increasing their presence in the urban core of the community and are exploring collaborative efforts to increase the percentage of employees living close to their jobs, and to drive procurement spending to local vendors. OUMI is leading the facilitation of these discussions, bringing speakers and case studies to the attention of local anchor leadership and helping to form a common understanding of the power of anchor-based economic development strategies

Targeted Investment Area

The Kalamazoo AD has worked with the aforementioned stakeholders to define and establish a targeted investment area within the urban core of the city. With this targeted area established, stakeholders will concentrate redevelopment efforts in a limited geography to maximize impact and leverage limited state and federal dollars. Concentrated within this area is an even smaller geography at the south end of downtown within which several major anchor and infrastructure projects are in the planning and early implementation stages: WMU's new Medical School (open August 2014), KVCC's new Culinary School and relocated medical programs,

an expanded Farmer's Market, a yet-to-be-announced product around business and product incubation, EPA riverfront cleanup, streetscape improvements, and possible residential incentive program. Despite obvious synergies, there has been a lack of coordinated planning around these efforts; with the assistance of MSHDA, the AD is now acting as convener and coordinator of a *Place Planning* process incorporating input from all key stakeholders, and community members which result in a well-planned, designed, and marketed innovation area, driving further investment and talent attraction.

Municipal Development Processes

The Kalamazoo AD is assisting the City of Kalamazoo in their progression through MEDC's *Redevelopment-Ready Communities* program, with the goal of streamlining and simplifying municipal development and permitting processes, resulting in a business-friendly environment aimed to spur increased development activity.

Additional Activities and Interventions

The Kalamazoo AD has been a key connection between local and state officials on a number of issues including Kalamazoo River oil spill cleanup efforts and the proposed cleanup of a 90 acre former paper mill site in a residential neighborhood within the city.

The AD has worked with the strategy team within the Governor's Office and the public policy committee of Southwest Michigan First to build support of key bills relating to urban development as they move their way through the legislative process.

The AD has served as liaison between MEDC, City of Kalamazoo Brownfield Authority, and a developer as work progresses and incentives are secured for a $7 million mixed-use redevelopment project near WMU's campus.

The Kalamazoo AD has served as liaison between state departments and the Michigan Downtowns Association, lining up speakers to present on economic development tools and programs available to municipalities through various state departments at the multiple MDA events and conferences.

Benton Harbor

The Kalamazoo AD has worked closely with Benton Harbor Emergency Manager Tony Saunders as he sets a course for long-term fiscal and systems for the City of Benton Harbor. The AD has worked to connect city staff with departmental officials at MEDC and MSHDA, ensuring that the city is aware of and able to take advantage to the myriad economic and community development programs at their disposal. The AD is currently leading discussions with Benton Harbor stakeholders to conduct a *Target Market Analysis.* This analysis would be used to target future investment in the residential market in Benton Harbor demonstrating to developers and lenders where the market is, and what types of housing are in demand.

The AD is also in discussions with Harbor Shores/Whirlpool to inform a community engagement process wherein future investments are targeted to have greater impact on the existing residents of Benton Harbor

Battle Creek

The Kalamazoo AD has worked with Battle Creek Unlimited, MEDC, and Michigan Historic Preservation Network to build support and identify resources for the planned redevelopment of the Heritage Tower in downtown Battle Creek. The planned project to rehabilitate this long-vacant skyscraper in the heart of downtown into 45 market-rated residential units, office space, and boutique hotel is expected to have a catalytic effect on downtown, demonstrating the demand for further rehabilitation and infill projects. OUMI through the Kalamazoo AD continues to work with local stakeholders to study this market and plan for implementation, forging connections between local developers and officials and state departments.

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OUMI TEAM SAMPLE MEETINGS AND SPEAKING ENGAGEMENTS

Special Project Meetings

January 31, 2013	Michigan Innovation Districts with the Brookings Institute
February 11, 2013	Muskegon stakeholders and U3 Ventures
February 28, 2013	Kalamazoo stakeholders and U3 Ventures
March 8, 2013	OUMI Advisory Group
March 8, 2013	Urban Core Mayors
April 15, 2013	WDA Development Leadership Symposium (Flint)
April 26, 2013	Midtown Detroit, Inc., Presentation to U3Venture Cities
May 17, 2013	OUMI Statewide Stakeholders
June 17, 2013	Sue Mosey/Anchor Initiative presentation to Kalamazoo stakeholders
June 27, 2013	Workforce Development Strategy OFL & CS Mott
September 6, 2013	Facilitation of meeting between MDARD Economic Development Staff, KVCC Healthy Living Campus project team
September 12, 2013	Facilitation of strategic planning session for Southwest Michigan First Vital Urban Cores Committee
September 30, 2013	Flint Public Safety Focus Group
October 17, 2013	Sue Mosey/Dave Egner presentation to Jackson stakeholders
Oct. 17, 2013	Jackson Anchor Presentation by Midtown Detroit, Inc.
October 28, 2013	Grand Rapids Public Schools/East Hills Neighborhood School Anchor Strategy
Oct. 31, 2013	David Dworkin - Housing Policy Advisory - US Dept. of Treasury
October 31, 2013	Returning Citizens Work Group
Nov. 26, 2013	Goldman Sachs 10,000 Small Businesses Detroit Launch
November 26, 2013	Workforce Development Agency/MEDC Green Jobs Grand Rapids
November 27, 2013	Flint School Advisory Group
December 4, 2013	City of Muskegon and MSHDA Target Market Analysis
December 20, 2013	City of Grand Rapids/Friends of Grand Rapids Parks Green Jobs Grand Rapids

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Community Meetings

January 22, 2013	Flint Public Affairs Forum
January 25, 2013	Detroit Stakeholders Meeting
January 29, 2013	Central Cities Mayors Meeting
January 31, 2013	Saginaw Parishioners on Patrol
February 5, 2013	Jewish Community Relations Council of Metropolitan Detroit
February 8, 2013	Priority Children's Champion Awards
February 12, 2013	Joy/Southfield Community Development Corporation
February 15, 2013	Detroit Stakeholders Meeting
February 22, 2013	Kalamazoo Valley Community College President
February 25, 2013	Midtown Detroit Development Meeting
February 27, 2013	WMU Office of Sustainability
March 6, 2013	Flint Community Schools
March 6, 2013	Big Brothers Big Sisters of Michigan – Flint
March 9, 2013	Master Planning Input Session
March 16, 2013	Flint Faith-Based Leaders Meeting
March 23, 2013	Evergreen Valley Neighborhood Association
April 5, 2013	Momentum Employment Group
April 12, 2013	Detroit Stakeholders Meeting
May 1, 2013	Kalamazoo Poverty Reduction Initiative
May 5, 2013	Vine Neighborhood Association
May 13, 2013	Ezekiel Project (Saginaw)
May 16, 2013	Detroit Faith-Based Leaders
June 5, 2013	Edison Neighborhood Association
June 11, 2013	George Mason University Cities Fiscal Sustainability Project
June 22, 2013	Unity Peace Rally
June 26, 2013	Michigan Prophetic Voices
June 26, 2013	United Way of Saginaw
June 28, 2013	Southwest Detroit Public Safety Meeting
July 9, 2013	Bates/Bagley Community Meeting
July 23, 2013	DEQ/Comstock Township/legislators Kalamazoo River Oil Spill Cleanup
July 23, 2013	Communities in Schools Kalamazoo
July 31, 2013	U of D-Mercy and Marygrove Presidents
August 15, 2013	Southwest Detroit Community Meeting
August 15, 2013	Detroit Faith-Based Leaders
August 19, 2013	Flint Community and Faith-based Leaders
September 6, 2013	DTE's Neighborhood Initiative
Sept. 12, 2013	Michigan Prophetic Voices
Sept. 17, 2013	Flint Public Safety Meeting
Sept. 26, 2013	Grand Rapids Downtown Development Authority Leadership Luncheon
Sept. 26, 2013	Regional Prosperity Initiative organizing meeting Region 4
Sept. 30, 2013	Flint Public Safety Meeting
October 1, 2013	Osborn Community Meeting
October 2, 2013	Christ Enrichment Center
October 16, 2013	Metro Edge Working Group – Grand Rapids Market Profile Development
October 24, 2013	Grand Rapids Whitewater presentation to State Departments
October 25, 2013	Michigan Downtowns Association meeting

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October 30, 2013	Grand Rapids Whitewater presentation to Federal Departments
Nov. 1, 2013	U of M-Flint Corporate Relations
Nov. 13, 2013	Greater Grand Rapids Bicycle Coalition Annual Meeting
Nov. 18, 2013	Kalamazoo College President and Dean of Students
Nov. 20, 1013	Cody Rouge Community Action Alliance
Nov. 21, 2013	DYVPI with Barbara McQuade & Eugenia Metrakas of the White House
Nov. 25, 2013	Michigan Water Strategy Region 4 Roundtable
Nov. 29, 2012	Kettering University Vice Provost
December 3, 2013	Stop It! anti-violence Grand Rapids City Commission Special Briefing
December 3, 2013	Climate Resiliency Grand Rapids City Commission Special Briefing
December 4, 2013	Ready for Schools Holland
December 19, 2013	Smart Student Growth Measurement Model Dialogue
Dec. 19, 2013	Jewish Community Relations Council of Metropolitan Detroit

Corporate Meetings/Conferences

February 5, 2013	McLaren Regional Hospital (Flint)
February 14, 2013	Downtown Kalamazoo Inc.
February 23, 2013	Black Business Expo (Flint)
February 27, 2013	DTE
February 28, 2013	Detroit Regional Chamber's Detroit Policy Conference
March 5, 2013	International Council of Shopping Centers West Michigan Alliance Conference
March 27, 2013	Battle Creek Unlimited
April 17, 2013	Downtown Detroit Partnership's Annual Meeting and Luncheon
April 18, 2013	Kinexus (Benton Harbor Workforce Development)
April 28, 2013	NAACP Annual Freedom Fund Dinner
May 8-9, 2013	Detroit Regional Chamber and Federal City Council (Washington DC)
May 29-31, 2013	Detroit Regional Chamber Mackinac Policy Conference
June 17, 2013	Jackson Anchors (Allegiance Health System and Consumers Energy)
June 18-19, 2013	Social Impact Exchange Conference on Scaling Impact (New York)
July 18, 2013	Cornerstone Alliance
August 13, 2013	Sturgis Molded Products
August 28, 2013	Governing Magazine Leadership Symposium
September 2-4, 2013	Michigan Association of Planners Conference
September 4, 2013	Manufacturing Community Roundtable
Sept. 19-21, 2013	Congressional Black Caucus Conference (Washington DC)
October 14-15, 2013	CMF Annual Conference
October 24, 2013	Michigan Downtowns Association Annual Conference
Nov. 7, 2013	Michigan Black Chamber of Commerce Urban Economic Dev. Conference
Nov. 20-12, 2013	University of Michigan/Urban Land Institute Conference
December 12, 2013	West Michigan Economic Outlook hosted by The Right Place
Dec. 18, 2013	Michigan Bankers Association

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Foundation Meetings

February 13, 2013	Ruth Mott Foundation
February 22, 2013	Foundation of SE Michigan
March 15, 2013	CS Mott Foundation
March 20, 2013	Kalamazoo Community Foundation
April 2, 2013	Critical Issues Forum- Community Foundation of Greater Flint
April 19, 2013	CS Mott Foundation
May 2013	Give Forward Initiative Community Foundation of Greater Flint
May 2, 2013	Irving S. Gilmore Foundation Trustees
May 2, 2013	Kresge Foundation
May 20, 2013	Michigan Black Caucus Foundation
June 28, 2013	Kresge Foundation
July 2, 2013	CS Mott Foundation
July 12, 2013	Skillman Foundation
August 23, 2013	Annual Meeting of the CMF Government Relations Committee
Sept. 3, 2013	Skillman Foundation
Sept. 9, 2013	Michigan Non-Profit Association
October 4, 2013	Grand Rapids Community Foundation
November 15, 2013	W.K. Kellogg Foundation
Dec. 2, 2013	W.K. Kellogg Foundation
December 10, 2013	Frey Foundation Director Update
December 19, 2013	RDV Foundation Update

Speaking Engagements

January 9, 2013	Keynote Speaker at Big Brothers Big Sisters of Michigan Youth Violence Prevention Summit
January 14, 2013	Panelist in the U of M Taubman College 2013 MLK Day Symposium
January 16, 2013	2013 Economic Forecast Breakfast (Fenton)
January 21, 2013	Keynote Speaker at Kalamazoo College MLK Day Annual Luncheon
February 26, 2013	Panelist at Michigan Black Chamber of Commerce Political Advocacy Day
April 9, 2013	Chamber Presentation Workshop (Fenton)
April 23, 2013	Presentation to Lake Center Business District group, Portage
May 7, 2013	Keynote Speaker at Detroit Jobs Alliance Partner Meeting
May 17, 2013	Remarks at the Re-Opening of Belle Isle Dossin Great Lakes Museum
May 22, 2013	Shirt & Tie Giveaway-Keynote Flint Northwestern High School
May 23, 2013	Keynote Speaker at Michigan Association of Planners Annual Meeting
June 11, 2013	International Economic Development Council Detroit Meeting
June 11, 2013	Legacy Society Luncheon (Flint)
August 23, 2013	National Job Corps Commencement (Flint)
September 27, 2013	Literacy Summit Panel
Oct. 24, 2013	Keynote Speaker at Luncheon for WARM Training Center Annual Conference
Dec. 4, 2013	Panelist for U of M Ford School of Public Policy Information Session
Dec. 10, 2013	Speaker Link Detroit: A Small Business Matchmaking Summit

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Events Attended with Gov. Snyder

January 17, 2013	Midland Area Chamber of Commerce Remarks (Midland)
January 25, 2013	Detroit Faith-Based Leaders Quarterly Meeting
February 11, 2013	Tour of Education Achievement Authority School in Detroit
February 11, 2013	Detroit Regional Chamber Luncheon
February 14, 2013	Judge Damon Keith's Annual Luncheon
February 28, 2013	Genesee Area Chamber of Commerce Transportation announcement (Flint)
March 12, 2013	Brookings Regarding Innovation Districts in Michigan
April 15, 2013	Detroit Faith-Based Leaders Quarterly Meeting
April 19, 2013	MSP 96th Birthday, Meeting w/City Leadership & CV press conference (Flint)
April 22, 2013	Governor's Education Summit
April 29, 2013	Tour of Detroit Public School in Detroit
May 14, 2013	Michigan Hispanic Chamber of Commerce
July 25, 2013	Toured Senior Services of S.W. Michigan and helped celebrate 25th Anniversary, Kalamazoo
July 25, 2013	Tour of Coca-Cola Bottling Plant, Paw Paw
August 1, 2013	Opening of Detroit Detention Center
September 18, 2013	Best and Brightest Sustainable Companies Event
Sept. 26, 2013	Obama Administration Detroit Roundtable Discussion
September 30, 2012	CEOs for Cities National Meeting
October 16, 2013	Grand Rapids Business Journal 40 Under 40 Event
Oct. 18, 2013	Groundbreaking for Inn at Harbor Shores, Benton Harbor
Oct. 23, 2013	10th Anniversary reception for Southwest Michigan Innovation Center, Kalamazoo
Nov. 4, 2013	AmeriCorps Urban Safety Program Press Conference
Nov. 6, 2013	Minority & Ethnic Entrepreneurship Success Gala
Nov. 12, 2013	Ribbon Cutting for Silver Star Veterans Apartments, Battle Creek
Nov. 25, 2013	Ethnic Chambers Executive Directors
December 3, 2013	Michigan Farm Bureau Annual Dinner
December 9, 2013	Detroit Faith-Based Leaders Quarterly Meeting
Dec. 16, 2013	Flint Public Safety Meeting
Dec. 16, 2013	GM Announcement, Public Safety Roundtable discussion (Flint)