Urban Agenda Focus Area and Indicator Project Update

BACKGROUND

The goal of the urban agenda is to provide policy support that enables Michigan's cities to thrive. Rather than developing the urban agenda as a white paper written by Lansing policy experts, we asked communities to tell us what would allow them to grow and prosper. This document and the supporting materials were created in a more organic process, using input from a variety of stakeholders in Michigan's cities.

The Global Cities Indicators Facility (an initiative of The World Bank) was used as a starting point for stakeholder groups that were convened in each satellite city under the Office of Urban and Metropolitan Initiatives (OUMI): Detroit, Flint, Grand Rapids, and Kalamazoo. Groups were composed to reflect the full, diverse spectrum of individuals and stakeholders in our urban core areas. Participants represented: neighborhood associations, higher education, advocacy groups, local government non-profits, philanthropy, private industry, health care, and several others. A full list of participants is included in the attached spreadsheet. Each stakeholder group was charged with identifying a vision statement for the Urban Agenda within their city and defining key themes vital to the revitalization of their specific city. Some groups went on to identify specific indicators and strategies, while others theorized on the implementation of the statewide urban agenda.

At the conclusion of the stakeholder input process, we convened all local participants in Lansing to conduct a statewide discussion to identify shared statewide priorities. These priorities were organized into the 13 theme areas of the Urban Agenda.

The theme areas were then presented to a statewide Indicator Analysts group made up of researchers, professors, and practitioners in each field, who were tasked with referencing key reports and best practices to help bolster our existing list of indicators.

Once we had a robust list of indicators for each theme, we presented them to a collection of 20 mayors and city managers representing the key urban centers throughout the state to help in the prioritization and direction of each theme. Discussions centered around state investment and policy, and each theme was measured by its overall impact within the urban core, and the potential level of impact of state interventions.

For each theme we identified four subject matter experts (one from each OUMI location) to help identify the more specific objectives and key indicators within each theme. The subject matter experts (SMEs) provided each theme with an overarching goal, key objectives, indicators and best practices from which to shape future strategies.

All of the input provided by each group was compiled into the creation of the first draft, which is organized by 13 theme areas on the following pages. The purpose of this initial draft is to give a snapshot of the role of the potential of each theme in the revitalization of Michigan’s core cities. The draft will be reviewed by each of the contributing groups, as well as the OUMI Advisory Group and ICC. Final revisions and adjustments will be made based on feedback.

FOCUS AREA: ARTS + CULTURE

Michigan's vibrant arts and cultural sector employs over 67,000 people and generates over $500 million in direct spending annually. Additionally, arts-related tourism produces $2 billion annually in Michigan. The arts play a vital role in talent attraction, and can serve to foster social interaction and civic engagement. Studies have shown students with significant arts exposure are more likely to produce patentable inventions and establish new companies than those without.

For purposes of providing the cultural venues that attract educated new residents and sustain existing residents, cities need to provide ample access to arts activities to all sectors of community.

STATE GOAL: Encourage communities to develop strategic plans focused on vibrant arts and culture education and programming, to continue to grow the economic impact on Michigan's economy.

A. OBJECTIVES

- Diversify funding sources for the arts beyond state and federal dollars
- More and better-funded employment opportunities in the arts
- Support diverse and accessible arts offerings

B. BEST PRACTICES

- Kalamazoo Art Hop- Downtown arts event held every first Friday of the month drawing thousands of visitors to view art installations in stores, restaurants, salons, offices etc.
- Art Prize- Internationally renowned yearly art competition drawing 300,000+ visitors to Grand Rapids with $14 million economic impact
- Midwest Sculpture Initiative- Series of outdoor sculpture installations in downtowns across region
- City of Decatur, GA, Cultural Arts Plan-Coordinated effort to inventory arts and culture in community and plan for further expansion of capacity, programming, and projects
- Detroit Future Schools (DFS) - DFS partners graduates from Detroit Future Media with K-12 teachers to design and implement digital media arts-integrated curriculum
- Artplace (collaboration of 13 leading national/regional foundations and 6 of the nation's largest banks to fund the arts)
- Flint Public Art Project- Artplace grant winner producing numerous public art installations, initiatives, and interactive projects
- Sphinx Competition: Detroit-based competition is open to all Junior High, High School, and College age Black and Latino string players residing in the U.S.
- Gordon Square neighborhood on Cleveland's west side

C. INDICATORS

- Funded arts education in local schools
- Number (and variety) of 501c3 arts/cultural organizations
- Dollars raised in local arts-related capital campaigns
- # of visits to/attendance at arts institutions
- # higher education arts programs
- Increase/decrease in arts-related businesses
- Local Income derived from arts-related events
- Correlation between businesses started + patents held and those successful in STEM (polymaths)

Local government revenue in Michigan is highly dependent on property taxes. Because other options for revenue are statutorily and constitutionally limited, older core cities historically depended on residential density and large industrial tax bases to finance services and infrastructure over the long term. As residents, employers, and amenities have deserted the urban core for lower-tax suburbs, cities have been faced with a structural imbalance between available revenue options and expenditure requirements that perpetuate urban decline. Simply stated: there is an over-reliance on property taxes to finance the services and infrastructure necessary to support a healthy core city that serves an entire region.

The mismatch of sources of funds and users of services does not allow cities to manage their way out of the growing crisis. Cities must maximize existing conditions by managing operational and capital budgets with long-term strategies, including dealing with unsustainable legacy costs.

STATE GOAL: Provide cities with effective administrative tools, including provisions for communities entering into emergency management to emerge from such oversight with enhanced administrative capacity and financial acumen.

A. OBJECTIVES

- A city's budget will allow it to provide operational outcomes that support a high quality of life for residents.
- On an ongoing basis operating expenditures will be in balance and sustainable over the long-term
- Cities will have the capacity to develop and follow asset management strategies
- Cities will have access to a diverse portfolio of stable revenue sources to sustain operations
- Cities will maximize revenue collection

B. BEST PRACTICES

- Michigan Municipal Services Authority
- Government Finance Officers Association (GFOA)

C. INDICATORS*

- 5-year average of days of general fund cash reserves on hand (GFOA best practice:60 days for Government Finance, 45 days for enterprise funds)
- 5-year unrestricted general fund balance percentage (GFOA best practice is 16%)
- Cities have a 5-year plan
- Cities have paid actuarially-determined annual required contribution (ARC) for legacy benefits for 5 years
- Cities pass Audit of Minimum Assessing Requirements (AMAR)
- Funding gap, as measured by revenue and expenditure comparison
- Changes in bond rating or outlook
- Percentage of annual operating deficit associated with unfunded mandates
- Declining fund balances
- Percentage of vacant properties: commercial, residential, industrial

*In this section, trends are more important indicators of performance than annual numbers

Civic engagement fosters collaboration, strengthens community, and contributes to the health of our core cities. In many communities, levels of civic engagement have plummeted, leading to disenfranchisement and civic apathy. Communities with a high level of civic engagement are healthier economically and have lower crime rates. By creating more and better opportunities for citizens to take part governance, planning, and problem-solving our communities become more equitable, better places to live, work, and play.

STATE GOAL: Promote academic and civic programs that foster inclusion, equity and engagement.

A. OBJECTIVES

- Cities will encourage engagement from all sectors of local population
- Embed civic engagement in K-12 education
- Create a Civic Health Index Report for 4 Michigan Cities: Detroit, Flint, Grand Rapids, Kalamazoo
- Engage marginalized populations

B. BEST PRACTICES

- "My Vote" in California
- Virginia Voter Competitions between high schools.
- In Maryland and Nebraska, student registrars are trained and certified to run voter registration programs in the high schools they attend.
- registration at graduation ceremonies, as many schools do in New Mexico and Vermont
- Age4Action
- Anchor Institutions Task Force
- Pew Partnership for Civic Change
- Minnesota Active Citizenship Initiative
- Arlington's Neighborhood College
- Leadership Atlanta
- Leadership Washington

C. INDICATORS

- Percentage of registered voters in city
- Registered voter turnout
- Number of Opportunities/Access for residents of an area to volunteer or engage
- Use of/variety of Forms of Communication (old and new) to inform residents and make them aware of meetings and events in the community: Facebook, Twitter, local apps, phone calls, texts, public meeting notices, church, television, newspapers
- A city's involvement with Civic Health Index (CHI) for ongoing measure and awareness

Economic development drives the creation of jobs and wealth, improves the health of municipal finance, and increases the overall quality of life in Michigan. It is essential that communities have access to tools that grow Michigan's economy. Coordinated planning and models will drive efficient implementation.

A continued focus on regional cooperation and collaborations coupled with aggressive talent and workforce development will make Michigan the most business-friendly state in the region. The state will encourage strategies that redevelop brownfield areas alleviating the need for expanded infrastructure into greenfield areas. Programs will ensure jobs, investment and capital are targeted to existing population centers in underserved communities.

STATE GOAL: Michigan will be the most business-friendly state in the nation.

A. OBJECTIVES

More and Better Jobs

- Michigan will become a global trade center and logistics hub
- Local school districts will serve to attract talent to live within core cities
- Increase pool of skilled talent in core cities
- Increase private investment in core cities
- Place making, infrastructure improvements
- Investment equilibrium with "first ring" neighborhoods, expanding beyond downtown
- Well-funded economic development agency in each core city
- Increase broadband access in core cities

B. BEST PRACTICES

- Grand Rapids Development Center- One-stop source for project planning, construction plan review, permitting, and inspection services, resulting in simplified approval process & faster response times.
- The Greater University Circle Initiative (GUCI), Cleveland, OH: anchor institution local procurement strategy
- Live Midtown-Residential incentive program offered by anchor institutions aimed to increase residential occupancy and neighborhood vibrancy
- "**Source Detroit**" Midtown Detroit's Anchor Procurement initiative
- Southwest Michigan First, Kalamazoo
- SFMade's Hiring Made Better program in San Francisco, CA
- Northwest Side Community Development Corporation, in Milwaukee, WI
- The MMBC Continuum in Memphis, TN and the Mid-South Region (Tennessee, Arkansas, Mississippi)
- Planned Manufacturing Districts (PMDs) in Chicago

C. INDICATORS

- Level of/source of funding for local/regional economic development agency
- Percentage of small businesses start-ups in existence after 5 years
- State resources allocated locally to Economic Development programs/incentives
- Percentage of Small Business Administration loans approved/denied
- Average FICO score (Fair Isaac Corporation – the company that created and computes this credit score) in census tract
- # of small businesses created/starts
- Percentage of the population employed
- Median household income
- Number of jobs created through incentives
- Private-public investment in contaminated/blighted/vacant land and buildings
- Cost per incentivized job created
- Percentage of jobs added above the minimum wage
- Percentage population that live and work in the city
- Percentage of properties in core cities with broadband access

Quality schools are a key to retaining urban residents throughout all stages of life. Urban public schools face the challenge of educating a large proportion of low-income/low-socio-economic status (low-SES) students, and the proportion of low-SES students in a school is correlated with lower overall student performance. The revitalization of Michigan's cities cannot occur without ensuring that urban students have access to high-quality education and educational support. Children, parents, teachers, and schools should have sufficient resources to create positive educational outcomes at all stages of education for all students.

Stakeholder discussion across the state emphasized that the urban agenda should not focus directly on education policy but should identify ways that communities could support schools through partnerships. A focus on cradle to career education will prepare urban students for academic and professional success.

STATE GOAL: Identify opportunities for communities to support schools through partnerships, such that urban students will overcome obstacles that limit their educational options, allowing them to have successful lives.

A. OBJECTIVES

Seamless P-20 Education System

- Students will be prepared for kindergarten
- Students will attend school regularly
- Students will read at grade level by 3rd grade
- Students will perform math skills at grade level in 8th grade
- Students will be college-ready
- Students will complete post-secondary degree or certificate programs

B. BEST PRACTICES

- **Kent School Services Network**: "community school" concept; brings health & human services into the school building, removing many barriers families have in finding services, helps keep students in class.
- **Minnesota Reading Corps**: initiative to help every Minnesota child become a successful reader by the end of 3rd grade
- **Kalamazoo Promise**: pledge by a group of anonymous donors to pay up to 100% of tuition at any of Michigan's state colleges or universities for graduates of the public high schools of Kalamazoo, MI
- **STRIVE Partnership/Network**: outlines opportunity for collective impact and way for communities to come together (Cincinnati(OH), Covington(KY), Newport(KY)) – a way to look at school systems to generate better outcomes and ways for corporations to partner with the community/schools
- **Excellent Schools Detroit -** non-profit organization dedicated to ensuring that every child in Detroit has an excellent education
- **Louisiana Recovery School District:** an initiative chartering new schools, giving greater autonomy to improving schools; has made more academic progress in its schools than schools in the local school district and statewide; has also attracted many students back into the public school system.

C. INDICATORS

- Percentage of children with access to high-quality early childhood programs
- Percentage of children kindergarten-ready
- Percentage of students walking to school
- Percentage of 1st-3rd grade students with early chronic absenteeism
- 3rd grade reading proficiency (percentage)
- 8th grade math proficiency (percentage)
- Percentage of students college-ready
- Percentage pre-K enrollment
- Percentage of students walking to school
- Percentage of students working and going to school
- Graduation rates in higher education
- Percentage of STEM programs
- Percentage of students earning a post-secondary degree or certificate

Cities are complex ecosystems. Due to the density and age of existing building stock of structures and existing infrastructure, focusing improvements in urban areas can create substantial improvements in environmental quality and energy efficiency statewide. Michigan and its cities need reliable, affordable sources of energy and environmental policies that adapt and consider the long-term.

Environmental issues are particularly important in cities, investments in infrastructure and existing physical structures can maximize financial value and minimize environmental harm. Aging infrastructure is crumbling as limited dollars for repair are spread over a growing land area. Older housing stock is less efficient and contains indoor environmental hazards as residents remaining in core city neighborhoods are left without the resources to invest in improvements. The impacts of poor environmental quality are seen across several theme areas, as children miss school for health-related incidents and energy costs crowd out other purchases in household, business, and municipal budgets.

STATE GOAL: Create policies that support investment in development associated with existing infrastructure and maintenance of viable residential, commercial and civic structures and are aimed at the elimination/ remediation of land, air and water contamination in urban areas.

A. OBJECTIVES

- Urban land, air, and water contamination will be reduced and remediated
- Cities will identify where energy consumption and waste is occurring
- The cost and impact of energy inefficiency is reduced at the household, city, and environmental level
- Preservation of existing infrastructure is prioritized over new construction

B. BEST PRACTICES

- **City of Grand Rapids Sustainability Plan**: connects Grand Rapids' current sustainability initiatives with the goals of different city departments and incorporates ways to measure success.
- **Michigan Saves Energy Efficiency Financing Program**: helps MI businesses reduce costs by providing low-interest financing for energy efficient lighting, heating/cooling systems, insulation, equipment, etc
- **Greenprint Denver**: established in 2007 by executive order and housed in the City of Denver's mayor's office; centralized agency that oversees, implements, tracks and measures sustainability initiatives of the various city agencies.

C. INDICATORS

- Air Quality Measures
- Percentage of residents with access to curbside recycling and compost service
- Percentage of waste diverted from landfills
- Energy use per dollar of Gross Domestic Product
- Energy use as a percentage of household income
- Percentage of children with blood lead levels of >10µg/dL (micrograms of lead per deciliter of blood)
- Percentage of homes meeting 110% of Healthy Homes Principles
- Number of stream miles or lakes listed on the MDEQ 303d Report as not attaining water quality standards
- Percentage of monitored beaches with no closures or unsafe advisories
- Percentage of total urban land area comprised of bike paths, trails, lanes, and shared use lanes
- Percentage of jobs created or retained in the urban core in green or applied clean industries
- Number of participants in Michigan Saves Energy Efficiency Program
- Percentage of brownfield-eligible acres remediated

Urban centers have historically been home to high rates of health related problems. Densely populated areas encounter a greater occurrence of disease and environmental hazards while providing less open green space than their rural counterparts. However, cities are also home to the highest concentration of health care facilities, technology and hospital access.

In order for Michigan Cities to become destinations for individuals to live, work and play it is imperative that they be afforded a higher quality of life than existing residents are currently receiving. Urbanized areas are home to higher incidences of infant mortality, childhood obesity, lead poisoning and several other preventable diseases. The remediation of these conditions must take a three pronged approach, first tackling the issue of access to health care. Residents must have access to health care centers and the existing health care system must be able to support the demands of its residents. From a statewide perspective, the next approach needs to target public health prevention measures. Investing in wellness and prevention decreases long term treatment costs for the entire system. Finally, obstacles within the built environment that inhibit individuals from living healthy active lives must be addressed. As we envision the restoration of our cities, the health of its residents is a vital component.

STATE GOAL: Support initiatives aimed at improving the built environment and health policy in order to maximize the health of individuals in urban communities.

A. OBJECTIVES

- Ensure families and communities are supported to achieve the maximum well-being.
- Creating healthy neighborhoods.
- Identify relationship at community and individual levels.
- Establish strong local public health networks.

B. BEST PRACTICES

• CDC: Community Health Needs Assessment -- best practices related to community engagement in health

• The Kresge Foundation Healthy Environments: built environment assessment gauging environmental characteristics of health

C. INDICATORS

- Infant Mortality
- Obesity rate per capita
- Mental Health treatments, including PTSD due to dangerous environments
- Number of grocers with full scale produce departments within 1/4 mile
- Number of primary care providers per 100,000
- Chronic disease deaths
- Amount of green and recreation space within ¼ mi walk or bike ride
- Oral Health (Fluoride Treatments, or Cavities by age 3)
- Incidences of Lead Poisoning
- Public Health Population Disease rates (diabetes, HIV, etc..)

FOCUS AREA: HOUSING

A high quality housing stock helps to stimulate job growth, community building and economic vitality in cities and towns. Housing is also a form of wealth creation or wealth dissipation, as we have experienced recently in Michigan and in many parts of the United States. Housing must be affordable to the people of an area, in a number of different ranges to meet the diverse needs of the residents (or prospective residents) of an area.

Approximately 75% (2000 Census Data, Historical Census of Housing Tables) of Michigan's housing stock is single family homes and 18% multifamily housing (2 or more units) which, in many of MI's urban cores, is now located in the midst of blight and abandonment. For most Americans, their home represents their primary investment and with housing values plummeting, many families have lost almost all of the equity they had built into their home.

When housing is developed in an area, developers have identified that there is both demand and the resources to purchase or rent, and thus where they are willing to invest in the creation of housing. Housing may drive further investment, especially where adequate density is created – that is, enough demand to generate other basic goods and services necessary for a reasonable, if not high, quality of life for the residents.

STATE GOAL: Strategically support mixed-income, mixed use housing with the intention to build density in viable parts of Michigan's 14 core cities.

A. OBJECTIVES

- Help provide access to a variety of rental and ownership units of high-quality housing for diverse populations, including elderly and low-income individuals and families
- Ensure economic diversity in communities through diversity in the housing stock – subsidized versus unsubsidized, low, medium and high density apartment buildings, attached and detached single-family residences, etc., particularly in urban core areas
- Maximize existing infrastructure and encourage redevelopment of vacant and underutilized urban infill sites, especially proximate to public transportation routes
- Pay special attention to currently affordable properties that have expiring federal subsidies and are vulnerable to conversion to market rate unit

B. BEST PRACTICES

- Local Master Planning with a strategic Housing component
- Use of Community Development Financial Institutions, non-traditional housing lending sources including Michigan Magnet Fund, a new markets partnership between MEDC, MSHDA and GLCF
- **Washington Area Housing Partnership:** Toolkit for Affordable Housing – compilation of policies and planning tools local governments can use to preserve and promote affordable housing development
- **Progressive States Network Report:** outlines State Policy Options for Promoting Affordable Housing

C. INDICATORS

- Number of people per acre (Density by neighborhood or census tract)
- Overall vacancy rate over time, multi-family vs. single family, rental vs ownership
- Quality of Housing, including number of abandoned houses
- Percentage of people who can afford to live in the city based on rents
- Quantity of subsidized/affordable/senior housing units
- Affordable Units lost to expired Tax Credits or other federal subsidies
- Finding measures that connect housing and education (proximity to a non-failing school)
- Percentage of people by income class paying more than 30% of income for housing
- Number of dwelling units in a city by cost (at various tiers)
- Total number of dwelling units, both vacant and occupied

Mobility is a driving force when identifying how residents experience their urban centers. The ease or difficulty associated with accessing key services, districts and amenities often determines their future viability. Individuals want the ability to access all that their cities have to offer, regardless of their proximity, income levels or automobile ownership. We measure this access based on the availability of options. More important than one dominant form of transportation, here we are focused on meeting the diverse needs of the entire population. As individuals are making decisions on where they choose to live, work and play, they take into account access by automobile as well as pedestrian access, handicapped and/or wheelchair access, bike lanes and bike paths, availability of public transit such as the local bus or train and, increasingly, other non-traditional forms of mobility such as scooters and skateboards.

As mobility is enhanced we not only directly improve the lives of existing and future residents but also the prospects of attracting business to locate within our cities. The State is also charged with assessing the economic impact attributed to individuals traveling across jurisdictional lines for work. Our transportation networks must work to connect the needs of our economy through connecting businesses and potential employees.

STATE GOAL: Provide options for individuals to be able to access their basic needs through a variety of transportation options that extend beyond the use of single-occupancy vehicles.

A. OBJECTIVES

- Individuals have the ability to get from point A to point B in many different ways. Respective of differing values, financial situations etc.
- Our transportation network allows individuals to fully participate in society (work, daily travel)
- Options, choices on a variety of transportation options. High quality.
- Accessible w/ many options
- A measure of success of place-making, do we have the right places that people want to live in. Mobility measures how we move. (looking at the rationale for why people decide to travel)
- Tracking the way people travel to determine. Measure change of individuals.

B. BEST PRACTICES

- US-131 Kent County Transportation Needs Study: examines transit capacity and needs, anticipates growth and financial implications of future transportation.
- Victoria Transport Policy Institute (VTPI.org) independent research organization dedicated to developing innovative and practical solutions to transportation problems
- **National Center for the Study of Preparedness and Catastrophic Event Response (PACER):** led by Johns Hopkins University, optimizes our nation's preparedness in the event of a high-consequence natural or man-made disaster, includes study of pavement quality
- **Portland, Oregon "TriMet" public transportation system** – extensive and efficient public transit system that applies the concept of transit oriented development to meet housing and transport needs

C. INDICATORS

- % of roads deemed "complete streets"
- Number of vehicle miles traveled per capita
- Number of bus routes
- Timeliness of Service
- Annual number of Public Transit Trips per capita
- Miles of bike paths
- Miles of Bus Rapid Transit route
- Miles of transit routes
- Number of households within ¼ a mile of transit stop, job, shopping, grocery etc.
- Number of Rideshare/Carshare programs in urban areas
- Public Transportation funding

Municipal Government Services are critical to a city's livability and vitality, yet difficult to measure on a statewide basis due to the large variations in services between cities. For purposes of statewide comparison in the urban agenda, Municipal Government Services includes water, sewer, code enforcement, transparency, and collaboration. Based on the provisions of home rule and individual city charters, services are provided in many different forms and levels across the state. This theme is also heavily intertwined with the structural imbalances identified in City Finance that directly impact the ability of cities to offer a sustainable level of service to residents that supports a safe and healthy urban life.

As we witness the interconnection between loss of population, abandonment and blight, and a corresponding decrease in Municipal Government Services, it proves to highlight the "snowball" effect that emerges as city services are lessened and residents choose to "vote with their feet". In this exercise, we are considering Municipal Services apart from Public Safety and Mobility issues, due to the enormity of those issues and the need for them to be addressed directly. There are also elements of municipal services in Placemaking, Energy and Environment, and Economic Development. Because of the high interdependence with City Finance, some of the same objectives and strategies have been included in this section.

STATE GOAL: Every city's budget will allow it to provide operational outcomes that support a high quality of life for residents.

A. OBJECTIVES

- On an ongoing basis operating expenditures will be in balance and sustainable over the long-term.
- Cities will have the capacity to develop and follow asset management strategies.
- Cities will have access to a diverse portfolio of stable revenue sources to sustain operations.
- Cities will have meaningful opportunities to improve services and efficiency through State policy that supports and rewards collaboration, consolidation, and use of technology as determined appropriate by local communities.
- City services will be accessible to all residents.

B. BEST PRACTICES

- **Michigan Municipal Services Authority:** created by inter-local agreement, the 12-member authority oversees the development of shared city services between Grand Rapids and Livonia.
- **Lower Grand River Organization of Watersheds:** an umbrella organization for sub-watershed groups throughout the region and coordinate activities designed to enhance water quality in the Lower Grand River and its tributaries
- **New York State Shared Services Among New York's Local Governments:** Best Practices and Tips for Success; outlines efforts, projections and results of various partnerships between local governments of towns and cities of various sizes in New York State.

C. INDICATORS

- Annual cost savings achieved through partnerships, collaboration, and joint service agreements
- Percentage of code enforcement complaints resolved by voluntary compliance
- Number of days water did not meet federal and/or state standards
- Number of discharge permit violations
- Number of breaks and leaks per 100 miles of pipeline
- Percentage of abandoned properties monitored and secured within 7 days
- Percentage of abandoned and inoperable vehicle equipment complaints resolved within 48 hours
- Percentage of FOIA requests met within legally required timeframe

Placemaking is the process of encouraging the development of public spaces accommodating to social interaction, healthy living, and general well-being. In Michigan, over the course of many decades, our core cities went through an organic process of placemaking wherein they gradually developed the diverse set of amenities, design features, and uses that made them great places. Later, as populations shrank and suburban development patterns took hold, many of these places suffered.

Today, we have the opportunity to rebuild and strengthen these places. By making places where people want to live, work, and play and visit, Michigan will attract creative talent, prevent costly infrastructure extension into greenfields, improve the health of its citizens.

State strategies to support placemaking should include targeted funding of programs, increased educational opportunities for local officials and stakeholders, and incentives for communities adopting best practices.

STATE GOAL: Support and foster the creation and rebuilding of good urban "places" which foster economic development, contribute to public safety, positive social interaction, creativity, and healthy living

A. OBJECTIVES

- Michigan will be a national leader in progressive placemaking programs
- Cities will have dense populations in downtown cores and neighborhood districts
- The built environment will cater to a broad mix of uses and income levels
- Citizens will have access to recreational opportunities and greenspace
- Cities will encourage historic preservation and reuse of existing building stock
- Make Michigan *the* Trail State, with increased connectivity between urban and rural trail systems

B. BEST PRACTICES

- Urban Imprint State of Place Score- Measurement tool that quantifies an area's walkability and quality of place. Score can guide investment and intervention strategies
- Project for Public Spaces- Nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. See link for project examples.
- High Line Park-Project converting abandoned elevated rail line in Manhattan to vibrant public space, creating recreational and business opportunities in an area with limited parks and open space

C. INDICATORS

- Miles of dedicated walking, biking paths
- Diversity of businesses in downtowns/neighborhoods
- Population density
- Mix of building types
- Investment in historic rehab projects
- Complete streets projects/plan multimodal transportation
- Access to greenspace and recreation
- Façade transparency zoning regulations
- Structured parking vs. surface parking, ratio of parking spaces/population
- State of place score
- Urban tree canopy
- Zoning regulations encouraging ground floor retail, activated street edges, visible doors/access points
- Number and size of public gathering spaces in downtown/neighborhood area

The perception of our cities as safe inviting places to work, play, reside and visit is essential for any revitalization efforts. High incidences of violence lead to instability and a lack of trust in local law enforcement. The challenge that exists with our Michigan cities is rooted heavily in the perception of crime. Urban centers are challenged to identify ways to reduce the criminal presence within their residential and commercial districts. Residents, tourists and business decide where they would like to locate heavily based on the feeling of safety within their surrounding environment. Cities have a direct role in shaping these perceptions through proactive efforts to address everyday concerns.

By maintaining adequate service levels and highly visible responses to safety challenges public confidence can be restored. Cities can address public safety by efficiently distributing resources and personnel while offering safe and inviting environments for on street activities. Safe cities ensure that future generations of talent will strongly consider locating within our state to live, work and play.

STATE GOAL: Focus policy and initiatives aimed at enhancing the use of technology and increasing collaborative efforts to support safe urban centers that attract businesses and allow for a high quality of life for individuals.

A. OBJECTIVES

- Improve public safety through improved data collection, efficient processes, and use of technology
- Improve perception of public safety
- Improve communications and potential for collaboration among institutions with similar public safety goals

B. BEST PRACTICES

- COMPSTAT (used nationally) -- software used by WSU Police -- is effective if it is properly managed and reviewed; Potentially the program designers can come to Michigan and hold charettes across the state to establish comfort with the software
- Edmond, Oklahoma – cases solved – strict evaluation tools; State of MI could set up Edmond, OK-type process or hire a consultant to help set up a consortium to serve a s a resource for citizens and cities
- *Focus on Forward* – Tampa, FL
- Novi Police and Fire Departments – regularly attend neighborhood board meetings
- MARVLIS™ – Motorola Location Intelligence Solution software used extensively by Emergency Medical Service
- New Jersey's "Safe and Clean Neighborhoods Program": uses police foot patrols to address quality of life issues, offering residents perception of safety; addresses "broken window" concept of crime

C. INDICATORS*

- Response time (especially to personal injury or in-process crimes)
- Property Crime
- Violent Crime
- Per capita homicides
- Number of cars + who goes to a call
- Time spent on calls/service
- Crimes solved
- Calls being cleared by arrest (followed by prosecution, ultimately getting criminals off the streets)
- Cases closed (clearance rate)
- Percent Families below poverty line
- % 18 year olds living with Single Female HoH
- Vacant Housing Units
- % Disabled Population

The future of cities hinges on their ability to create and attract a talented workforce. The growing demands of future residents are reflected in a cross section of themes. Attracting talent is a comprehensive effort that includes place-making, education, public safety, arts & culture and many others.

The cultivation of talent happens within the education and certification system. It is essential for our Urban Centers to address the needs of all future workers. Ensuring that populations are receiving education and training well beyond high school, ensures that workers have the sufficient skill set to meet the increasing demands of various industries. Our Urban Centers are the drivers behind our metropolitan economy. When businesses decide to locate within these centers the multiplier effect on the entire region is great. As the growing skill set for workers continues to evolve it is the task of our urban systems to meet the needs and prepare the next generation of employees.

STATE GOAL: Encourage policy that develops our Urban Centers as places where mobile young talent locates, the existing workforce is ready for the diverse jobs that are available and the next generation is being prepared for the jobs of tomorrow.

A. OBJECTIVES

- Preparing, growing and creating the next Michigan economy.
- Decreasing the brain drain
- Increase human capital

B. BEST PRACTICES

- Talent 2025: tracks entrepreneurship and the number of employees resulting from patents and startups. Good case study is the Greater San Diego area because it has built out an ecosystem for entrepreneurs, universities, military and businesses and has been intentional about joining various parts of the ecosystem
- Rockefeller Foundation Redevelopment Fellowships (launched in 2007) in New Orleans, administered by the Center for Urban Redevelopment Excellence at the University of Pennsylvania, enabled key redevelopment organizations in New Orleans to recruit qualified professionals from across the country to work on the rebuilding process there.
- A practice that is paying off for some cities is that universities are partnering with employers for internships

C. INDICATORS

- What % of population holds a post-secondary degree or certificate from Associate or 4yr program (broken down by age)
- Amount of certificate training obtained
- % of MI college graduates remaining in state
- Per capita income of 18 to 35 year olds
- Quality of transit
- HB1 Visas
- Cost for housing
- Foreign students enrolled at Universities