Michigan Urban Agenda Reference Document

(Update to be Completed February 2014)

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Background and Methodology

The purpose of this document is to establish the parameters for urban economic and community development, to align public and private resources, and to create policies resulting in the restoration of Michigan cities. The implementation and adjustment of initiatives and policies against the indicators outlined in this document create the "Michigan Urban Agenda".

More than simply restoring Michigan cities, stakeholders who worked on this project want vibrant urban cores; they want Michigan cities to become destinations for employment and quality of life.

The Office of Urban and Metropolitan Initiatives (OUMI) initiated discussions across the state using *The Global Cities Indicators Facility* (an initiative of The World Bank) report as a starting point build the parameters outlined in this document. Stakeholder groups convened in Detroit, Flint, Grand Rapids, and Kalamazoo to recommend areas for state focus. The composition of the stakeholder groups reflected the full, diverse spectrum of individuals and entities in Michigan urban core areas. Participants represented: business, philanthropy, local government non-profits, neighborhood associations, education, advocacy groups, 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 and defining key areas important to the revitalization of their cities. Some groups went on to identify specific indicators and strategies, while others discussed the implementation of the statewide urban agenda.

At the conclusion of the stakeholder input process, we convened all local participants in December 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 13 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 a few meetings 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.

The result of the above input reduced the number of focus areas from 13 to 12, and established for each focus area goals, objectives, recommended best practices and indicators. Final revisions and adjustments to this document are pending.

Primary Indicators by Focus Area

Arts and Culture
- ✓ Number of students with access to arts education in school
- ✓ Economic activity, income, and jobs generated by arts and cultural organizations and creative industries, both direct and indirect

Civic Engagement
- ✓ Registered voter turnout
- ✓ Number of Neighborhood Associations (active, paid crime prevention staff)

Economic Development
- ✓ Percentage of the population employed
- ✓ Median household income
- ✓ Percentage population that live and work in the city
- ✓ Private-public investment in contaminated/blighted/vacant land and buildings

Education
- ✓ Percentage of children kindergarten-ready
- ✓ 3rd grade reading proficiency (percentage)
- ✓ Percentage of students college-ready

Energy and Environment
- ✓ Percentage of residents with access to curbside recycling and compost service
- ✓ Energy expenditures as a percentage of household income
- ✓ Percentage of homes meeting 100% of Healthy Homes Principles

Health
- ✓ Infant Mortality rate
- ✓ Percentage of residents within ¼ mile of grocery with full scale produce department
- ✓ Number of primary care providers per capita

Housing
- ✓ Quality of housing (condition of structure)
- ✓ Percentage of Land Zoned for Mixed use
- ✓ Number of abandoned or blighted houses as a percentage of total housing stock
- ✓ Number of people per acre in city overall (equivalent to total population)

Mobility
- ✓ Percentage of roads deemed "complete streets"
- ✓ Percentage of streets in good or fair condition (see PASER method)
- ✓ Annual number of public transit trips per capita

Municipal Government
- ✓ Unrestricted general fund balance is stable or increasing over a 5-year period
- ✓ Cities have paid actuarially-determined annual required contribution (ARC) for legacy benefits for 5 years
- ✓ Cities pass Audit of Minimum Assessing Requirements (AMAR)
- ✓ Percentage of tax delinquent properties: commercial, residential, industrial
- ✓ Percentage of cities with asset management plans in place for: streets, water, sewer, storm water infrastructure.
- ✓ Annual cost savings achieved through partnerships, collaboration, and joint service agreements

Placemaking
- ✓ Investment in downtown and neighborhood building areas (including new construction, historic and infill projects)
- ✓ Population and household density
- ✓ Percentage of communities adopting MSHDA Place Plans

Public Safety
- ✓ Incidences Property Crime per capita
- ✓ Incidences of Violent Crime per capita
- ✓ Response Time: Police, Fire, EMS
- ✓ % of streets that meet minimum lighting standards

Talent Attraction and Retention
- ✓ Per capita income of 18 to 35 year olds
- ✓ Net migration rate
- ✓ Percentage of population holds a post-secondary degree or certificate

DETAIL FOCUS AREA REVIEW

Arts and Culture

STATE GOAL: Arts, culture, arts education, and creative industries are viewed as essential assets and transformational forces in economic development and community placemaking at the state, regional, and local levels.

A. OBJECTIVES

A. State economic development plans and initiatives engage the arts, culture and creative industries in goals, priorities and strategies, maximizing the growth sector potential of Michigan's creative economy at the local, regional and statewide levels.

B. Michigan communities develop strategic plans to cultivate vibrant and thriving arts, culture and creative industries that generate economic activity locally and statewide.

C. Ensure creative sector business incubation and talent development are incorporated into existing business and economic development hubs, and where feasible establish and engage specialist creative industries incubators.

D. Michigan's arts, culture and creative industries are strategically positioned and promoted as significant state and local assets – heightening awareness, audiences, support and investment in the sector.

B. BEST PRACTICES

- Artplace - Collaboration of 13 leading national/regional foundations and 6 of the nation's largest banks that is investing in art and culture at the heart of a portfolio of integrated strategies that can drive vibrancy and diversity so powerful that it transforms communities. Six projects have been funded in Michigan – Cultural Living Room at the Detroit Institute of Arts, Detroit FAB Lab, Flint Public Art Project, Museum of Contemporary Art Detroit (MOCAD), Skate House/Squash House/Play House led by Design 99, and the Sugar Hill Arts District in Detroit.
- ArtPrize – An international art competition, open to any artist and decided by public vote, promoting critical dialogue and collaboration throughout the year, attracting over 1 million visitors to Grand Rapids, featuring 4,557 artists in 515 venues, and $1.428 million in awards in the first three years, and generating $15.4 million economic impact in 2011.
- Collingwood/Waterloo District, Cleveland, OH - This former blue-collar and ethnic neighborhood is emerging as one of Cleveland's latest comeback stories. Anchored by one of the country's top live-music venues, the Beachland Ballroom and one of the city's most robust arts organizations, Arts Collinwood, this lakeside community is experiencing a resurgence. The combination of affordable housing, a burgeoning arts community, and easy access to downtown Cleveland has been attracting out-of-state artists hungry for a higher quality of life.
- Colorado Creative Industries - In July 2010, Colorado's new Creative Industries Division merged the former Council on the Arts and Art in Public Places program to capitalize on the immense potential for our creative sector to drive economic growth in Colorado. Detroit Creative Corridor Center - Organization supporting the growth of Detroit's creative economy by delivering business acceleration and attraction services and developing signature programming tailored specifically to creative professionals' needs.
- Detroit Future Schools (DFS) - DFS partners graduates from Detroit Future Media with K-12 teachers to design and implement digital media arts-integrated curriculum
- Dlectricity - Inspired by nighttime arts festivals from around the world, this new nighttime, contemporary light art festival in Detroit, hosted 35 local, national and international artists whose cutting edge works of art, lighting design and performance illuminated the historic architecture of Midtown.
- Gordon Square District, Cleveland, OH - The Gordon Square Arts District is the economic cornerstone of Cleveland's West Side where a powerful combination of housing, new businesses, the arts and neighborhood beautification are sparking the development of new jobs for residents. Already well underway, the Gordon Square Arts District is helping to infuse more than $500 million in economic development in the surrounding community.
- Massachusetts Creative Industries – Under the Executive Office of Housing and Economic Development, the agency defines the creative industries to include without limitation the many interlocking industry sectors that center on providing creative services such as advertising,

architecture or creating and promoting intellectual property products such as arts, film, computer games, multimedia, or design.

C. INDICATORS

PRIMARY:

- Number of students with access to arts education in school
- Economic activity, income, and jobs generated by arts and cultural organizations and creative industries, both direct and indirect

SECONDARY:

- Per-pupil investment in arts education in K-12 schools and districts
- Number of Michigan high schools meeting arts credit requirement for graduation
- Number (and variety) of 501c3 arts/cultural organizations
- Dollars raised in local arts-related capital campaigns
- Number of visits to/attendance at arts institutions
- Number of students enrolled in undergraduate and graduate programs in art and design
- Number of creative jobs, creative businesses, and creative industries clusters, including sector growth trends and comparison against leading models nationally.
- State dollars invested in arts, culture, and creative economy support and promotion.

Civic Engagement

STATE GOAL: Michigan and the communities within will encourage all residents to become civically engaged by providing equitable access to opportunities for involvement and decision-making.

A. OBJECTIVES

A. Cities will encourage engagement from all sectors of local population
B. Civic engagement will be embedded in K-12 education
C. Create a Civic Health Index Report for 4 Michigan Cities: Detroit, Flint, Grand Rapids, Kalamazoo
D. Increase registrations and voter turnout at all levels of elections
E. Increase opportunities for and awareness of volunteering

B. BEST PRACTICES

- California's "My Vote" program- Statewide voter resource center
- Nebraska Student Vote- Statewide mock elections for high school and middle school students designed to foster understanding of civics and promote voter turnout as adults
- 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- Program seeking to engage citizens over the age of 50 and harness their talents in community-building volunteer efforts
- Anchor Institutions Task Force- Loosely affiliated network of organizations working to develop and disseminate knowledge to help create and advance democratic, mutually beneficial anchor institution-community partnerships.
- Civic Change Inc. (formerly Pew Partnership for Civic Change) - consulting and program support to communities, governments, foundations, and nonprofit agencies focused on identifying and implementing solutions and strategies crucial to making communities stronger
- Minnesota Active Citizenship Initiative- Organization working through the civic organizing approach to implement a civic policy agenda. The civic policy agenda produces the civic capacity and civic infrastructure needed for institutions to achieve their particular purpose and foster economic and environmental sustainability while addressing the complex problems that threaten the common good
- Arlington, Virginia Neighborhood College- A series of eight three-hour sessions designed to teach citizens how various County departments operate and what services the county government provides, as well as gain and sharpen communication, coalition-building, and networking skills that will help them become more effective community activists and leaders.
- Leadership Atlanta- The nation's oldest sustained community leadership academy
- Leadership Washington- Organization that works to identify and connect diverse leaders and stimulate their collaborative efforts through dynamic education and membership programs that promote dialogue, cooperation and involvement enabling area leaders to find effective solutions to regional challenges.
- City of Philadelphia Mural Arts Program- Program that has produced over 3,000 murals in the city of Philadelphia, resulting in increased civic pride, significant investment in nearby areas and employment opportunities for at-risk youth and recently released prisoners.

C. INDICATORS

PRIMARY:

- Registered voter turnout
- Number of Neighborhood Associations (active, paid crime prevention staff)

SECONDARY:

- 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
- Number of school districts offering voter registration opportunities for high school seniors

Economic Development

STATE GOAL: The State will create an environment favorable to investment and business growth in urban core cities with opportunity for economic advancement among all citizens

A. OBJECTIVES

A. Cities have access to a diverse portfolio of revenue sources to fund economic development activities on a local and/or regional basis
B. Incentivize collaborative economic development policies and strategies, preferably on a regional basis, rather than inter-jurisdictional competition
C. Michigan's cities will take part in a statewide strategy to become global trade centers and logistics hubs
D. Increase private investment in core cities

B. BEST PRACTICES

- 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. Residential occupancy in target area has increased from 67% to 98% in first two years of project.
- D2D Initiative- Detroit based initiative designed to increase purchasing between local businesses
- Southwest Michigan First Kalamazoo-based regional economic development agency
- Northwest Side Community Development Corporation Milwaukee-based entity utilizing neighborhood economic development model
- Mid-South Minority Business Council Memphis, TN based minority business development agency connecting minority and women-owned businesses to the largest corporations in the Mid-South Region (Tennessee, Arkansas, Mississippi)
- Planned Manufacturing Districts (PMDs) in Chicago
- Boston Innovation District- Project seeking to revitalize large section of Boston's waterfront by casting it as an "urban laboratory" seeking creative approaches to design, collaboration, and entrepreneurship.
- Pittsburgh Energy Innovation Center- Project located in historic neighborhood that bridges downtown central business district to university campuses. Focus is energy innovation research, spurring job creation, entrepreneurship and urban economic revitalization
- Fairfax County (Virginia) Economic Development Authority- Countywide economic development agency focusing on international business attraction with offices in India, South Korea, United Kingdom, Germany, and Israel.
- Texas 4a/4b economic development sales tax- The Development Corporation Act of 1979 authorizes cities to adopt a sales tax to fund economic development activities.

C. INDICATORS

PRIMARY:

- Percentage of the population employed
- Median household income
- Percentage population that live and work in the city
- Private-public investment in contaminated/blighted/vacant land and buildings

SECONDARY:

- 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
- Number of jobs created through incentives
- Cost per incentivized job created
- Percentage of jobs added above the minimum wage
- Correlation between businesses started + patents held and those successful in STEM
-

Education

STATE GOAL: Urban communities support schools through partnerships that allow urban students to receive a seamless P-20 education that prepares them for lifelong success.

A. OBJECTIVES

A. Students will be prepared for kindergarten
B. Students will attend school regularly
C. Students will read at grade level by 3rd grade
D. Students will perform math skills at grade level in 8th grade
E. Students will be college-ready
F. 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.
- **Ypsilanti High Scope:** Study re early childhood programs.

C. INDICATORS

PRIMARY:

- Percentage of children kindergarten-ready
- 3rd grade reading proficiency (percentage)
- Percentage of students college-ready

SECONDARY:

- Graduation rates in higher education
- Percentage of students earning a post-secondary degree or certificate
- Percentage of 1st-3rd grade students with early chronic absenteeism
- 8th grade math proficiency (percentage)
- Percentage of students working and going to school

Energy and Environment

STATE GOAL: Investment and development is concentrated in areas served by existing infrastructure and urban air, water, land, and indoor environmental contamination is reduced and remediated.

A. OBJECTIVES

A. Urban air, water, land, and indoor environmental contamination will be reduced and remediated
B. The cost and impact of energy inefficiency is reduced at the household, city, and environmental level
C. State will establish a revolving fund for cities to implement elements of an approved Energy Efficiency Plan in municipal buildings.

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.
- **Detroit-Wayne Joint Building Authority** 'Green Initiative': In 2005 the Detroit-Wayne Joint Building Authority (Authority) revised its Mission Statement and added *"environmentally appropriate"* as a guiding principle. Applying this principle in its daily operations has enabled the Authority to reduce its annual operating budget from $15 million to $8.6 million including a 50% reduction in utility expenses (resulting in three Energy Star designations).
- **US Conference of Mayors, Energy & Environment Best Practices**: Outlines best practices and costs savings for a wide variety of municipal projects throughout the United States.

C. INDICATORS

PRIMARY:

- Percentage of residents with access to curbside recycling and compost service
- Energy expenditures as a percentage of household income
- Percentage of homes meeting 100% of Healthy Homes Principles
  - ✓ Percentage of children with blood lead levels of >10µg/dL (micrograms of lead per deciliter of blood)

SECONDARY:

- Percentage of monitored beaches with no closures or unsafe advisories
- Percentage of waste recycled (industrial, office, residential)
- Energy use per dollar of Gross Domestic Product
- Percentage of stream miles or lakes listed on the MDEQ 303d Report as not attaining water quality standards
  - ✓ Water quality
- Number of participants in Michigan Saves Energy Efficiency Program
- Percentage of brownfield-eligible acres remediated
- Dollars spent on retrofits of municipal properties, incl. windows, entry points/foyers, and energy systems (such as furnaces, air-conditioning, installation of solar panels, green roofs, etc) relative to building operating costs

Health

STATE GOAL: Residents in urban communities live healthier lives due to an improved built environment and newly implemented health policies.

A. OBJECTIVES

A. Family and community wellness is enhanced
B. Cities offer residents high quality and sufficient health care
C. Barriers to accessing healthy lifestyles are removed
D. Strong local public health networks are established

B. BEST PRACTICES

- CDC: Community Health Needs Assessment -- best practices related to community engagement in health
- The Guide to Community Preventative Services: The community guide serves as a collection of all Community Preventive Services Task Force findings and the systematic reviews on which they are base collection of all Community Preventive Services Task Force (Task Force) findings and the systematic reviews on which they are based. Identifying previous interventions targeting community Health.
- The Kresge Foundation Healthy Environments: built environment assessment gauging environmental characteristics of health
- Federally Qualified Health Centers in schools (see Center for Family Health in Jackson, MI CEO Molly Kaiser)
- CMH's partnership with the court system SED care
- County Integration-Regional Strategy…local public health funding possible indicator connecting to energy and environment

C. INDICATORS

PRIMARY:

- Infant Mortality rate
- Percentage of residents within ¼ mile of grocery with full scale produce department
- Number of primary care providers per capita

SECONDARY:

- Obesity rate per capita
- Incidences of Lead Poisoning
- Mental Health treatments
  - ✓ Number of Mental Health Cases
  - ✓ Cases of PTSD due to dangerous environments (18 years and younger in top 100 crime cities)
  - ✓ Number of psychiatrists or psychiatric beds per capita
- Chronic disease deaths
  - ✓ Cardiovascular
  - ✓ Cancer
  - ✓ Diabetes
- Amount of green and recreation space within ¼ mi walk or bike ride
- Oral Health
  - ✓ Fluoride Treatments by age 3
  - ✓ Percentage of persons aged 2 and older that had a dental visit in the past year
  - ✓ Annual Incidences of Dental Disease
- Public Health Population Disease rates (diabetes, HIV, etc.)

Housing

STATE GOAL: Strategically support housing construction, conversion and renovation with the intention of preserving and building dense, diverse, thriving neighborhoods in Michigan's 14 core cities.

A. OBJECTIVES

A. Encourage redevelopment of vacant/blighted and underutilized urban infill sites, especially proximate to employment, basic necessities and other amenities, compared to the continued development of land at the suburban/metropolitan fringe
B. Enhance economic diversity in communities through diversity in the housing stock – low-, medium- and high-density residences, subsidized and unsubsidized dwellings, etc.
C. More efficiently invest in and encourage use of existing transportation and utility infrastructure to support dense mixed use development with housing in core cities
D. Preserve currently affordable properties that have expiring federal subsidies and are vulnerable to conversion to market rate units as their neighborhoods revitalize

B. BEST PRACTICES

- Master Plan or Municipal Development Plan with a Housing component; 2011 Burlington (Vermont) Municipal Development Plan is a good example
- 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/ planning tools local governments can use to preserve and promote affordable housing development
- David Rusk, Inside Game-Outside Game: Winning Strategies for Urban America, Brookings Institution Press, 1999; discusses growth boundaries in Montgomery County, MD and Portland, OR and other best practices
- John Kromer, Fixing Broken Cities, Routledge 2010; focuses on Philadelphia
- Federal and State Historic Preservation Tax Credits for projects meeting certain thresholds for historic buildings
- Michigan State Housing Development Authority (MSHDA)

C. INDICATORS

PRIMARY:

- Quality of housing (condition of structure)
- Percentage of Land Zoned for Mixed use
- Number of abandoned or blighted houses as a percentage of total housing stock
- Number of people per acre in city overall (equivalent to total population)

SECONDARY:

- Average cost to tear down abandoned/neglected houses
- Number of mixed use building permits
- Percentage of people who can afford to live in the city based on rents
- Affordable Units lost to expired Tax Credits or other federal subsidies
- Total number of dwelling units, by renter and owner-occupied status; both categorized by respective tiers of rent and sales price
- Number of census tracts and block groups exceeding certain density thresholds (TBD)
- Percentage of low- and moderate-income people paying more than 30% of income for housing
- Dwelling vacancy rate, by specified rental- or owner-occupied status
- Assessed values per capita

Mobility

STATE GOAL: Cities offer a variety of transportation options to residents that allow them to access their basic needs.

A. OBJECTIVES

A. The urban transportation network allows individuals to get from point A to point B in many different ways in order to fully participate in society (work, daily travel)
B. Individuals of differing values abilities, and financial situations are able to fully navigate the transportation system
C. Cities provide a high-quality transportation network

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 independent research organization dedicated to developing innovative and practical solutions to transportation problems
- **PASER** Pavement Surface Evaluation and Rating System. A system for visually rating the surface condition of a pavement from a scale of 1 to 10, with 1 being a pavement in a failed condition and 10 being a pavement in excellent condition. Guidelines for rating the pavement surface using the PASER system have been developed by the Michigan Transportation Asset Management Council.
- **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

PRIMARY:

- Percentage of roads deemed "complete streets"
- Percentage of streets in good or fair condition (see PASER method)
- Annual number of public transit trips per capita

SECONDARY:

- Number of vehicle miles traveled per capita
- Transit Data
  - ✓ Timeliness of service (i.e. reliability)
  - ✓ Miles of bike facilities
  - ✓ Miles of Bus Rapid Transit route
  - ✓ Miles of transit routes
  - ✓ Number of households within a 1/2 mile of a transit stop
- Number of Rideshare/Carshare programs in urban areas

Municipal Government and City Finance

STATE GOAL: Cities are financially stable, plan for the long-term, and have budgets that allow operational outcomes that support high quality of life for residents.

A. OBJECTIVES

A. On an ongoing basis operating expenditures will be in balance and sustainable over the long-term
B. Cities will have access to a diverse portfolio of stable revenue sources to sustain operations
C. Cities will maximize revenue collection
D. Cities will have the capacity to develop and follow asset management strategies.
E. 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.
F. City services will be accessible to all residents.

B. BEST PRACTICES

- Government Finance Officers Association (GFOA) provides a variety of financial 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. This is a recently developed mechanism for sharing services that may serve as a platform for testing best practices in Michigan.
- **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

PRIMARY:

Finance*

- Unrestricted general fund balance is stable or increasing over a 5-year period
- Cities have paid actuarially-determined annual required contribution (ARC) for legacy benefits for 5 years
- Cities pass Audit of Minimum Assessing Requirements (AMAR)
- Percentage of tax delinquent properties: commercial, residential, industrial

Municipal Services

- Percentage of cities with asset management plans in place for: streets, water, sewer, storm water infrastructure.
- Annual cost savings achieved through partnerships, collaboration, and joint service agreements

SECONDARY:

- Funding gap, as measured by revenue and expenditure comparison
- Changes in bond rating or outlook
- 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
- Cities have a 5-year financial plan
- Percentage of FOIA requests met within legally required timeframe

*In these sections, trends are more important indicators of performance than annual numbers

Placemaking

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

A. OBJECTIVES

A. Michigan and its communities will be national leaders in progressive placemaking programs and practices
B. Cities will have dense populations in downtown cores and neighborhood districts
C. The built environment will cater to a broad mix of uses and income levels
D. Residents will have access to recreational opportunities and greenspace
E. Cities will prioritize historic preservation, density retention, and reuse of existing building stock
F. Make Michigan *the* Trail State, with increased connectivity between urban and rural trail systems

B. BEST PRACTICES

- WalkScore – a walkability index and company that promotes walkable neighborhoods.
- 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
- Gordon Square Arts District (OH)- Consortium of non-profits, foundations, and arts institutions leading an effort based around a combination of housing, new businesses, the arts and neighborhood beautification to drive jobs and economic development for the west side of Cleveland
- Paducah Artist Relocation Program- Program offering city-owned properties to artists with approved business plans for as little as $1. Program partners with local bank to offer loans of up to 300% of assessed value of properties for rehabilitation, generating $30 million in investment and spurring revitalization of neighborhood and much of downtown.
- Smart growth and form-based codes- Examples of zoning ordinances designed to steer growth towards existing infrastructure and create good urban form
- Detroit Riverfront Conservancy - non-profit formed in Detroit in 2003 with the mission of bringing public access to Detroit's Riverfront and serving as a catalyst for economic development in the city.

C. INDICATORS

PRIMARY:

- Investment in downtown and neighborhood building areas (including new construction, historic and infill projects)
- Population and household density
- Percentage of communities adopting MSHDA Place Plans

SECONDARY:

- Miles of dedicated walking, biking paths/facilities
- Diversity of businesses in downtowns/neighborhoods
- Complete streets policies, ordinances and/or projects/plan multimodal transportation
- WalkScore
- Number of theatres, restaurants, cultural events
- Urban tree canopy
- Number and size of public gathering spaces in downtown/neighborhood areas

Public Safety

STATE GOAL: Cities are home to safe urban centers that attract businesses and allow for a high quality of life for individuals.

A. OBJECTIVES

A. Cities will improve data collection, process efficiency, and use of technology in the area of public safety
B. Individuals will have a positive perception of public safety within our cities
C. Institutions with similar public safety goals have high levels of collaboration.
D. Social, economic, and environmental conditions improve to decrease the likelihood of future offenders.

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
- DDACTS DATA DRIVEN APPROACHES TO CRIME AND TRAFFIC SAFETY- integrates location-based crime and traffic crash data to establish effective and efficient methods for deploying law enforcement and other resources
- 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
- Community Policing (find a best practice)
- Oakland County's CLEMIS (crime mapping and reporting)

C. INDICATORS

PRIMARY:

- Incidences of Property Crime per capita
- Incidences of Violent Crime per capita
- Response Time: Police, Fire, EMS
  - ✓ EMS vehicles per capita
- % of streets that meet minimum lighting standards

SECONDARY:

- Number of EMS vehicles per capita
- Per capita homicides
- Human Trafficking
- Police Efficiency
  - ✓ Calls being cleared by arrest (followed by prosecution)
  - ✓ Cases closed (clearance rate)
  - ✓ Closed Property Crimes
  - ✓ Closed Violent Crimes
- Percentage of families below poverty line
- Percentage of tax delinquent properties: commercial, residential, industrial
- Gang Activity
- Auto thefts per capita

- Drug related crimes per capita
- Literacy rates
- Re-entry/2-year Recidivism rates

Talent Attraction and Retention

STATE GOAL: Our Urban Centers are 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

A. Cities have a trained, competitive workforce
B. Cities are places where talented individuals choose to live and work
C. Cities create, grow, and prepare for the next Michigan economy

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

PRIMARY:

- Per capita income of 18 to 35 year olds
- Net migration rate
- Percentage of population holds a post-secondary degree or certificate
  - ✓ from Associate or 4yr program (broken down by age)
  - ✓ from Vocational/Skilled Trade training

SECONDARY:

- Foreign students enrolled at Universities
- Amount of certificate training offered
- Number of HB1 Visas in cities