

TOGETHER WE GROW

NEIGHBORHOOD PLANNING FOR COMMUNITY HEALTH IN FLINT'S EASTSIDE

MAY 2019 / TAUBMAN COLLEGE OF ARCHITECTURE AND URBAN PLANNING

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NEIGHBORHOOD PLANNING FOR COMMUNITY HEALTH IN FLINT'S EASTSIDE

University of Michigan - Ann Arbor

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ASBURY

TAUBMAN COLLEGE
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NEIGHBORHOOD PLANNING FOR COMMUNITY HEALTH IN FLINT'S EASTSIDE

EXECUTIVE SUMMARY





Asbury Church on Davison Road


Asbury CDC's Hoop Houses


A Home in Flint's Eastside

EXECUTIVE SUMMARY

Asbury Community Development Corporation (CDC), a faith-based nonprofit organization, has worked since 2011 to improve health, wellness, and literacy in its surrounding neighborhood. Asbury CDC aims to be a center for connection and promote economic revitalization in Flint's Eastside neighborhood.

The Eastside area experienced a population loss of 42% between 2000 and 2017,[1] and home values fell by more than 50% between 2010 and 2014.[2] Furthermore, Genesee County ranked 82nd out of 83 counties in Michigan in 2018 for health outcomes, which include length and quality of life.[3] While population loss and health concerns have impacted Flint and the Eastside long before the Flint water crisis in 2014, the lead poisoning effects exacerbated health concerns and elevated the urgency of neighborhood revitalization in Flint's Eastside. The neighborhood contains many assets to build upon, from the grassroots entrepreneurial energy of its residents to vacant land available throughout the neighborhood for creative reuse.

This plan was created by a group of graduate students in the Urban and Regional Planning program at University of Michigan's Taubman College of Architecture and Urban Planning to support the efforts of Asbury CDC, as well as other Eastside residents, community members, and government and nonprofit partners.

Our project is informed by a theme of community health and wellness and the social determinants of health, a widely-recognized framework that the Centers for Disease Control and the American Planning Association use to highlight the ways in which the places that people live, work, and play impact their health.

This framework informed our three key goals and subsequent strategies and recommendations for Asbury CDC to realize its vision for the neighborhood.

GOAL 1 SUPPORT ORGANIZATIONAL SUSTAINABILITY

Asbury CDC aims to serve Flint's Eastside as a hub for community health and wellness. As one of Flint Care's three Help Centers, Asbury CDC distributes free resources to Flint residents, including healthy food and bottled water. A key aspect of their operations include the *Flint Farming Project* and *Asbury Café*, a pay-what-you-want operation, to increase access to healthy foods. The following strategies focus on supporting Asbury CDC's current initiatives and expanding into new programs and services. Above all, ongoing and authentic community engagement is a fundamental component to ensuring organizational sustainability.

GOAL 1 STRATEGIES

- Ensure Organizational Capacity
- Test New Opportunities
- Expand and Diversify Urban Agriculture Operations
- Create Brand Identity

GOAL 2 TRANSFORM VACANT SPACES

The Eastside neighborhood had over 1,700 vacant parcels in 2018, representing one-third of total neighborhood parcels.[4] High rates of vacancy can contribute to blight and a decreasing sense of safety.[5] However, vacant land does not have to be a liability, and Asbury CDC already has repurposed vacant lots for orchards, hoop houses, and community gardens.

While this project goal does address opportunities for Asbury CDC's urban agriculture venture, it also explores other innovative strategies to activate vacant spaces. Because no one strategy can be a solution for every vacant lot, we explored a number of options that could be tailored to the Eastside neighborhood based on analysis and community feedback.

GOAL 2 STRATEGIES

- Prioritize Urban Agriculture Growth
- Expand Side Lot Program
- Activate Outdoor Community Spaces
- Create Community Linkages

GOAL 3 STABILIZE AREA HOUSING

Housing is an important factor in health and wellness, and because the Eastside neighborhood is 90% residential, it is a key consideration for this report.[6] Across the country, poor housing quality disproportionately affects households with low incomes due to poor enforcement of building standards and the general lack of affordable and safe housing.[7] In Flint's Eastside, 50% of housing structures were reported to be in good condition, while 752 structures were in poor or substandard condition.[8] While many of these structures may be vacant, some households may live in homes that are poor condition.

Quality and stable housing is an essential component of a healthy neighborhood, because poor home conditions such as the presence of mold or mildew and inadequate infrastructure systems can worsen chronic health conditions or result in lead poisoning.[9] Additionally, the threat of eviction or tax foreclosure can impact both mental and physical health.

This project provides strategies to keep people in their homes through tax foreclosure prevention and critical home repair. In the longer-term, Asbury CDC can partner with other organizations and advocate for improving housing conditions.

GOAL 3 STRATEGIES

- Address Threat of Tax Foreclosure
- Address Critical Home Repair Needs
- Establish Target Areas for Housing Interventions

IMPLEMENTATION

This plan provides an implementation roadmap for Asbury CDC and other potential partners and stakeholders, including estimated levels of cost, timeline, and potential community engagement strategies. Not all recommendations can occur simultaneously, so this section includes three phases: short-term, medium-term, and long-term recommendations. Creating partnerships among community residents, nonprofit and community-based organizations, city officials, and other stakeholders will leverage existing resources to successfully pursue these recommendations, which lay the foundation for Asbury CDC to serve as a hub for community health and wellness.

ENDNOTES

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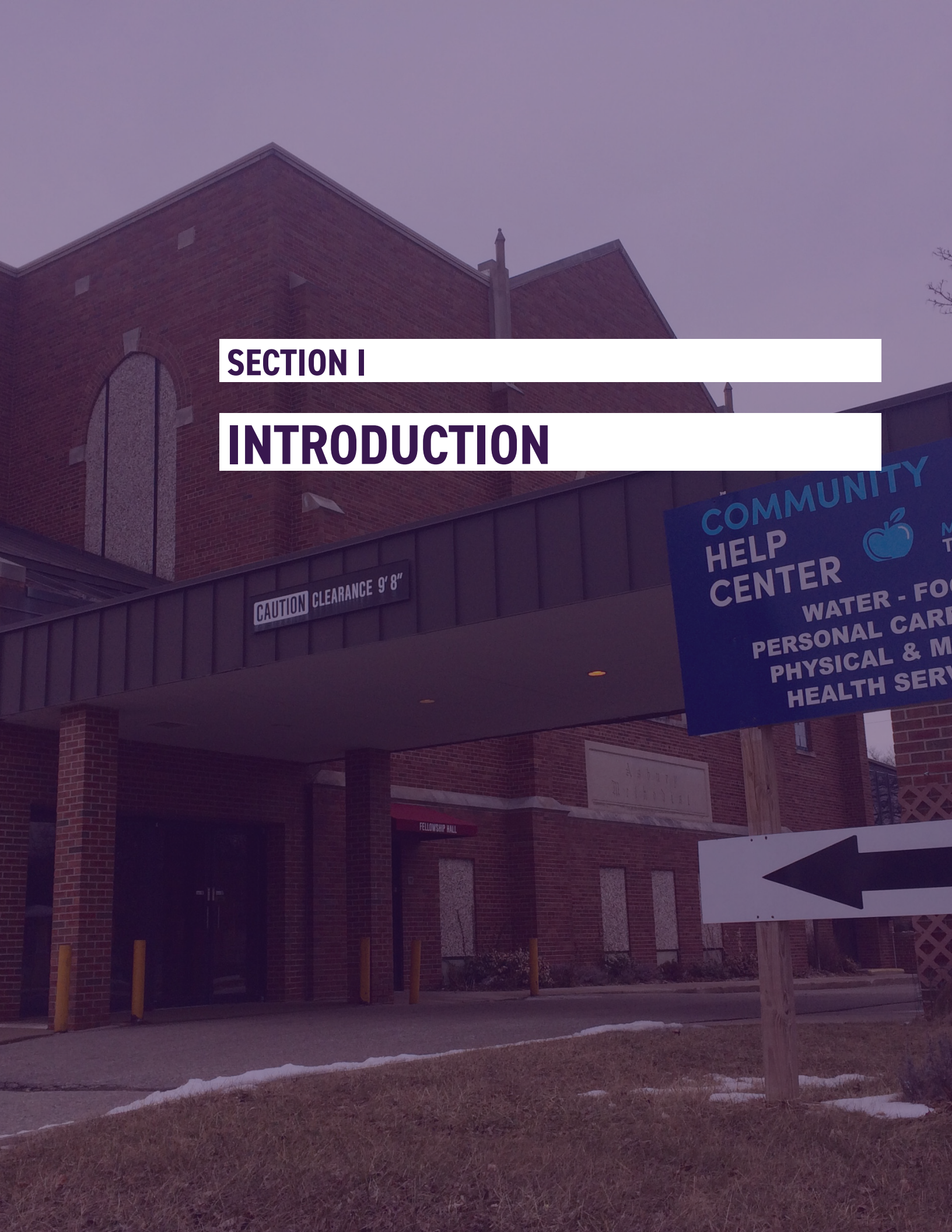

SECTION I

INTRODUCTION



Asbury CDC Benches



Murals on Jane Avenue


Asbury Church's Commercial Kitchen

SECTION I: INTRODUCTION

This report aims to advance the knowledge and tools available to Asbury Community Development Corporation (CDC) in support of their ongoing mission to improve the health and wellness of the Eastside neighborhood. It was developed by a team of graduate students from the University of Michigan Taubman College of Architecture and Urban Planning. Our team, in collaboration with Asbury CDC and community partners, established a set of goals, strategies, and recommendations that incorporated background research, analysis, and community input.

CONTEXT

We negotiated the boundaries of the study area with Asbury CDC and for the purposes of this report refer to it as Flint's Eastside. Eastside, totaling 1.95 square miles, is situated to the north of the East Village neighborhood, to the east of University Park and the former Buick City site, and to the northwest of Thrift City. This neighborhood is located 1.75 miles northeast of Downtown Flint. It is just north of Flint's Cultural Center, which includes the Flint Institute of Arts, the Sloan Museum, the Robert T. Longway Planetarium, and the Bower Theater. The boundaries of we use for Eastside are Robert T. Longway Boulevard to the south, the Flint River to the west, Dort Highway to the east, and Whaley Park to the north (see *Figure 1.1*).

CLIENT: ASBURY COMMUNITY DEVELOPMENT CORPORATION

Since 2011, Asbury CDC, a faith-based non-profit organization affiliated with Asbury United Methodist Church, has worked to improve the quality of life in its surrounding neighborhood using an asset-based approach to community development, which builds upon the existing strengths and resources of the neighborhood in its program design.[1]

The organization aims to promote health and literacy, to connect neighbors, and to promote economic revitalization.[2] Some of the Asbury CDC programs include the *Flint Farming Project*, a commercial farming operation that employs several local residents; the A*sbury Family Center*, which promotes family development programs and nutrition education; and the *Help Center*, which connects residents with resources and distributes water, food, and other basic necessities. Asbury CDC describes their mission as "connecting neighbors" in Flint's Eastside and is dedicated to tangible transformation of the neighborhood.[3]



Figure 1.1: Map of Planning Context, Eastside Neighborhood, Flint, Michigan

VISION OF THE REPORT

Many of Asbury CDC's programs—from urban agriculture to their pay-what-you-can café—are centered around their mission to promote health and wellness in the community. During initial discussions with Asbury CDC leadership, it became clear that all of the goals and recommendations of this report should serve that overarching mission. Thus, we identified promoting community health and wellness as our central framework for the goals, strategies, and recommendations in this report.

Recent studies have shown that health and wellness reach far beyond a doctor's office, and the locations in which one lives, works, shops, or spends time have a greater impact on one's health than any other factor.[4] An urban planning approach to Asbury CDC's future development and sustainability provides a lens through which to address community health and wellness.

The American Planning Association's *Healthy Community Policy Guide* outlines the ways in which the fields of urban planning and community health intersect. The guide defines healthy communities as "places where all individuals have access to healthy built, social, economic, and natural environments that give them the opportunity to live to their fullest potential regardless of their race, ethnicity, gender, income, age, abilities, or other socially defined circumstances."[5] Beyond individual health behaviors and outcomes, many other factors including the natural environment, the built environment, legal and social structures, and community capacity directly impact health. These factors that impact health are often referred to as the social determinants of health.[6]

The Centers for Disease Control's (CDC) *Healthy People 2020* program provides objectives and benchmarks for improving national health by categorizing the social determinants of health into five dimensions, as shown in *Figure 1.2*.[7]



Figure 1.2: Social Determinants of Health, Based on Categories from the Centers for Disease Control[12]

NEIGHBORHOOD AND BUILT ENVIRONMENT

- Housing
- Transportation
- Safety

ECONOMIC STABILITY

- Jobs
- Income

EDUCATION

- Early Childhood Education
- High School Graduation
- Literacy

SOCIAL AND COMMUNITY CONTEXT

- Social Cohesion
- Civic Participation
- Sense of Community

HEALTH AND HEALTHCARE

- Access to Medical Care
- Health Literacy

The social determinants of health is a key framework to understand the impact that Asbury CDC can have in its community. The organization's existing work and its strategic plan correspond with many of these social determinants of health. By serving as a community hub, hosting health-related clinics, developing an urban agriculture program, and offering an affordable housing option through their *Asbury House* program, Asbury CDC is already addressing the social determinants of health. The social determinants of health also provides a powerful framework to organize the goals, strategies, and recommendations of this report. Each goal and strategy aims to address one or more social determinants of health, with the ultimate vision of advancing community health and wellness in Flint's Eastside neighborhood (See *Figure 1.3*).

PROJECT GOALS

The goals of this plan, developed in collaboration with Asbury CDC leadership, support the overarching vision of improving health and wellness. These goals represent an important step in realizing Asbury CDC's vision for the neighborhood.

GOAL 1 SUPPORT ORGANIZATIONAL SUSTAINABILITY

This goal explores financial, operational, and partnership opportunities to support Asbury CDC's sustainability and growth. It recommends strategies for testing new opportunities and ventures, identifies ways that Asbury CDC can expand its urban agriculture program, and highlights best practices for building and maintaining organizational capacity.

GOAL 2 TRANSFORM VACANT SPACES

This goal provides recommendations for strategically transforming vacant lots into community assets that stabilize the neighborhood. It includes strategies such as creating community linkages through greenways and providing technical guidance to promote the Genesee County Land Bank's *Side Lot Transfer Program*, among others.

GOAL 3 STABILIZE AREA HOUSING

This goal promotes tenure security and stabilization of property values through preservation, upgrading, and adaptive reuse. It incorporates strategies that connect residents to resources related to tax foreclosure prevention and critical home repair, and it also identifies a target area for housing interventions.

	Economic Stability	Education	Social and Community Context	Health and Health Care	Neighborhood and Built Environment
Goal 1	●	○	●	●	●
Goal 2	●	○	●	○	●
Goal 3	●	○	●	●	●

Figure 1.3: Alignment of Project Goals with Social Determinants of Health

PREVIOUS PLANNING EFFORTS

We seek to create a cohesive narrative that builds upon previous planning documents and the work of Asbury CDC, Eastside residents, and other community and government partners. Asbury CDC's *Strategic Plan* (2018) orients the direction for the organization, and this report's set of strategies and recommendations further align with existing plans including:

IMAGINE FLINT: MASTER PLAN FOR A SUSTAINABLE FLINT (2013)

Imagine Flint provides a blueprint and community vision for the City of Flint for the next 20 years (See *Figure 1.4*). The plan includes land use designation, policies, goals, and objectives to direct future growth in the city. Through a combination of data analysis, condition assessments, and extensive community engagement, the plan was intended to be "used by city-leaders to provide a coordinated approach to community-wide decision-making."[8]



Figure 1.4: Cover of *Imagine Flint Master Plan*, 2013

The *Imagine Flint Master Plan* was the City of Flint's first comprehensive planning process in over 50 years. The *1960 Comprehensive Master Plan* was completed at the height of Flint's population growth, so recommendations assumed continued growth. *Imagine Flint* addresses the challenges that Flint has faced with its decreased population. One significant change included a revision of land uses, allowing for innovative industrial and agricultural uses.

This report aims to align with *Imagine Flint's* identification of the *Green Innovation Zone* within Eastside as a future planning initiative. It also identifies the objective to "Develop a Local Food System," which includes promoting the development of community gardens, streamlining acquisition of parcels for food production, incentivizing procurement of local produce, and facilitating community engagement in a plan for Flint's food system.[9]

EASTSIDE FRANKLIN PARK NEIGHBORHOOD ASSOCIATION: IMAGINE FLINT NEIGHBORHOOD PLAN (2018)

The *Eastside Franklin Park Neighborhood Association Plan* was developed as part of the 'Neighborhood Planning Initiative,' which supports the implementation of *Imagine Flint*. In order to provide more detailed strategies and projects for the Eastside Franklin neighborhood, this plan proposes short- and long-term strategies for building neighborhood capacity for: *Social Equity and Sustainability, Reshaping the Economy, Quality of Life, Adapting to Change, Youth,* and *Civic Life*.[10]

ASBURY STRATEGIC PLAN (2018)

Asbury CDC's Strategic Plan was intended to guide the organization's growth and programs through the year 2022. This plan outlines three goals for Asbury CDC in the coming years, including becoming the source of connections for building community; becoming a visible and trusted partner in life solutions for health, wellness, and literacy; and funding this vision at a sufficient level to meet annual goals.[11]

PLANNING PROCESS & METHODS

We developed this plan from January to May 2019 (see *Figure 1.5*) with a three-part process that included:

- Learning and understanding the neighborhood's current context through **background research**;
- Consulting with Asbury CDC, understanding its *Strategic Plan*, and meeting with community partners to **develop the goals, vision and framework**;
- **Developing strategies and recommendations** from community input, case studies, and literature review.

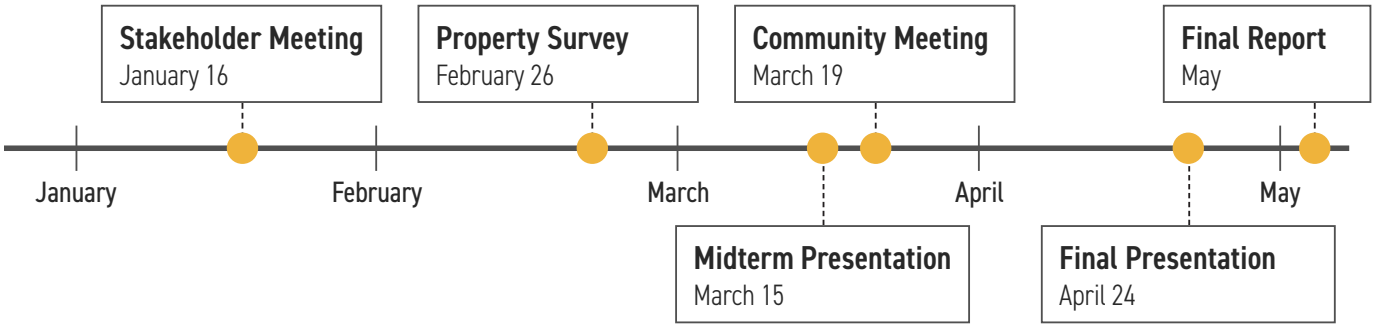

Figure 1.5: Planning Process

STEP 1

UNDERSTANDING CONTEXT THROUGH BACKGROUND RESEARCH

The initial phase of this process involved a comprehensive analysis of the neighborhood, from fieldwork, background research, and reviewing related literature and neighborhood plans.

LITERATURE REVIEW AND BACKGROUND RESEARCH

Our team reviewed existing planning efforts, the history of Flint, zoning regulations for urban agriculture, and the impacts of urban agriculture on surrounding communities. We studied thirteen case studies of urban agriculture and community development. We also collected metrics of demographics, health, housing, and vacancy for a baseline understanding of the neighborhood.

PROPERTY SURVEY

Our team conducted a survey of a representative sample of properties, comprising 20% of all residential structures in the study area, to increase our team's understanding of the neighborhood and determine the accuracy of the data in the Flint Property Portal. The results confirmed a 95% overall accuracy rate against the data in the Flint Property Portal. However, our team noted a 20% difference between structures marked as scheduled for demolition in the Flint Property Portal and the data we collected in our property survey; we attributed this to the fact that some structures had recently been demolished.

STEP 2

ENGAGING PARTNERS IN VISIONING FOR THE FUTURE

We used information and feedback from Asbury CDC stakeholders to identify a community health and wellness framework for this plan and develop three key goals. As a guiding principle, we aimed to identify strategies that helped Asbury CDC expand its efforts to support community nutrition, health and wellness.

STAKEHOLDER MEETING

On January 16, our team held an initial meeting with Asbury CDC's staff and leadership to refine the initial scope, vision, and goals of the project. Our goal for this meeting was to gain understanding of some of the salient assets and challenges of the neighborhood. Some takeaways from this meeting included community preferences for urban agriculture programs and vacant lot activation.

GOAL FORMULATION

Our team first produced a list of possible goals to develop the scope of the project. Then, in concert with Asbury CDC stakeholders, we focused on organizational sustainability, vacant space transformation, and housing stability.

HEALTH AND WELLNESS FRAMEWORK

During initial conversations with Asbury CDC's leadership about potential goals for this report, it became clear that each goal had an underlying connection with the organization's vision to promote community health and wellness. With Asbury CDC, our team identified this as the central project framework, and we used the social determinants of health as a guiding frame of reference that connected our urban planning expertise to the realm of public healthy, through community health and wellness.

STEP 3

DEVELOPING STRATEGIES AND RECOMMENDATIONS

We synthesized information from further research as well as engagement with community members and stakeholders in order to refine the three goals and develop strategies and recommendations for each of them. This research included analyzing relevant case studies, conducting more detailed spatial analysis, and identifying key partners and programs that align with these goals.

COMMUNITY ENGAGEMENT

On March 19, our team held a Healthy Neighborhood Meeting at Asbury Church to learn about neighborhood assets, challenges, and visual preferences (See *Figure 1.6*). In addition, residents completed surveys that asked about their knowledge of Asbury CDC and its work as well as their food shopping habits and experience (see *Appendix A*). Getting community input about assets, challenges, preferences, and aspirations provided a more comprehensive view of achievable strategies and potential for the neighborhood. We learned from the Healthy Neighborhood Meeting that Eastside residents would like to see:

- More housing for the homeless and veteran populations;
- Renewed use of vacant land and houses to help beautify the neighborhood and make it feel safer;
- Empty commercial buildings converted into marketplace shops and healthy restaurants, as well as a laundromat;
- Vacant lots converted into gardens or parks or demolished if not occupied or unusable.

We also learned that Eastside residents define the neighborhood's main assets as food destinations, community gathering spaces, and other community resources. Residents are already engaged in neighborhood and grassroots efforts, such as caring for adjacent vacant lots and maintaining the playground at Washington Elementary. Participants considered the main challenges to be crime, pollution, and unsound infrastructure. While some residents loved the idea of raising chickens and bees in the neighborhood, other residents expressed concern for the proximity of these uses next to their homes.

REFINEMENT THROUGH FURTHER ANALYSIS

Building on the preceding sections, our team conducted additional research to refine and build out the key goals, ranging from a retail gap analysis to the creation of a target area for potential housing interventions. We identified a number of strategies and recommendations that engage partnerships, leverage available resources, and support Asbury CDC in its organizational goals.

HOW TO USE THIS REPORT

This report is organized into six main sections: (I) *Introduction*, (II) *Current Conditions*, (III) *Goal 1*, (IV) *Goal 2*, (V) *Goal 3*, and (VI) *Implementation*, followed by the *Conclusion* and *Appendices*.

Section I, the *Introduction*, offers an overview of the report. **Section II**, *Current Conditions*, presents relevant demographic, health, and land use information about the Eastside neighborhood. It also features an analysis of local challenges and assets based on these data and previous area plans.

Section III, outlines *Goal 1: Support Organizational Sustainability* of Asbury CDC. *Goal 2: Transform Vacant Spaces*, is discussed in **Section IV**. **Section V** features *Goal 3: Stabilize Area Housing*.

Section VI, the *Implementation* section, presents a more detailed breakdown of the plan schedule and potential partners. This includes action items and performance benchmarks. At the end of the report, we also provide a short summary of the plan and *Appendices* that contain additional resources, detail of methods, sample guidelines, and other related materials.



Figure 1.6: Healthy Neighborhood Meeting, Asbury Church, March 19, 2019

ENDNOTES

1 Roy, Noye & Warren, CPA, PC. (2018). *Asbury Community Development Corporation Report on Financial Statements December 31, 2017* [Audited Financial Statements]. Retrieved from https://www.flintasbury.org/wp-content/uploads/2018/12/Asbury-CDC-12-31-17.pdf

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5 American Planning Association. (2017). *Healthy Communities Policy Guide*. Retrieved from American Planning Association website: https://planning-org-uploaded-media.s3.amazonaws.com/document/Healthy-Communities-Policy-Guide.pdf, p. 3.

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9 ibid, p. 258.

10 City of Flint, & Eastside Franklin Park Neighborhood Association. (2018). *Eastside Franklin Park Neighborhood Plan*. Retrieved from https://app.box.com/s/f8yxim5m1c7bdo6od1mzcq3kqcd73wg2

11 Asbury Community Development Corporation. (2018). *Asbury Strategic Plan*.

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SECTION II

CURRENT CONDITIONS



Homes in Eastside

SECTION II: CURRENT CONDITIONS

This section presents a broad overview of conditions in Flint's Eastside including data on area demographics, health, and housing.

We have gathered and analyzed this data to provide an understanding of the Eastside neighborhood, including challenges and assets, which inform the strategies and recommendations presented in this report. Our intention here is not simply to provide a list of metrics, but to identify key trends and narratives of the neighborhood.

Data was obtained at the census tract level and aggregated for the three tracts that comprise the neighborhood.[1] While our team relied on a number of authoritative sources to gather information, the primary source for data was the U.S. Census Bureau's American Community Survey (ACS). This survey aims to gather a representative sample for a wide range of topics.[2]

DEMOGRAPHICS

Based on the ACS estimates, Eastside had a population of 6,456 residents between 2013-2017.[3] Since 2000, the area's population decreased by nearly 42%, a loss of 4,587 residents.[4] Over the same time period, the city of Flint experienced a population loss of only 22%.[5]

Despite an overall trend of population loss, the rate of population decline slowed from 2010 to 2017. In 2010, Flint experienced a

POPULATION LOSS SINCE 2000

-42%
EASTSIDE

-22%
CITY OF FLINT

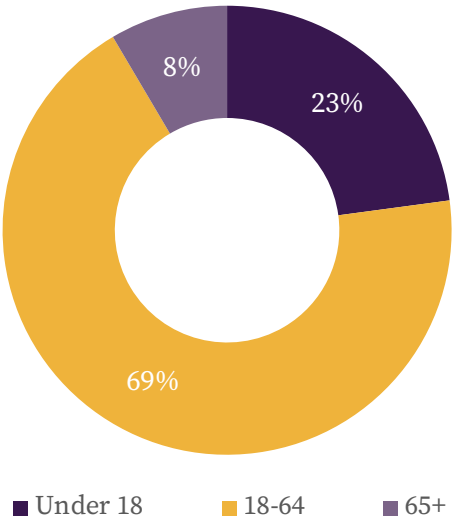

Figure 2.1: Age Composition in Eastside, 2013-2017[56]

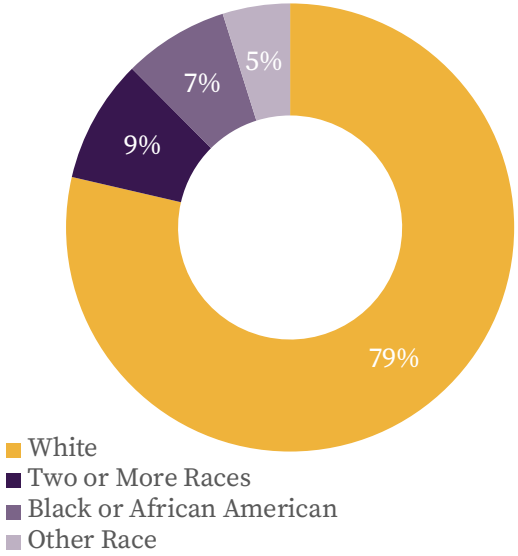

Figure 2.2: Racial Composition in Eastside, 2013-2017[57]

2.01% decline in residents, while by 2017, that rate had decreased to 0.55%.[6] According to ACS estimates, the Eastside neighborhood contained smaller proportions of school age (0-18) and senior (65+) residents than Flint as a whole (see *Figure 2.1*). These populations are important to monitor, as youth and elderly populations are more vulnerable to adverse health and safety conditions. Within Eastside, this is especially important due to recent school closures and access to healthcare facilities. Of the 2,632 households in Eastside, 55% were estimated to be families in 2017, a similar percentage as the city of Flint.[7]

Eastside had a majority white population in 2017, accounting for 78% of residents (see *Figure 2.2*).[8] This contrasts with the city of Flint overall, in which 57% of the population was African American/Black. Additionally, 13% of Eastside residents in the ACS estimates identified as Hispanic or Latino—a much greater percentage than for Flint overall (4%).[9]

Among Eastside residents over the age of 25, almost 21% had not completed high school or an equivalent certification. This was slightly higher than the rate for Flint (16%).[10] As shown in Figure 2.3, the neighborhood's unemployment rate from 2013-2017 was comparable to the city of Flint as a whole, although both were higher than the state of Michigan.[11] Median household income in the neighborhood was slightly lower than that of Flint.[12] Out of a total of 2,632 households in Eastside, 46% were below the poverty level.[13] Of residents under the age of 18 for which poverty status is measured, 70.6% were below the poverty line.[14]

Aligning with Eastside's largely residential character, 2015 census data (the most recent year for which data on commuter patterns is available) shows that a greater portion of workers left the neighborhood for their daily work commute than commuted into the

	Eastside	City of Flint
Unemployment	21.8%	22.2%
Labor Force Participation	52.2%	51.2%
Median Household Income	$23,332	$26,330

Figure 2.3: Selected Economic Indicators, Flint and Eastside, 2013-2017 [58,59]


Asbury Bench near Bus Stop on Franklin Avenue

neighborhood for work. Most commutes out of the neighborhood had destinations along Dort Highway or in Downtown Flint.[15] As shown in *Figure 2.4*, the majority of residents commuted by car.[16] It is worth noting that an estimated 530 households—20% of all Eastside households—did not have a personal vehicle available.[17] This suggests a substantial level of informal carpooling within the neighborhood.

As of 2018, public transit in Eastside consisted of two Flint Mass Transportation Authority (MTA) bus routes—the Route 6 (Lewis - Selby) and Route 7 (Franklin) services—both of which traveled north-south through Eastside and terminated at the MTA downtown transit hub (see *Figure 2.5*). Buses arrived every 30 minutes on weekdays, and every hour on weekends.[18] In addition, the MTA operates a "Ride-to-Groceries" or "Shopper" bus that runs east from Downtown Flint to the Walmart in Burton, about 2.5 miles east.[19] A traditional paratransit 'dial-a-ride' service is also available for residents with disabilities on pre-arranged pick-up and drop-off basis for a slightly higher fee than normal bus routes.

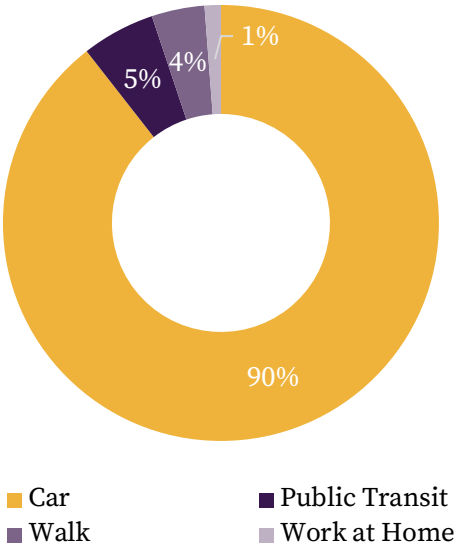

Figure 2.4: Means of Transportation to Work by Eastside Residents, 2013-2017[60]

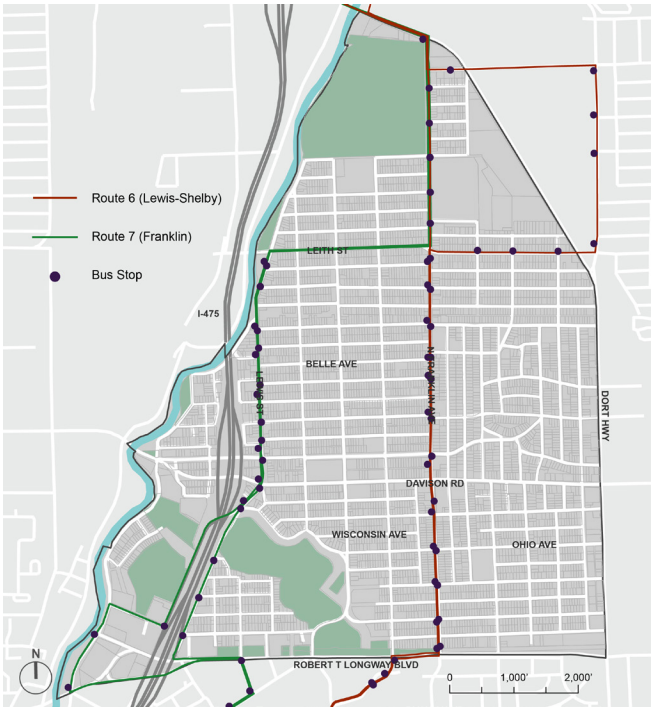

Figure 2.5: MTA Bus Routes in Eastside[61]

HEALTH

In the past few years, the national narrative around Flint has focused on disinvestment and crisis.

In 2014, the state-appointed emergency manager, responding to calls for fiscal austerity, switched the city's water source to the Flint River without the addition of corrosion control chemicals.[20] The subsequent leaching of lead and copper into public water systems shined an international spotlight on the city, and brought into sharp focus the health of its residents, as medical professionals began noticing elevated lead levels among the city's children.[21] In response, city government initiated the 'FAST Start Pipe Replacement Program' in February 2016, with $25 million in funding provided by the State of Michigan, $100 million provided through the federal Water Infrastructure Improvement for the Nation (WIIN) Act, and an additional $47 million provided through a legal settlement with city and state officials.[22] By 2018, as shown in *Figure 2.6*, nearly 8,000 service lines have been replaced throughout the city.

Aside from elevated lead levels and the impacts of lead poisoning, residents in the city contended with a number of other adverse health outcomes. As *Figure 2.7* shows, Eastside experienced higher prevalences of obesity, high cholesterol, asthma, and diabetes than the state and country.

Health insurance is a primary element of health equity, or the process by which "avoidable differences in health and in the conditions and resources needed for optimal health" are eliminated.[23] Eastside residents in most age groups had lower access to insurance than their counterparts in the rest of the city and in comparable cities, such as Detroit. Considering the high unemployment and poverty rates across all age groups, the low insured rate among 19-25 year olds, as noted in *Figure 2.8*, speaks to the reality that many young people may be either underemployed, unable to take advantage of Medicaid, or both.

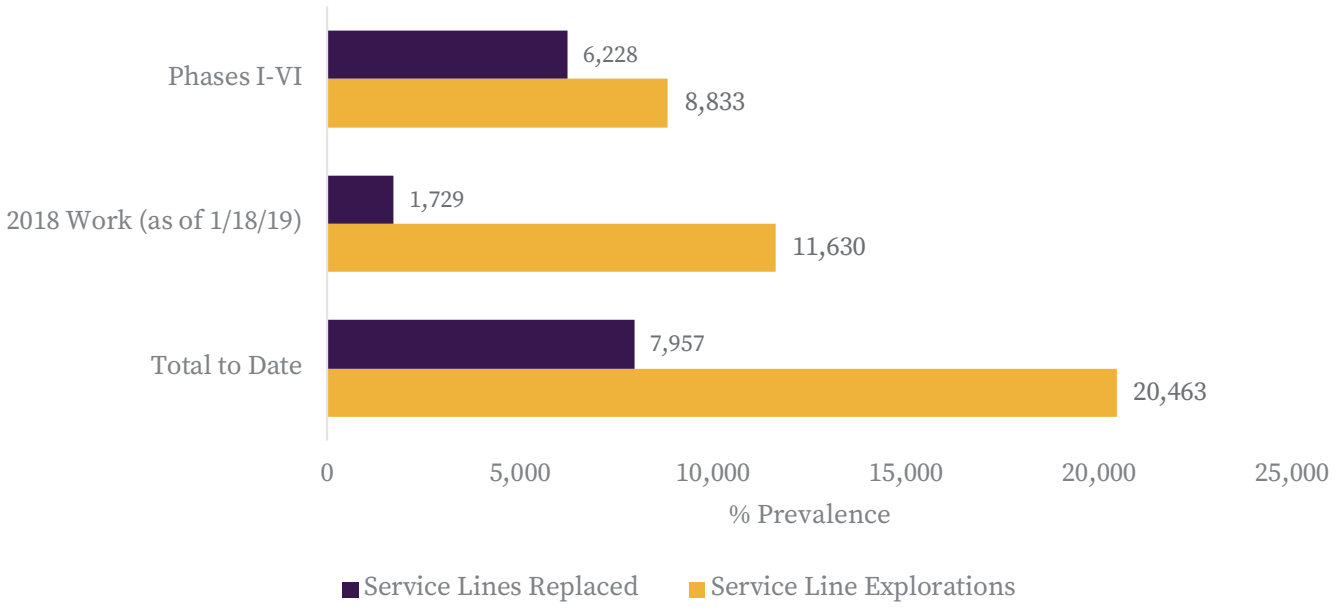

Figure 2.6: Fast Start Program - Flint Service Line Explorations and Replacements as of January 18, 2019[62]

Obtaining food that meets one's nutritional needs and preferences can be difficult in Flint. The U.S. Department of Agriculture defines food security as "access by all people at all times to enough food for an active, healthy life."[24] According to the U.S. Agency for International Development (USAID), it is composed of three parts:

- **Food Access**: an individual's access to adequate resources to acquire nutritious foods, including physical access and affordability of food;
- **Food Availability**: markets which produce sufficient amounts of food for all people at all times;
- **Food Utilization**: food nutrients can be maximized, requiring a knowledge of nutrition and sanitation, as well as for food to be properly processed and stored.[25]

With a lower median income and higher proportion of residents without a car, many residents of Eastside likely found themselves on the lower end of the food security spectrum despite the neighborhood's relatively high food access scores.[26] Only 56% of households received Supplemental Nutrition Assistance Program (SNAP) benefits.[27] Given area poverty rates it is likely that many more households that qualify were not enrolled in the program.[28]

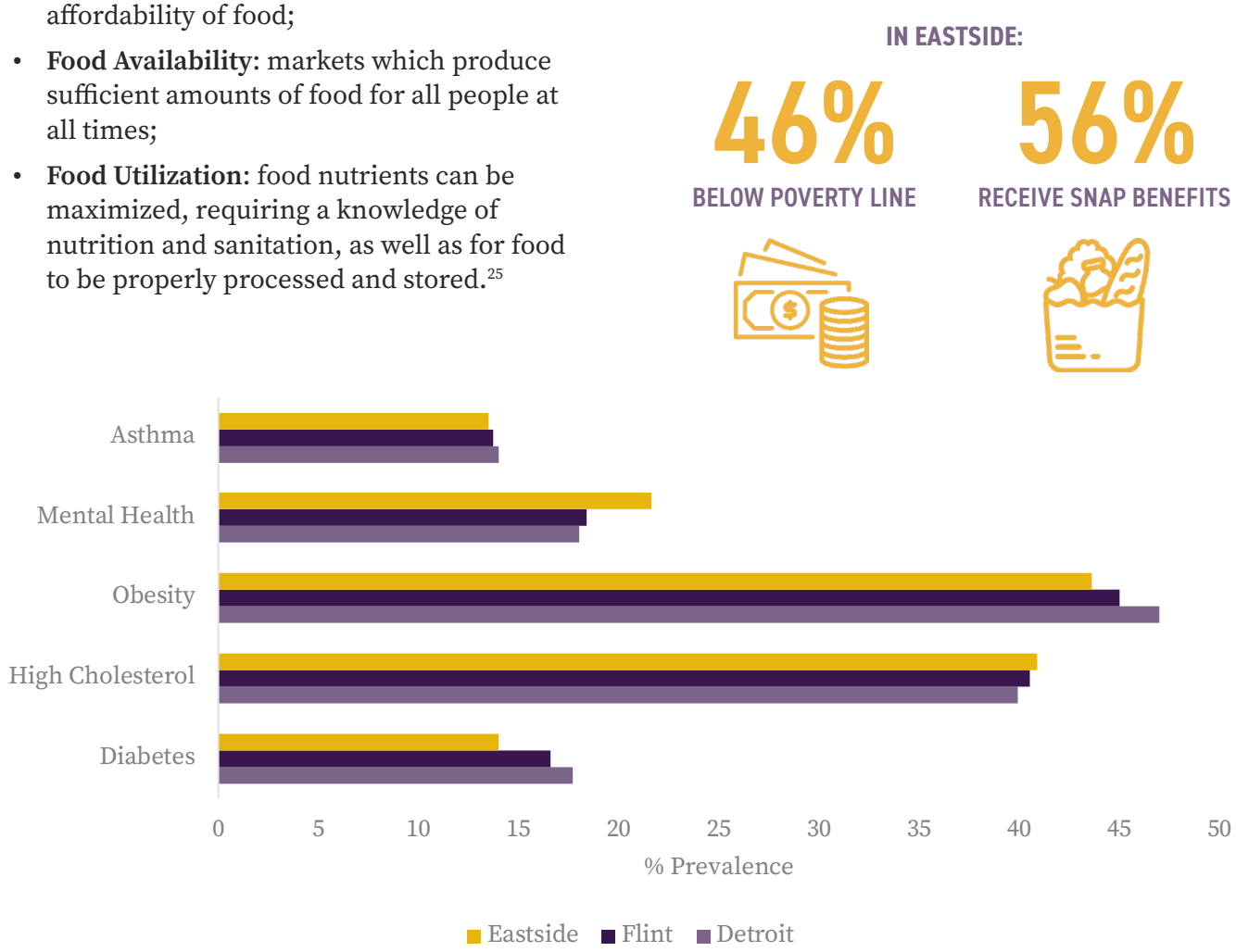

Figure 2.7: Prevalence of Health Conditions in Eastside, Flint, and Detroit[63]


Cases of Water Bottles

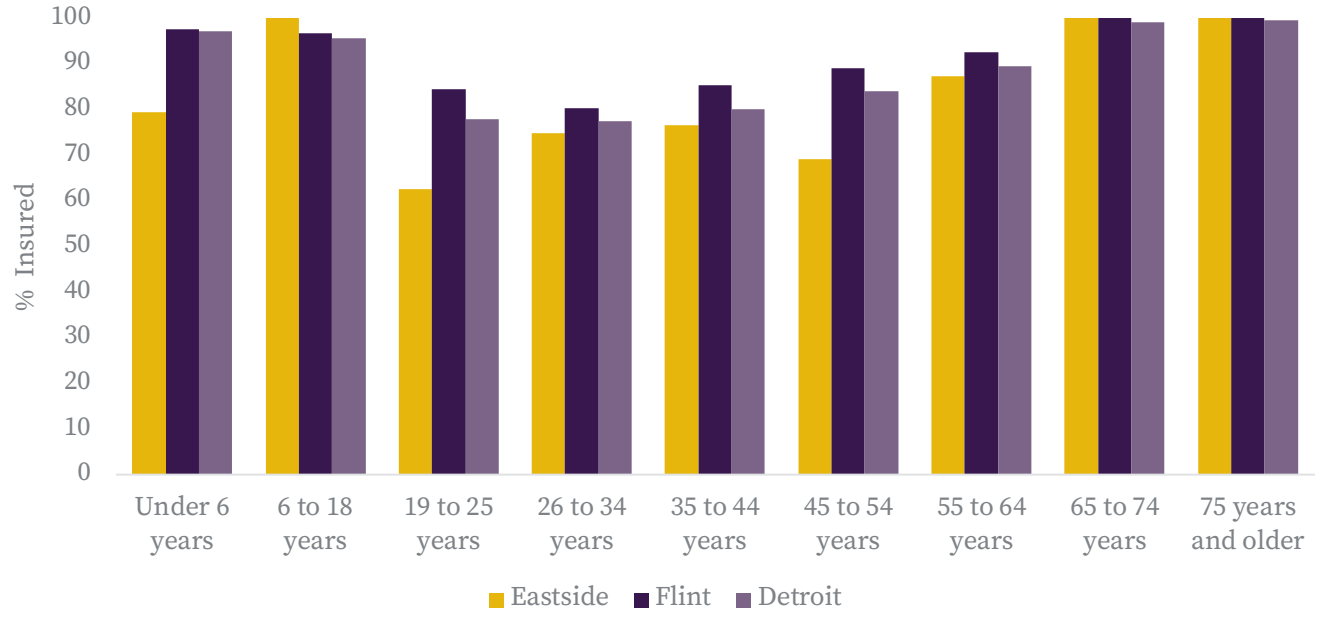

Figure 2.8: Health Insurance Coverage in Eastside, Flint, and Detroit[64]

HOUSING & LAND USE

Flint faces serious challenges due to decades of population loss and property abandonment. Vacant properties accumulate tall grass and trash, increasing the presence of blight and decreasing the sense of safety in the community.[29]

In the Eastside neighborhood, there were 2,632 occupied housing units and 1,269 vacant housing units. The vacancy rate (32.5%) was higher when compared to the city of Flint (26%) and Genesee County (13%).[30] In addition to vacant buildings, the Eastside neighborhood also contains many vacant properties with no built structures. These total over a third of all lots in the neighborhood (see *Figure 2.9* and *2.10*).[31] It is important to note that, while parcel vacancy presents many challenges for a community, it can also provide valuable assets in the form of available open space, which can be acquired and transformed in innovative ways.

Eastside had a total of 3,901 housing units, with 57.2% owner-occupied housing units and 42.8% renter-occupied housing units.[32] By comparison, 70.1% of Genesee County's housing units were owner-occupied, and 29.9% were renter-occupied.[33] Of the 3,901 housing units in

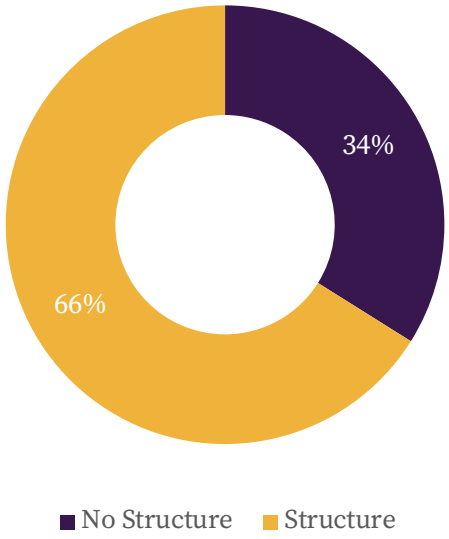

Figure 2.9: Land Vacancy in Eastside[65]

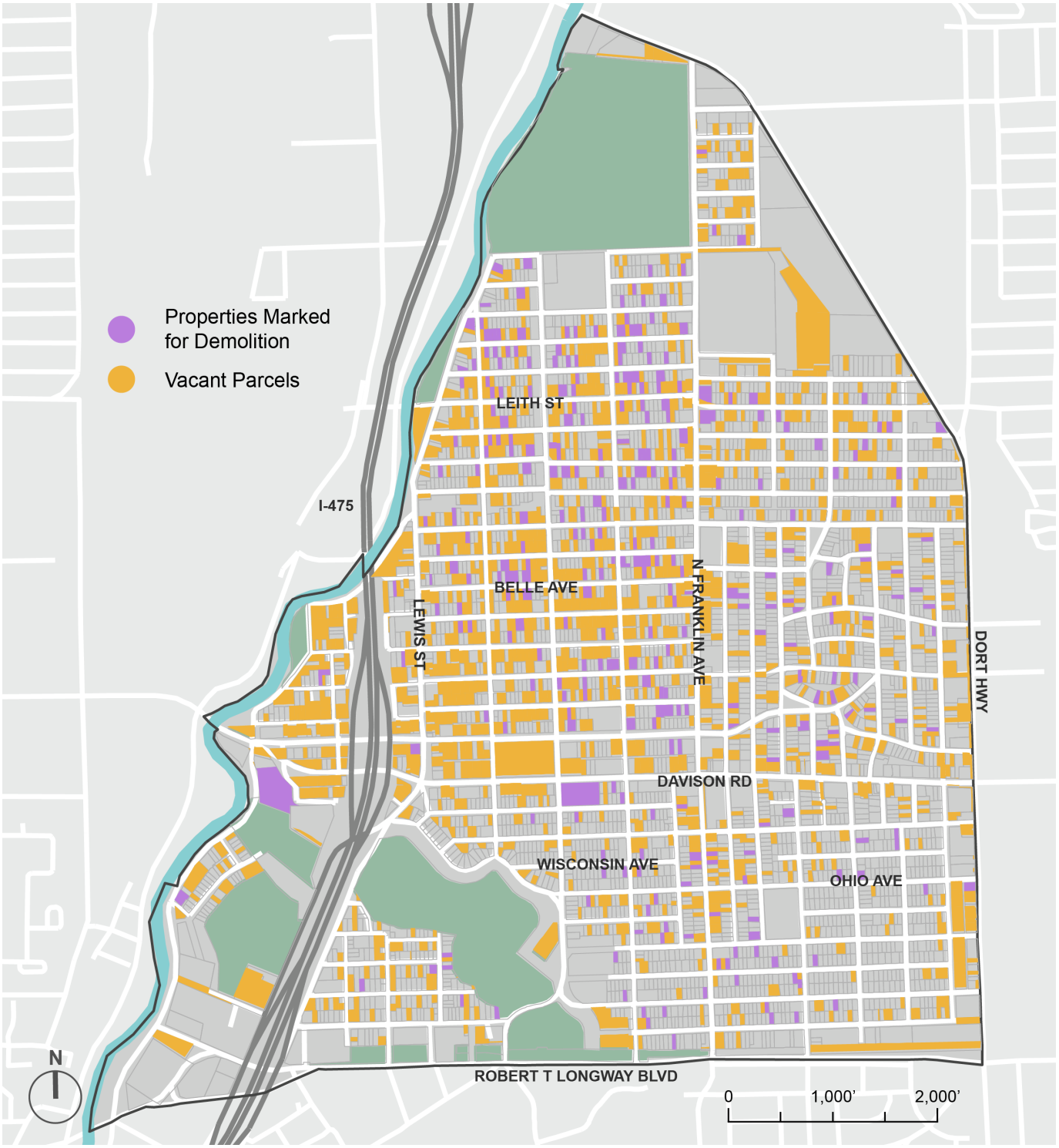

Figure 2.10: Land Vacancy and Demolition Status in Eastside[66]

Eastside, 87% were single-family detached. The median year of construction for homes (1940), suggested limited new residential construction in the past 70 years.[34] The median value of owner-occupied homes was $14,466, the value being the respondent's estimate of the property's sale price.[35] This showed a precipitous drop in value from 2010, when Eastside homes held a median value of $31,806. Eastside's home value was about half of Flint's ($28,200), and less than one-sixth of that of Genesee County, which had a median value of $96,500.[36]

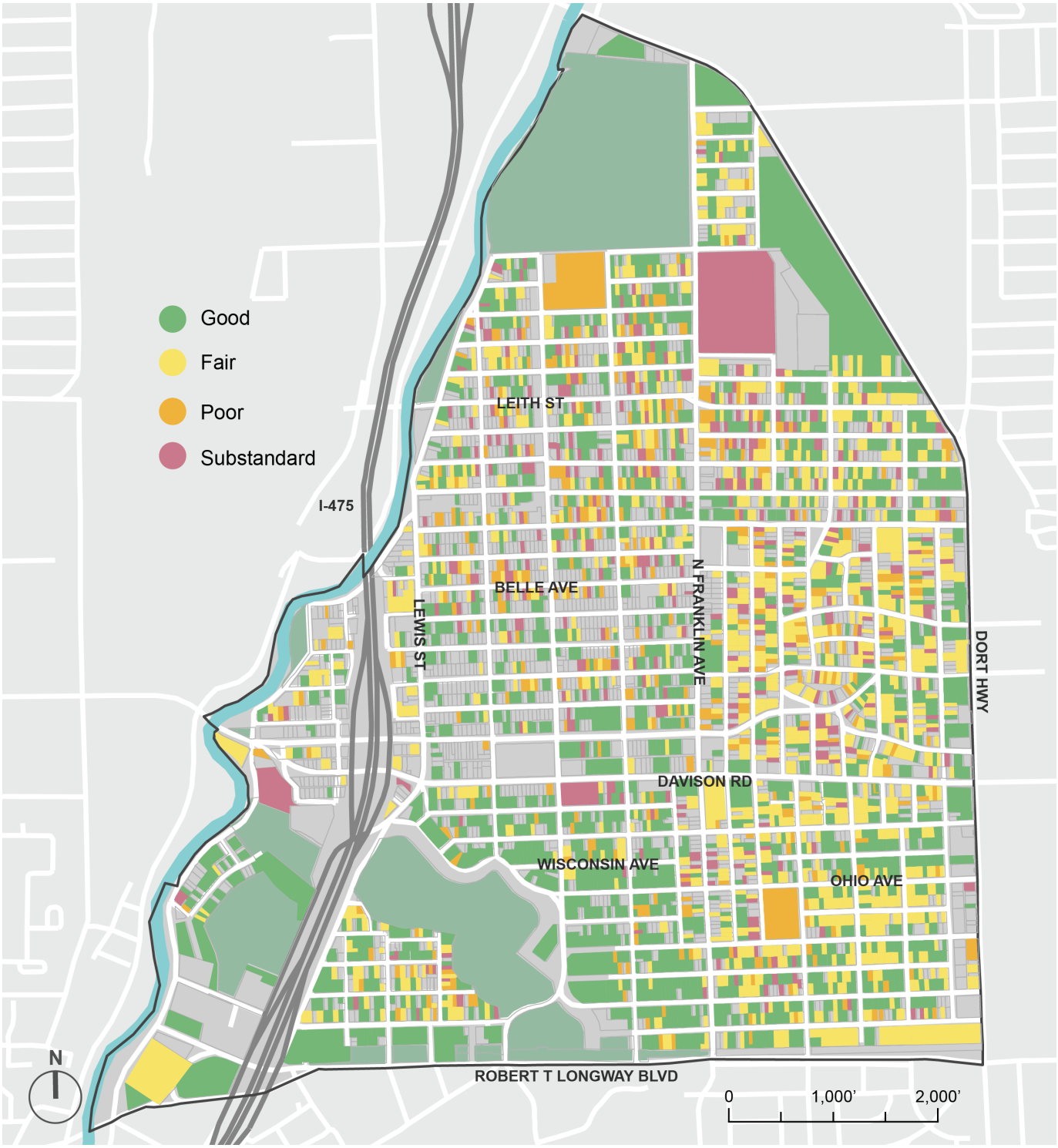

Figure 2.11: Housing Conditions in Eastside[67]

The Flint Property Portal contains land parcel data from both the City of Flint and Genesee County Land Bank (GCLB). The portal is regularly updated and allows community members to add up-to-date conditions. With variables such as parcel ownership, maintenance records, and vacancy accessible through the portal, it is a valuable tool for residents and organizations alike.

As shown in *Figure 2.11* and *Figure 2.12*, 47% of the Eastside housing units were in "good"

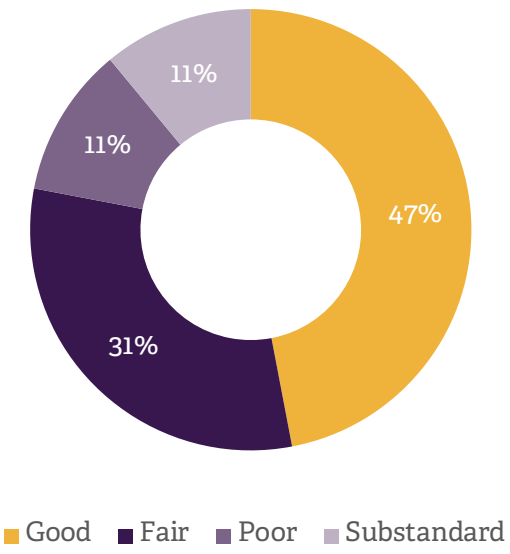

Figure 2.12: Housing Conditions by Percentage in Eastside[68]


Boarded House near Iowa Avenue

condition, 31% were in "fair" condition, 11% "poor," and 11% "substandard" as of March 2019. In contrast, 61% of the housing units in the city of Flint were rated "good."[37] A total of 2,041 parcels were publicly owned in Eastside; 74% were owned by Genesee County Land Bank, and 5.7% were owned by the City of Flint.[38]

IMAGINE FLINT MASTER PLAN AND UPDATED ZONING

Flint is made up of a diverse range of land uses that have developed over the city's history. An important step forward in the city's progress was made in 2013 when the Imagine Flint Master Plan was adopted.

As the first master plan update in over 50 years, the *Imagine Flint* plan provides a framework for future development and neighborhood specific goals. The plan presents twelve "place types," each of which consists of a combination of primary and complementary land uses, development scales, and character. In 2017, these guidelines were incorporated into the city's updated zoning code.[39]

In Eastside, large areas of the neighborhood are designated *Green Neighborhood-1* or *-2*, *Green Innovation-1* or *-2*, or *Traditional Neighborhood-2* (see *Figure 2.13*). *Green Neighborhoods* are low-density, residential neighborhoods with a significant amount of land dedicated to green uses, community gardens, small-scale urban agriculture, and small open space areas. *Green Innovation* zones represent significant redevelopment opportunities to repurpose large vacant areas. Land uses in *Green Innovation* zones are very flexible, but possibilities include heavy industry, light industry, large-scale urban agriculture, research and development, and business. *Traditional Neighborhood* zones are mostly residential with predominantly detached single-family homes.[40]

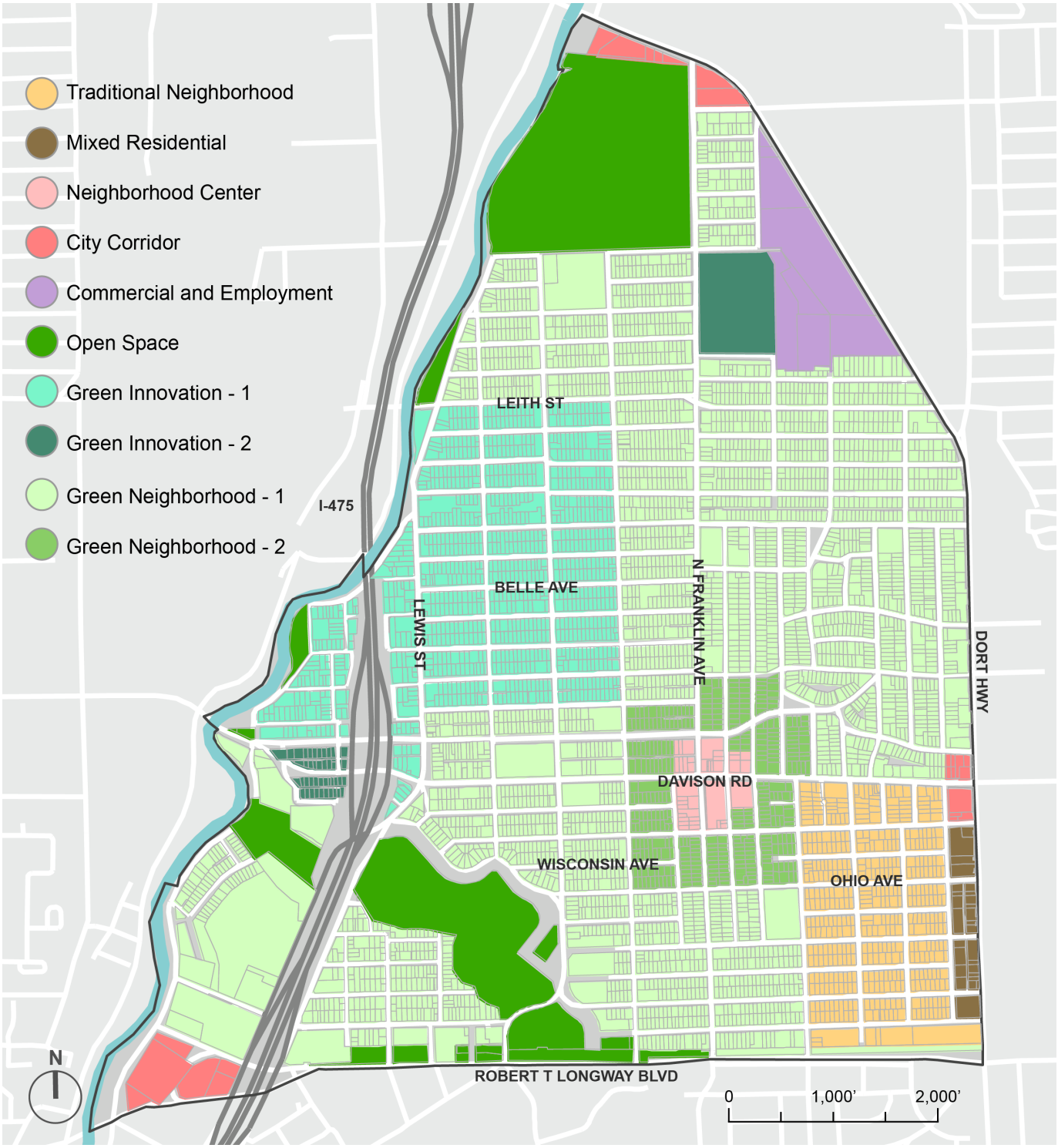

Figure 2.13: Future Land Uses in Eastside[69]

LOCAL FOOD BUSINESSES

As shown in *Figures 2.14* and *2.15*, a combination of grocery stores, corner stores, pharmacies, gas stations, dollar stores, bars, fast food, and sit-down restaurants provide food services to Eastside.

Two discount full-service grocery stores, Fresh Choice Market Place and Save-A-Lot, are located within walking distance of Asbury Church. Fresh Choice opened in September 2015, replacing a Kroger that vacated the location earlier that year.[41] Despite close proximity to these two grocery stores, neighborhood residents still travel to nearby Kroger, ALDI, and Meijer supermarket stores because of the lower prices and better selection.[42] Limited public transportation makes it difficult for the 20% of neighborhood residents who have no car to shop at those stores. Corner stores on Franklin Avenue and Lewis Street sell some groceries, but the inadequate selection does not provide a complete basket of goods, especially in terms of nutritional value.

This neighborhood also lacks options for residents to purchase healthy prepared foods. A review of the drinking places and restaurants listed in *Appendix B* revealed that the menus offer burgers, pizza, fried foods, and similar items.[43] Although these restaurants stay in business by serving meals to willing customers, the lack of healthy prepared foods in the neighborhood still indicates a potential gap in the market that could be filled by new businesses.

Food-Selling Business Type	# of Businesses
Grocery Stores	5
Specialty Food Stores	1
Beer, Wine & Liquor Stores	8
Health & Personal Care Stores	1
Gasoline Stations	5
Other General Merchandise	2
Drinking Places	3
Restaurants/Other Eating Places	7

Figure 2.14: Food and Food-Related Businesses in Eastside



Davison Road & Franklin Avenue

NEIGHBORHOOD SPENDING CAPACITY

Spending capacity of the average Eastside resident is limited, with average household expenditures for the neighborhood estimated at $30,209 in 2018.[44,45,46] *Figure 2.16* shows that average households in the neighborhood spent an estimated $9,466 per year on housing and $3,745 on food, combining to 43.7% of average household expenditures. Overall, household spending across all categories is less than half of national averages.

For food specifically, residents spent a total of $5.2 million on food at home ($2,246 per household) and $3.5 million on food away from home ($1,499 per household). Annual household restaurant expenditures by meal are estimated to be $170 for breakfast, $460 for lunch and $680 for dinner.

NEIGHBORHOOD RETAIL AND SERVICE GAPS

We conducted a retail gap analysis to understand the ability of the neighborhood to support additional retail businesses near the intersection of Franklin Street and Davison Avenue. The analysis compares actual retail sales from

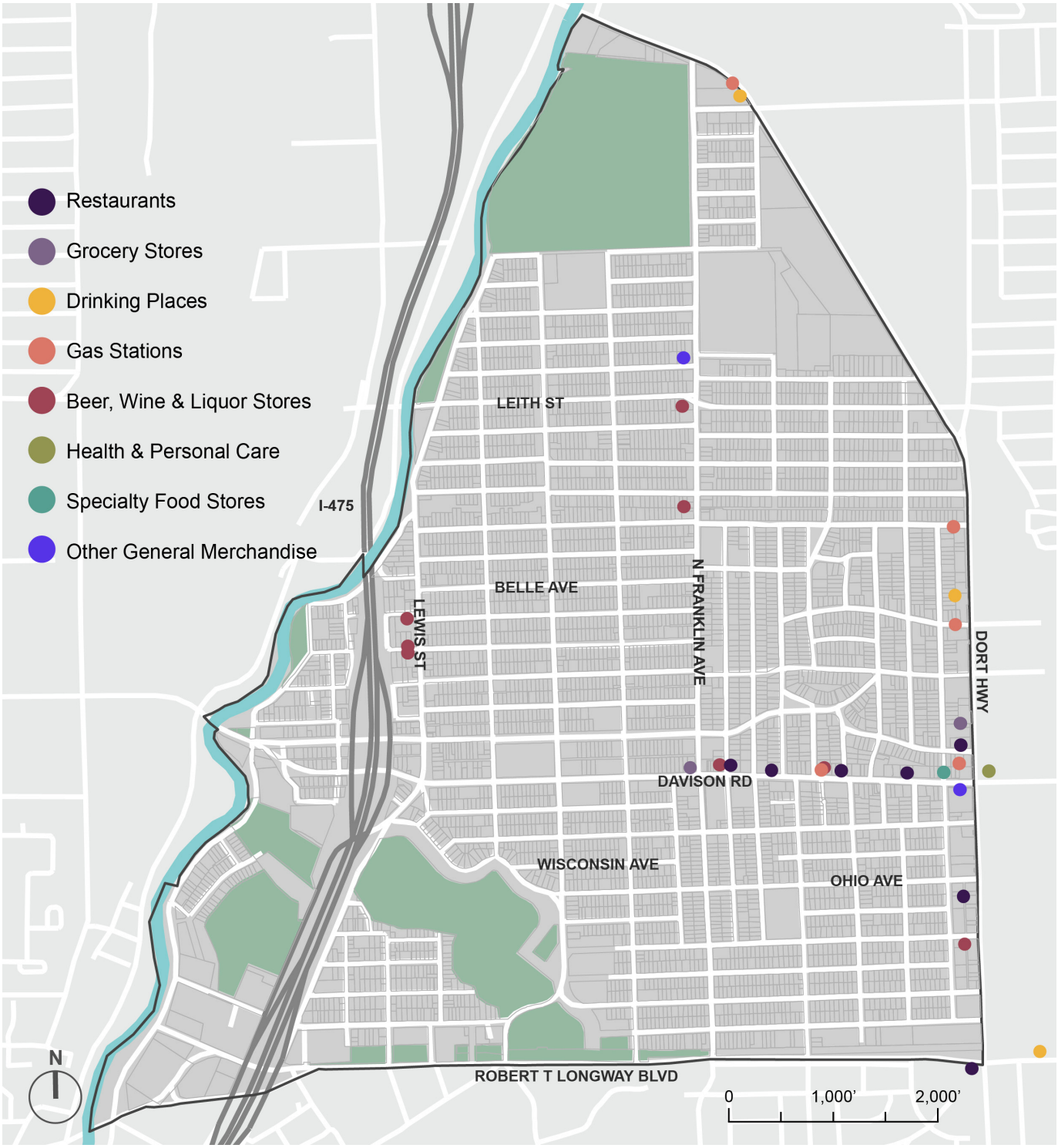

Figure 2.15: Food and Food-Related Businesses in Eastside

	Spending Potential Index (National Average = 100)	Average Amount Spent	Total Amount Spent	Share of Total Expenditures
Total Expenditures	**42**	**$30,209**	**$69,691,113**	**100%**
Housing	44	$9,466	$21,836,987	31%
Food	44	$3,744	$8,638,858	12%
Food at Home	45	$2,246	$5,180,840	7%
Food away from Home	43	$1,499	$3,458,018	5%
Transportation	44	$3,566	$8,227,266	12%
Health Care	42	$2,392	$5,518,936	8%

Figure 2.16: Estimated Household Budget Expenditures for Eastside[70]
Note: According to ESRI Business Analyst, the source for this analysis, "Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100." Consumer Spending data are derived from the Bureau of Labor Statistics Consumer Expenditure Surveys in 2015 and 2016.

NAICS Industry Group	Retail Potential	Retail Sales	Retail Leakage / (Surplus)
Grocery Stores	$6,584,550	$5,322,970	$1,261,580
Lawn & Garden Equipment & Supply Stores	$214,202	$0	$214,202
Florists	$59,816	$0	$59,816
Restaurants/Other Eating Places	$3,844,556	$3,864,532	($19,976)
Specialty Food Stores	$372,055	$1,113,369	($741,314)
Beer, Wine & Liquor Stores (Referred to herein as "Corner Stores")	$534,194	$1,556,876	($1,022,682)

Figure 2.17: Actual vs. Potential Customer Spending in Eastside, 2017[71]

existing businesses with potential consumer spending by type of business, estimating the additional amount that residents could spend locally instead of at businesses outside of the neighborhood. We expanded the study area for this analysis to capture nearby businesses that serve the neighborhood but would otherwise have been missed by strictly adhering to the bounds of our study area (for example, the Save-A-Lot grocery store on the east side of Dort Highway). See *Appendix C* for a map of the retail gap analysis boundaries.

Figure 2.17 shows the results of the retail gap analysis. We found that retail spending gaps exist for 'lawn & garden equipment & supply stores,' 'grocery stores,' and 'florists,' although the magnitude of retail spending gap does not support a stand-alone business for any of those three categories. We found that retail spending surpluses exist for restaurants, specialty food stores, and beer, wine & liquor stores, suggesting that new restaurants might need to pull customers away from existing fast food and restaurant establishments instead of filling an existing gap in supply. Put together, these findings confirm that resident demand for food is being met, but not in a way that supports health and wellness.

TRAFFIC COUNTS

We looked into vehicle traffic counts as one element of retail viability. The intersection of Davison Road and Dort Highway sees the highest traffic volume, with a recorded average daily traffic count of almost 14,000 vehicles per day (VPD) on Davison Road and up to 20,000 VPD on Dort Highway.[47] Franklin Avenue sees around 7,000 VPD north of Davison Road but less than 5,000 south of Davison Road. Furthermore, vehicular traffic on Davison Road drops significantly west of Franklin Avenue.

While vehicle traffic is not the only determination of site suitability, VPD is often listed as a key site selection criteria for many successful retail locations. For example, Panera Bread, Sprouts Farmers Market (a national grocery chain), and REI Co-op list VPD as a key site selection criteria in addition to population and median income.[48,49,50] Signage and marketing efforts would become increasingly important for any Asbury CDC retail space to attract customers as the location moves further away from Dort Highway. See *Appendix D* for a map of neighborhood traffic volumes.

ASSETS

Eastside possesses substantial assets. These include physical assets such as open space, existing businesses, and proximity within the city, as well as connective components such as organizations and institutions.

Acknowledging and incorporating community assets is a key component of this report, allowing for a more comprehensive view into achievable strategies and potential for the area.

Although vacant land (see *Figure 2.9*) is often perceived to be a negative aspect within a neighborhood, it can also be a strength. High vacancies in Eastside have placed a large portion of land in public ownership, providing a greater potential to shape and improve the neighborhood through means such as parcel assembly, side lot revitalization, and more flexible land uses. This vision is laid out in the framework of *Imagine Flint*. Aligning with ongoing strategic planning, the availability of land also could spur more productive use of parcels than under previous ownership, potentially opening the door to essential services and spaces needed in the neighborhood.

In spite of recent disinvestment in surrounding businesses, several important commercial and retail establishments remain in the neighborhood, including the Fresh Choice Market Place, at the corner of Davison Road and Franklin Avenue. Eastside's proximity to downtown Flint, as well as the presence of two MTA bus routes and the Flint River Bike Trail, have the potential to allow easy multi-modal access to services within the wider city.

The presence of several active faith-based and secular organizations is an especially critical asset within Eastside (see *Figure 2.18*). Community organizations, such as Eastside and Franklin Missions, provide much needed assistance to residents where city agencies have been unable to bridge gaps in service. Several neighborhood anchors, including the Hispanic Technology and Community Center, offer an

Organization	Address
Asbury CDC	1653 Davison Road
Eastside Mission	1917 Delaware Avenue
Franklin Avenue Mission	2210 N Franklin Avenue
St. Andrew's Episcopal Church	1922 Iowa Avenue
Triumph Church	1657 Broadway Boulevard
Catholic Community of Flint	2500 N Franklin Avenue
Grace Cathedral Community Church	1709 Nebraska Avenue
Hispanic Technology & Community Center of Greater Flint	2101 Lewis Street
The Porch Project	Resident-Led
Eastside Franklin Park Neighborhood Association	Resident-Led

Figure 2.18: Example Community Organizations in Eastside

array of training and educational resources to area residents.[51] Active groups like the Eastside Franklin Park Neighborhood Association have engaged the City of Flint to implement elements of the *Imagine Flint Master Plan* at the neighborhood level.[52] In addition to the services they provide, these organizations also act as social platforms for the neighborhood, connecting residents and facilitating transfers of information that might otherwise prove difficult.


Pocket Park on Ohio Avenue

CHALLENGES

The Eastside neighborhood faces many issues, ranging from property blight and loss of population to crime and negative community health outcomes. Many of these issues are the result of wider deindustrialization and disinvestment in Flint over several decades.[53]

These challenges have presented obstacles in the daily lives of residents, including clean water access, neighborhood security, and general access to goods and services. Addressing such issues at the neighborhood scale is at the heart of helping residents and strengthening connections.

With the substantial loss of area residents since 2000, Eastside experienced a proliferation of residential and commercial vacancy, as well as the closure of several key community anchors, including Washington Elementary School in 2013. This rise in vacancy, along with constrained city resources, led to increased disinvestment within the neighborhood. Eastside, in particular, experienced higher concentrated blight relative to Flint as a whole, leaving large segments of the area vacant and unmaintained.[54] Home values, even for housing in good condition, declined by nearly 55% in Eastside from 2010 to 2017. Both property and violent crime—often induced by poor visibility and lack of maintenance around blighted properties—increased substantially in Flint during this time.[55]

Because most health indicators are measured at the county and city level, specifying health conditions for a particular neighborhood is difficult. However, it is reasonable to assume that Eastside residents face many of the same negative health outcomes as the city of Flint as a whole. Declining public health in the area was severely compounded with the start of the water crisis in 2014, the health ramifications of which have continued to affect Flint residents' lives. In terms of those health measures available at the census tract level, Eastside as a neighborhood was not substantially different from the city of Flint; however, given the critically low starting point for these measures across the city, identifying key social determinants of health is of central importance to this report.

SUMMARY

Flint's Eastside neighborhood has experienced a dramatic population loss since 2000. Concurrently, incomes and home values have sharply declined while property vacancy has increased, leading to challenges of community safety and stability. This concentrated vacancy was acknowledged in the *Imagine Flint Master Plan,* through which a land use framework was created to help address neighborhood needs with innovative practices, including 'green' initiatives. Exacerbated by the Water Crisis, health outcomes in Flint as a whole have worsened, and it is reasonable to conclude that Eastside residents have experienced these effects in equal measure. With a lack of fresh food vendors in the area, residents often leave the neighborhood for groceries and other everyday needs.

While these conditions pose challenges to the community of over 6,000 residents that call Eastside home, there are also several key assets in the area. These assets, ranging from open space and anchor institutions to community organizations and resident-driven initiatives, will be instrumental in implementing creative programs to improve the health and wellness of the neighborhood.



Delaware Avenue and Iowa Avenue

ENDNOTES

1 Census tracts are geographical areas containing an average of 4,000 residents. Some data in this report has been aggregated between Census Tracts 22, 23, and 26 and weighted by population to accurately reflect census estimates.

2 While the ACS provides the most up-to-date information, estimates do contain a margin of error, which can be found in the original tables cited in each section. All ACS data, unless otherwise noted, refer to the most recent 5-Year (2013-2017) rolling estimates.

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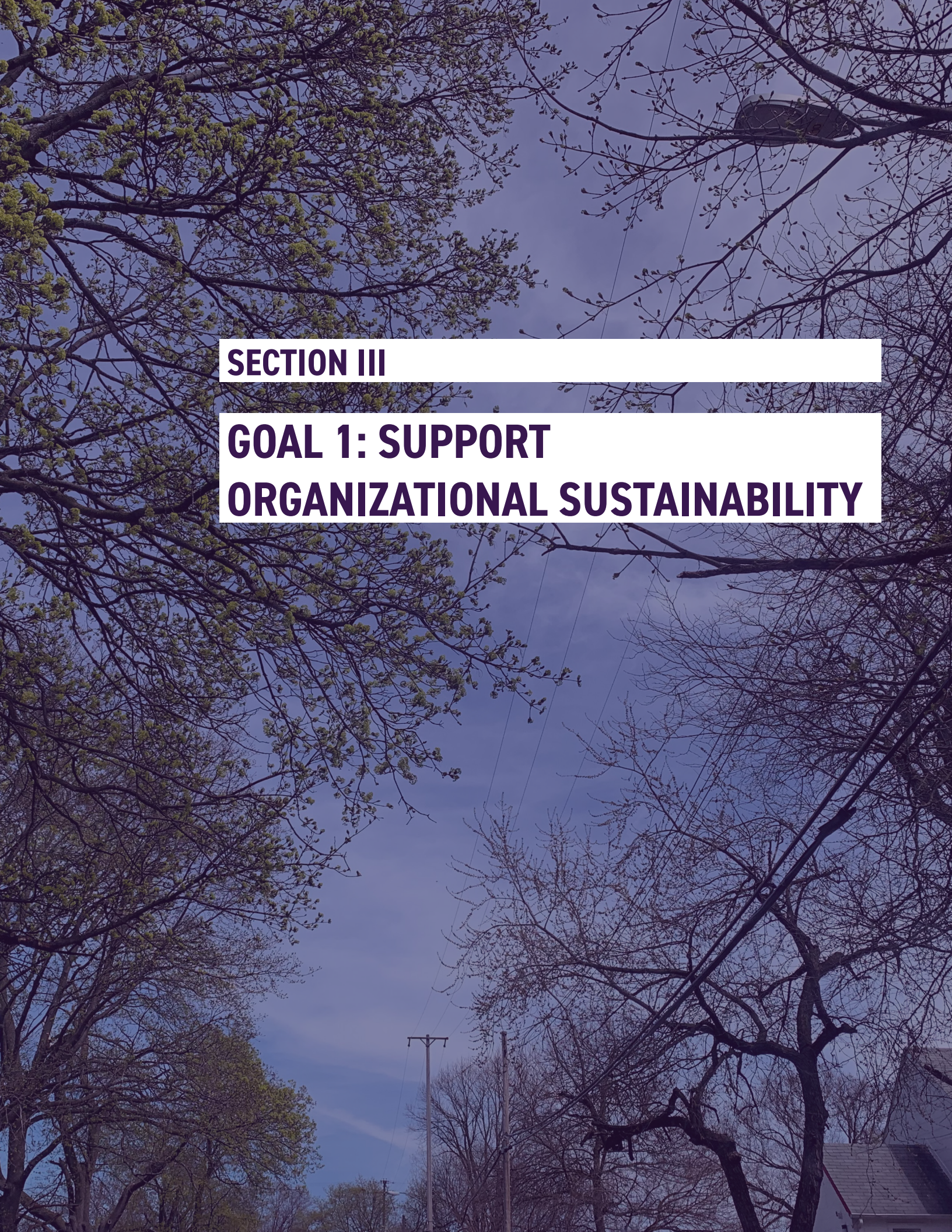


SECTION III

GOAL 1: SUPPORT ORGANIZATIONAL SUSTAINABILITY



Asbury CDC Hoop Houses along Jane Avenue

GOAL 1: SUPPORT ORGANIZATIONAL SUSTAINABILITY

Asbury Community Development Corporation (CDC) aims to be a hub for community health and wellness in Flint's Eastside. Its location near the intersection of Davison Road and Franklin Avenue places it near the neighborhood's center of activity. As one of Flint Cares's three *Help Centers*, the organization also distributes free resources to Flint residents, including healthy food, bottled water, and access to other services.[1] Asbury CDC's urban farm and pay-what-you-want (PWYW) café increase access to healthy foods, and nutrition and cooking classes equip families with the tools to adopt healthier diets. Along with hosting physicians and dentists for health clinics, these activities support Asbury CDC's stated goal to become "a center for health, wellness, and literacy solutions."[2] Building on the positive contributions that Asbury CDC makes in its community, the strategies outlined in this chapter support Asbury CDC's current initiatives and provide guidance on how to approach expanding into new programs and services.

IMPORTANCE OF COMMUNITY ENGAGEMENT

Beyond any single strategy or recommendation, genuine community engagement is the most fundamental component to ensuring organizational sustainability. Engagement involves residents defining their neighborhood's assets and goals, assuring that CDC programs truly reflect community preferences. It promotes community buy-in and support, which is vital to long-term sustainability. Approaches like asset-based community development (ABCD), for example, involve a participatory process through

which residents identify a community's strengths and resources. Through ABCD, CDCs can serve as facilitators for this process, empowering residents to have an active role in shaping what development looks like in their community.[3]

Authentic community engagement is a continuous process. By continuing to revisit and refine its community engagement practices, Asbury CDC can ensure that its impact goes beyond organizational success, promoting success and development for the community as a whole. Given the importance of community engagement, many of the *Goal 1* strategies and recommendations that follow include suggestions for incorporating resident participation.

STRATEGIES

1. **Ensure Organizational Capacity**
2. **Test New Opportunities**
3. **Expand and Diversify Urban Agriculture Operations**
4. **Create Brand Identity**

We cultivated four strategies to align with both Asbury CDC's strategic plan and the five social determinants of health described in *Section I*. As shown in *Figure 3.1*, the four strategies address Economic Stability, Social and Community Context, Health and Health Care, and Neighborhood and Built Environment.

	Economic Stability	Education	Social and Community Context	Health and Health Care	Neighborhood and Built Environment
Ensure Organizational Capacity	●	○	●	●	○
Test New Opportunities	●	○	○	○	○
Expand and Diversify Urban Agriculture Operations	●	○	○	○	●
Create Brand Identity	○	○	●	○	○

Figure 3.1: Alignment of Goal 1 Strategies with Social Determinants of Health

STRATEGY 1: ENSURE ORGANIZATIONAL CAPACITY

Asbury CDC has been able to bring resources, services, and funding to the Eastside. As Asbury CDC continues to expand its operations and services, it can learn lessons from other CDCs who have merged, downsized, or closed their doors. When such organizations fail, there often are no other players willing to fill the services and activities that they provide to the neighborhood.[4] Reasons for failure amongst CDCs can include external factors, such as market forces, competition for resources, and city policies, and organizational factors, such as the ability of the organization to pivot, reliance on funding sources, internal management, and staff and board capacity. While some of these external factors are outside of an organization's control, studies reveal that preparation and responses can help organizations thrive despite external challenges.[5]

EASTSIDE FRANKLIN PARK NEIGHBORHOOD ASSOCIATION

When identifying strategies to support Asbury CDC's work, we considered the work of the Eastside Franklin Park Neighborhood Association (EFPNA) (see *Figure 3.2*). This organization, with City of Flint planners, created a neighborhood plan that aligns with the future land uses and goals set forth in the *Imagine Flint Master Plan* (2013). The neighborhood plan identifies several projects that complement Asbury CDC's goals, including:[31]

- Participate in the Genesee County Land Bank's *Clean & Green* program;
- Implement a pilot facade-improvement grant program to renovate storefronts and signage along Franklin Avenue and Davison Road;
- Promote a 'shop local' awareness campaign with a reinvigorated Eastside Business Association;
- Expand existing community mentor programs, such as Big Brothers Big Sisters and promote 'play days' at at community spaces;
- Pilot a community garden program, and collaborate with local businesses to sell produce.

Strategies for *Clean & Green* participation and community gardening align with Asbury CDC's existing programs, creating an opportunity to join forces and collaborate. In fact, Asbury CDC already serves as a fiduciary for EFPNA's *Clean & Green* participation. Asbury CDC can also consider the City of Flint's facade improvement grant program and 'shop local' initiative when determining the location, programming, and awareness campaign for any possible new ventures.



Figure 3.2: Eastside Franklin Park Neighborhood Association Plan

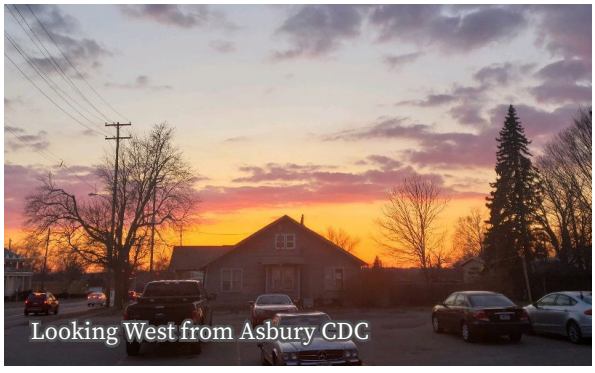
To prepare for these present and future challenges, some best practices include:

- **Expand connections within the community to maintain community support.** As a CDC, consider the long-term implications of activities in order to ensure equitable development within a neighborhood. The loss of community support can lead to a loss in trust and funding;[6]

- **Focus on developing core competencies before diversifying types of activities.** Studies about CDC successes and failures recognize the need for balance between diversifying and specializing.[7] Diversifying activities can expand potential funding sources, but organizations may need to consider tradeoffs. New activities should play to the staff strengths and have financial support (See *Case Study 1: El Mercado*).[8]

- **Develop collaborative, trusting relationships with funders, partners, and residents.** Building trusting partnerships in a culture of scarcity may take time but would support the resiliency of an organization. Coordinating with other service providers can allow organizations to provide more holistic and well rounded support.

- **Match responsibilities of board and staff with investment in professional growth.** CDCs tend to overstretch staff responsibilities without matching the need for training and increased compensation. In small organizations, replacing talented staff can prove particularly difficult.


Looking West from Asbury CDC

RECOMMENDATIONS

ENHANCE COMMUNITY SUPPORT

Expanding on Asbury CDC's dialogue with residents ensures the viability of the organization as a community-based organization. Inviting residents to join various committees can create direct dialogue with residents and build capacity through grassroots efforts. Quarterly neighborhood meetings could help Asbury CDC maintain awareness of the community's vision and needs and reach beyond its existing network. Holding meetings in locations other than Asbury Church could help draw in additional residents. To gather a wide range of input for new initiatives, test interactive and informal tabling techniques at key neighborhood locations, such as bus stops or block parties. Partnering with existing volunteer efforts demonstrates commitment to the community, building trust and developing stronger relationships. See *Case Study 2: Columbia City Revitalization Committee* and *Appendix E* for more resources.

LEVERAGE STAFF TALENTS

While diversifying activities and funding sources can strengthen a CDC, each new service, program, and partnership requires additional staff capacity to manage. Understanding funding requirements, staff and volunteer capacity, and impact to the community can help Asbury CDC prioritize and phase in new projects. By phasing in new projects incrementally, Asbury CDC can assess impact with its funders before fully incorporating them into its programming. Providing periodic training opportunities can build and diversify staff talents and help to retain experienced staff. 'Cross training' staff, or training staff members in various skills and programs, would ensure that multiple people understand the demands of other roles. Distributing responsibilities can help prevent gaps in program knowledge when an experienced staff member leaves. Creating a program guide for each new program to help train new staff members is one way to promote cross training.

Such a guide could describe partners, funding sources, and other relevant details, which could reduce knowledge loss during changes in staffing.

DEVELOP CAPACITY OF BOARD OF DIRECTORS

Asbury CDC benefits from an engaged board of directors and talented staff, but including more residents, funders, and partners could add a broader perspective to the board. Certain funding sources require the inclusion of low-income residents on boards of directors (see *Community Housing Development Organization* in *Section V*). According to NeighborWorks America, effective boards help to question assumptions, challenge conclusions, expand networks and resources, and measure impact.[9] Some practices of good board governance include the inclusion of term limits and cycles, active standing committees, and evaluation of board members and the executive director (see *Appendix F*). Incorporating such practices could help strengthen the organization and position it to anticipate unforeseen challenges.

EL MERCADO

San Jose, California

CASE STUDY 1

Bickerdike Redevelopment Corporation, founded in 1967, has a reputation as a strong and progressive CDC near Chicago's northwest side, developing affordable housing, promoting economic development, and supporting community advocacy.[32] In the early 1990s, Bickerdike started 'El Mercado,' a public market, with the goal of bringing Latin American food, once difficult to access, to the majority Latinx neighborhood. A series of booths supported new local entrepreneurships and resident jobs. El Mercado opened in 1992, but by 1995 the project had lost so much money that it posed a risk to the parent organization. Fortunately, strong financial reserves prevented the project from shuttering the organization. It took a change in leadership to restructure the project and sustain Bickerdike Redevelopment Corporation.

According to Bob Brehm, founding executive director behind El Mercado, Bickerdike made several mistakes:[33]

- Misjudged the popularity of the public market, and more importantly, misjudged community interest and purchasing power;
- Failed to conduct a rigorous and realistic risk assessment to understand the true feasibility of the project;
- Assumed that their housing expertise would transfer to a retail development, but the network and skills necessary differed greatly. Even though they had related skills, they overestimated their capacity to embark on a radically new project. Partnering with a public market or retail expert would have mitigated this risk;
- Incorporated too many objectives into an admirable vision of the project, which ultimately meant not successfully meeting any of them.

COLUMBIA CITY REVITALIZATION COMMITTEE

Seattle, Washington

CASE STUDY 2

In 1995, two popular restaurants in the Columbia City neighborhood of Seattle, Washington closed their doors, seemingly signaling the failure of the business district after years of decline despite a number of efforts from the city to revitalize the area.[34] In response, about 20 residents and business owners founded the Columbia City Revitalization Committee and met monthly to discuss Columbia City's strengths, weaknesses, and what actions they could take. With the help of the City of Seattle Department of Neighborhoods, the group used an asset-based community development approach to host an open meeting and identify potential revitalization projects. The committee's policy of 'self-management' indicated that all members of the community had the right and responsibility to invest in neighborhood improvement in the ways they believed would be most important. The meeting took shape as an International Pancake Breakfast and Town Meeting in a local restaurant. 150 participants brainstormed projects together and then voted on ideas by joining discussions.[35] Rather than holding a group vote or prioritizing ideas, each group was responsible for carrying out the project they chose. This first town meeting led to at least six completed projects including the Columbia City Farmers Market, an annual garden tour, and an annual barbecue cook-off. A mural project in partnership with the South East Seattle Arts Council commissioned artists to paint images of businesses on boarded and vacant buildings. The project was so convincing that new businesses moved into all of the vacant buildings within one year (See *Figure 3.3*).

The strength of the Columbia City Revitalization Committee stemmed from its empowering community-led model, which employed the following key practices:

- Employ a grassroots approach;
- Focus on neighborhood assets;
- Involve the whole community;
- Lead efforts, but work collaboratively.



Figure 3.3: Rainier Avenue in Columbia City, 2013[36]

STRATEGY 2: TEST NEW OPPORTUNITIES

Asbury CDC is exploring new opportunities to grow its services, connections and visibility in the community. *Section II* shows that the Eastside neighborhood has certain service and retail gaps, which present opportunities for Asbury CDC to respond with a combination of partnerships, programs, and potential retail services. However, starting a small business is a risky and expensive proposition. According to a 2014 study, 19% of all startup businesses close within a year, and the median life of a small startup with less than five employees is four years.[10] These risks are especially pronounced in neighborhoods like Eastside, where residents have limited purchasing power. This strategy provides recommendations that support Asbury CDC's efforts to expand its programming while mitigating many risks associated with starting new business ventures.

RECOMMENDATIONS

TEST THE MARKET

Before making any significant financial commitments, Asbury CDC should first learn about demand for its services with a series of resident surveys, discussions with local business leaders, and product testing with local residents. For example, Asbury CDC could test the potential for an Asbury Café by expanding its operating hours and advertising to residents. It is also crucial to understand what a reasonable market capture will be for any new business (see *Figure 3.4*). Consider this: a new restaurant with $500,000 in annual sales would account for almost 10% of estimated restaurant expenditures for the neighborhood (see *Figure 2.16* in *Section II*). Achieving this target would require significant operational and marketing efforts considering that current restaurants already exist in close proximity to likely sites near Asbury CDC.

PARTNER WITH EXISTING BUSINESSES

Instead of starting a new business venture, Asbury CDC could partner with existing businesses to provide healthier food to the neighborhood. For example, it could pilot a healthy corner store initiative that provides produce and healthy prepared foods for local corner stores to sell (See *Case Study 3: Healthy Corner Store Initiative*). Similar models have been successful in Philadelphia, Cleveland, and West Oakland, California.[11,12,13] In addition to providing food, successful programs also partner with nonprofit organizations to provide corner stores with marketing and technical assistance to improve in-store produce displays, grants to fund initial produce purchases, and programming like cooking classes and blood pressure checks. In June 2016, the U.S. Department of Agriculture published a *Healthy Corner Stores Guide* that would be a good resource for Asbury CDC.[14]



A Neighborhood Corner Store on Lewis Street

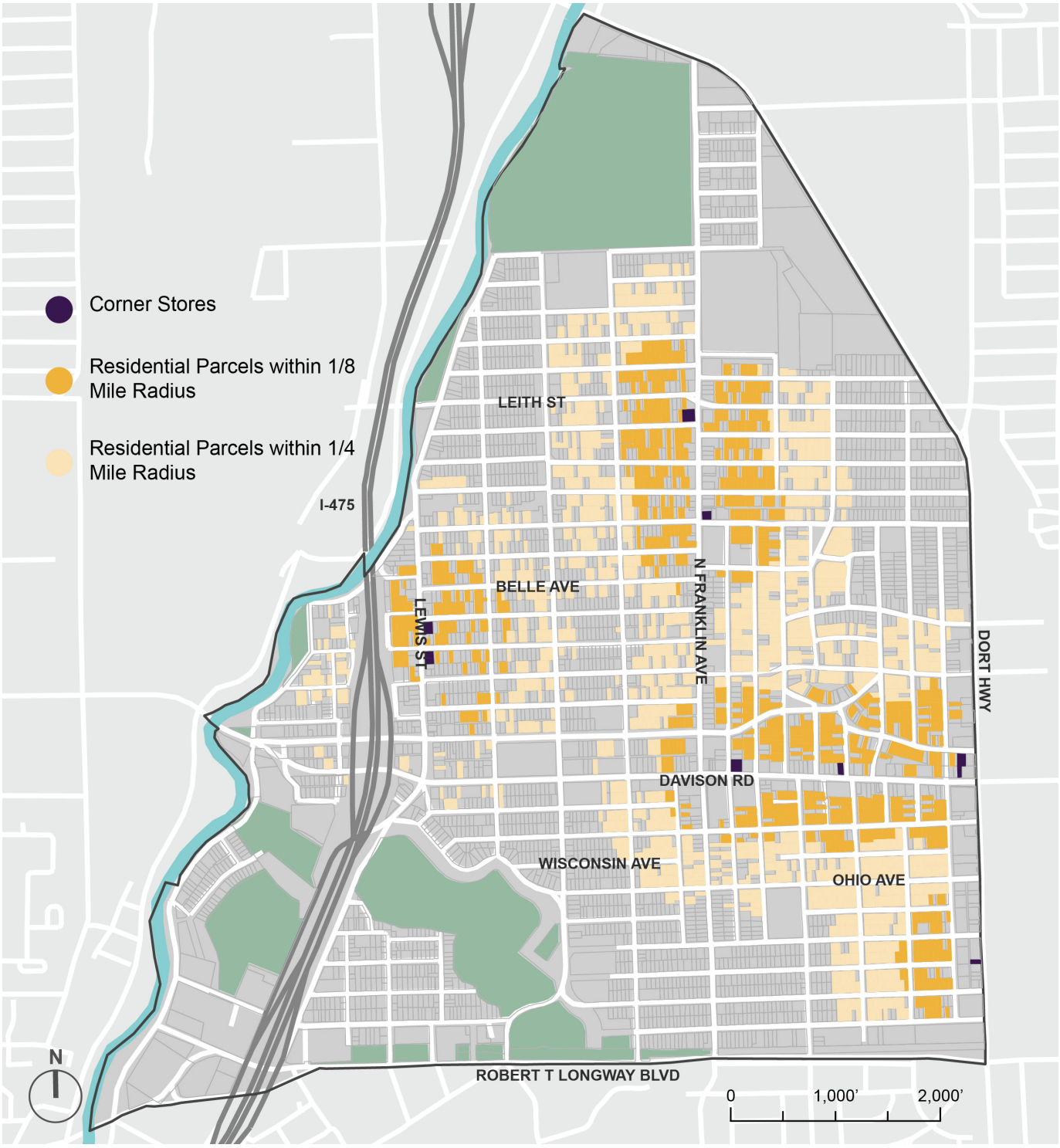


Figure 3.4: Potential Residents Walking Distance from Corner Stores, Eastside, 2018

HEALTHY CORNER STORE INITIATIVE

Philadelphia, Pennsylvania

CASE STUDY 3

The Healthy Corner Store Initiative used education and direct marketing at corner stores to motivate youth and adults to purchase healthier items (see *Figure 3.5*).[37] After an initial pilot in 2004, it expanded its network of participating corner stores to 600 throughout Pennsylvania and New Jersey by 2010. Its approach included:

- Training and technical assistance to store owners;
- Marketing healthy messages to youth and adults;
- In-store nutrition education lessons;
- Educating youth in schools near targeted corner stores to reinforce healthy messages;
- Connecting corner store owners to local farmers and fresh food suppliers;
- Partnering with a local health care provider to offer free blood pressure checks and health referrals at select corner store locations.

The Healthy Corner Store Initiative received direct support from the Department of Public Health's *Get Healthy Philly* initiative, with additional support from the Pennsylvania Department of Community and Economic Development, congressional representatives, the Philadelphia Department of Commerce, the AstraZeneca HealthCare Foundation, and Jefferson University's Center for Urban Health.



Figure 3.5: Healthy Corner Store Initiative, Philadelphia, Pennsylvania[38]

COMBINE COMPLEMENTARY SERVICES

If Asbury CDC pursued the creation of a new site or retail initiative, it could combine multiple uses that maximize use of the space and qualify for multiple funding sources. As discussed in *Section II*, the neighborhood has limited capacity to support a new single-use business venture. Many low-income areas served by CDCs face similar issues. For example, The Commons in Detroit, Michigan; KULA Café in Asbury Park, New Jersey; and Greensgrow in Philadelphia, Pennsylvania combine laundromats, coffee shops, restaurants, and garden supply stores with nonprofit programs that lack revenue sources (see *Case Study 4: The Commons*).[15,16] Residents participating in the *Eastside Franklin Park Neighborhood Plan* suggested that the area lacked specific businesses including medical services and a laundromat.[17] Asbury CDC could explore these options when deciding how to best program a new campus space. Asbury CDC could also enlist a local entrepreneur to run the complementary services as a separate business, instead of starting a new venture itself.

THE COMMONS
Detroit, Michigan

CASE STUDY 4



Figure 3.6: The Commons Development at 7900 Mack Avenue in Detroit, Michigan[40]

The Commons is a combined coffee bar, coin-operated laundromat, literacy room, and community meeting space operated by Mack Avenue Community Church (MACC) Development, a faith-based community development corporation. Completing this space is the first step in a retail corridor plan that the organization created with extensive community engagement. MACC purchased the 12,000 square foot former warehouse for $500 from a tax auction in 2010 and plans to spend $1.5 million to complete The Commons and renovate the rest of the warehouse to hold Mack Avenue Community Church and staff offices (see *Figure 3.6*). Funding for the project is estimated to be as follows:[39]

- **60% from grants**, including from the Kresge Foundation, Michigan Economic Development Corporation, and various local foundations and charitable groups;
- **10-20% from neighbors and individual donors**, including donations from crowdfunding site Patronicity;
- **20-30% financing from IFF**, a community development financial institution (CDFI).

MACC Development will also partner with neighboring Mt. Zion Missionary Baptist Church to create a community park on a nearby vacant lot.

The Commons demonstrates that CDCs must attract a diversity of programming, stakeholders, and financial partners to catalyze change through real estate development in areas that have suffered from disinvestment. This example also points to the importance of community engagement to understand neighborhood service gaps.

Potential Venture	Rationale
Laundromat	• The *Eastside Franklin Park Neighborhood Association Plan* also lists this as a potential need for the community.[41] • Operators like Lakeside Laundry and Coinmach offer full-service equipment leasing solutions as simple ways to offer this service to residents.
Coffee Shop or Internet Café	• Coffee shops function as business meeting spaces, community gathering spaces, and internet access points. • Coffee shops require fewer perishable supplies and less preparation space than full-service restaurants.
Produce Stand	• Residents have indicated a lack of good quality produce in existing grocery stores.[42] • Although Asbury CDC tried a stand-alone outdoor station with limited response from residents, a produce stand inside a multi-function community space could see more demand.
Home and Garden Supply Store	• Data have indicated that no such store currently exists in the neighborhood, so residents purchase these goods elsewhere (see *Figure 2.17* in *Section II*). • Dedicating a small section of a community space to home improvement and gardening supplies would meet a need of community gardeners and urban agriculture operations as they expand in the neighborhood.
Takeaway Café	• Pre-prepared foods allow for lower staff requirements and more flexibility for space requirements. • Fewer tables require lower upfront cost and less space. • Asbury CDC has a commercial kitchen and experienced executive chef, placing this business within its core competency.

Figure 3.7: Complementary Uses for Expanded Asbury Campus Location

CONSIDER ALTERNATIVES TO A PERMANENT LOCATION

If Asbury CDC's goal is to provide greater access to healthy prepared foods in the neighborhood, there may be more cost-effective and flexible options than a permanent 'brick and mortar' location. The *Imagine Flint Master Plan* (2013) also recommends mobile markets and grocery van delivery as a best practice to increase access to produce.[18] We provide examples below for alternative methods to a permanent location that Asbury CDC should explore if it decides to begin a new food-focused business. While these examples focus on food services, they are also applicable to other businesses like a laundromat, produce stand, or coffee shop.

ALTERNATIVES TO BRICK AND MORTAR

EXPANSION WITHIN ASBURY UNITED METHODIST CHURCH

Asbury CDC opens its café in Asbury United Methodist Church from 11:00 a.m. to 2:00 p.m. on Fridays, but its customer base is currently limited to select individuals who hear about it through word of mouth (see *Figure 3.8*). By expanding its hours of operation, investing in exterior signage, and advertising, Asbury CDC may be able to attract more customers with limited upfront costs.



Figure 3.8: Asbury Café's Current Space

SHORT TERM RENTAL (AKA 'POP-UP')

Negotiating a short-term rental of a few months, instead of several years, will reduce long-term financial obligations. Pop-up locations also require less up-front investment because the installations are not permanent (see *Figure 3.9*). A temporary location allows Asbury CDC to test business sales potential in the neighborhood and gain experience on a small scale.



Figure 3.9: Honeycrisp Fried Chicken Pop-Up in Amherst, New Hampshire[43]

FOOD TRUCK OR CONCESSION TRAILER

This option is much less expensive than opening a permanent café location. Its transportability would allow Asbury CDC to test different locations and meet customers where they already gather instead of pulling them to a fixed location (see *Figure 3.10*). Asbury CDC could also continue using its existing commercial kitchen as a preparation space without the need to rebuild or relocate into a new space.



Figure 3.10: Fresh Food Generation Food Truck[44]

TEST PRICING MODELS

Asbury Café operates on a 'pay-what-you-want' (PWYW) model, where the menu lists suggested donations, but customers receive service regardless of ability to pay. Conventional thinking about PWYW models is that altruism will cause those who are able to overpay to subsidize meals for those that are not able to pay listed prices. However, a 2009 study demonstrated this is not necessarily the case.[19] Instead, prices paid by customers are more a function of the buyer's level of loyalty, price consciousness, and income than concerns over fairness or altruism.[20] This study noted one exception: altruism had an impact in repeated purchases of hot beverages at a delicatessen where most customers knew the owner well.[21] Asbury CDC's ability to establish close and repeated contact with customers and residents can enhance the effectiveness of the café model. Case studies for Panera Cares (see *Case Study 5*) and SAME Café (see *Case Study 6*) illustrate the challenges that other PWYW cafés have faced and what Asbury Café could learn from those experiences.

PANERA CARES

Boston, Massachusetts

CASE STUDY 5

Panera Bread Company began opening 'pay-what-you-want' stores in 2010 (see *Figure 3.11*). Their model was to list suggested prices for items but encourage those who were able to pay more to do so. When this did not work as well as expected, the cafés started allowing people to volunteer for an hour to pay for a meal. Despite other changes, Panera could not get stores to break even and closed all but one remaining Panera Cares (located in Boston). One unexpected challenge was that people who were not food insecure were hesitant to eat with people who were food insecure. Although this program did not achieve positive results, this case provides lessons for Asbury CDC as it considers expanding its own PWYW café operation.[45]



Figure 3.11: Panera Cares Storefront[46]

SAME CAFÉ

Denver, Colorado

CASE STUDY 6

Founded in 2006, the SAME (So All May Eat) Café is the first nonprofit restaurant in Denver, Colorado. Its mission is to create community through better access to healthy food. It does not have set prices and allows guests to choose their method of "participation in the community." In exchange for meals, guests may volunteer time, provide produce, or donate money (see *Figure 3.12*).[47] In 2019, SAME intended to launch a food truck, which would double as a mobile food market, to bring food to Denver's homeless population and areas with lower access to healthy food.[48]

SAME Café's business model does not sustain its operations through food sales alone. Instead it relies on philanthropic support to ensure that it can provide food to everyone who walks through its doors, regardless of ability to pay. It reported $252,694 of revenues in 2017, $2,962 of which came from direct food sales. Its primary sources of revenue were $151,083 from individual and board contributions, $52,267 from foundation and corporate awards, $26,315 from special event income, and $17,000 from in-kind donations. Program services, including payroll, occupancy, food, etc. were $204,233 for the year.[49]

The case of SAME Café exemplifies the trade-off that Asbury CDC would face between sustaining operations with sales and creating a restaurant that is accessible to residents with limited ability to pay. If Asbury CDC decides to expand its current pay-what-you-want café, it could consider establishing a plan for securing long-term operational support from individual donors, board members, and philanthropic organizations.



Figure 3.12: SAME Café with Mission Statement[50]



Interior of Asbury CDC's Hoop House

STRATEGY 3: EXPAND AND DIVERSIFY URBAN AGRICULTURE OPERATIONS

Moving forward, Asbury CDC can take steps to further develop its urban agriculture programs to increase revenue, strengthen local partnerships, and enhance the local healthy food economy. Urban agriculture plays a vital role in Asbury CDC's existing programming. The Asbury Farm (also called the *Flint Farming Project*) and *MyFlintStones*—a program that allows people to work in exchange for tokens that can either be donated to the *Flint Farming Project* or used to purchase fresh produce from the farm—are opportunities to earn revenue or partner with community institutions while also promoting healthy, accessible food options for neighborhood residents.[22]

Within this strategy are key recommendations to expand Asbury CDC's urban agriculture operations, supported by relevant case studies and potential implementation partners. These recommendations build upon Asbury CDC's existing programs, identifying additional revenue streams, community engagement methods, and related programming. They also propose new operations and programs that complement Asbury CDC's existing work. One recommendation, for example, involves developing a community supported agriculture (CSA) program. CSAs are a way for residents to have access to local, healthy food by buying a 'share' in a farm's produce. During the growing season, this 'share' of produce is set aside for CSA members to pick up on a regular schedule—usually once a week. Recommendations, like this one, leverage Asbury CDC's existing agricultural expertise and assets to grow and develop their operations.

Sustaining and expanding Asbury CDC's agricultural operations is a critical strategy

to support community health and wellness. Urban agriculture creates multifaceted outcomes and has the potential to support a community's physical and psychological health and engagement with the food system.[23,24] It can increase residents' access to and knowledge about nutritious food and healthy cooking, while promoting community cohesion.[25] For a more robust discussion of land use strategies for expanding urban agriculture and to further research its effect on community health and wellness, see *Strategy 1* in *Section IV: Goal 2*.

RECOMMENDATIONS

INCORPORATE COMMUNITY THROUGHOUT EXPANSION

As Asbury CDC expands its agricultural operations—in terms of both programming and land use—maintaining a grounded, authentic connection to the interests of the community becomes even more important. While the organization might acquire more land or increase its revenue through agricultural sales, it can ensure that the community shares in these

Potential Programs	Methods
Offer a **discount on produce for residents** living near hoop houses. This offers a benefit to residents who might experience adverse effects of hoop houses (increased noise or traffic, for example). See *Appendix G* for implementation ideas.	Conduct regular **asset-based surveys** or community sessions to collectively identify neighborhood strengths, resources, or challenges with residents. Assets can range from residents' skillsets or specialized knowledge to regularly-traversed pathways that could be routes for neighborhood connectivity—and residents have the most intimate knowledge of what assets their neighborhood has. See *Section VI* for discussion of asset-based community development and *Appendix H* for example surveys.
Consider converting some of Asbury CDC's agricultural-focused land to a **community land trust** (CLT). This can allow Eastside residents to have a stake in the community's development if Asbury CDC were to increase its property ownership. See *Community Land Trusts* (on page 58) for more information.	Incorporate **community-led evaluation** into expansion steps. This can be as simple as hosting a neighborhood meeting at the end of a program or growing season to solicit feedback or co-creating benchmarks and metrics for success with residents prior to a new program and asking residents to evaluate the program afterwards.
Reserve a portion of Asbury Farms produce for a **weekly neighborhood donation** in the style of a food bank. While the majority of produce from farm operations may be sold for profit, this ensures that access to healthy food is also continuing to increase for residents.	Design **community engagement sessions** to understand neighborhood priorities for agricultural programs or products. Ask residents to suggest ideas for transforming open spaces within the neighborhood. See *Appendix E* for further discussion of community engagement methods.

Figure 3.13: Recommendations for Incorporating Community Engagement into Agricultural Programs

COMMUNITY LAND TRUST

Developing a community land trust (CLT) is a potential long-term strategy for neighborhood organizations, in which land is held in a 'trust' to meet future community needs such as housing, public amenities, and open space. When used effectively, CLTs prioritize community sustainability and stability over short-term growth and private profits.[51] Land stewardship, or caring for the land, can assure that land will only be developed and used to benefit the community.[52] An important component in the CLT model is the preservation of community-oriented space and affordability. This is accomplished through leasing property to residents on a long-term basis. While CLTs are often used to promote affordable housing stock in neighborhoods, they can also be used to preserve and manage properties for other uses, including community space, recreation areas, and urban agriculture.

Creating a CLT could be a long-term consideration for Asbury CDC in order to continue equitable management of property in the future. Identifying community partners and sources of funding is an essential first step in this process, as many CLTs operate as nonprofit community-based organizations and rely on strong connections with area partners. Local neighborhood organizations, universities, and the City of Flint would be valuable resources to engage in the early stages of exploring feasibility of a CLT. Establishing a land trust at the outset is important to acquire land at an affordable price and to ensure affordability for future community members.

benefits through a number of programs, some of which are listed in *Figure 3.13*. Additionally, Asbury CDC can incorporate the community's vision into expansion by conducting participatory asset-based community development (ABCD) community engagement sessions, or community evaluation. Engaging residents throughout this process will promote genuine community-centered development.



Asbury CDC's Hoop House on Jane Avenue

CREATE YOUTH-CENTERED URBAN AGRICULTURE PROGRAMMING

This strategy involves partnering with local schools or existing programs such as the *Mr. Gaines Gardening Program PLUS* to implement an urban gardening program specific to the Asbury farm.[26] Youth-centered programming can offer a steady commitment of student volunteer hours each week. These hours can be dedicated to farming, composting, and learning about cooking with fresh produce. Programming can be tailored to adhere to a school's curriculum, and partner institutions can provide additional funding (see *Youth Community Gardening Programs* on page 50).

STRENGTHEN AND VARY DEMAND FOR PRODUCE

A key strategy to ensuring steady, long-term demand for Asbury CDC's agricultural products is to expand and diversify its partners. This should include increasing wholesale accounts with retailers such as Michigan Farm to Freezer

MICHIGAN FARM TO FREEZER

Detroit, Michigan

CASE STUDY 7

Michigan Farm to Freezer partners with small- to mid-sized Michigan farms to prep and flash-freeze their produce (see *Figure 3.14*). They work out of Detroit's Eastern Market's commercial kitchen. Additionally, they function as a wholesale service for grocers and institutional buyers who sell bulk produce in the area. Their products include flash-frozen local fruits and vegetables as well as kits such as pie fillings or sauté mixes.



Figure 3.14: Michigan Farm to Freezer Produce[53]

(see *Case Study 7*), natural food markets or health stores, restaurants and cafés, and local institutions like schools and area hospitals. Additionally, Asbury CDC can implement a CSA program and market it to the Eastside neighborhood. Value-added food products—produce that is processed and converted into products that offer a higher potential return on investment, such as pestos, jams, or salsas—are another way to earn more revenue from farm products. While foods that qualify under Michigan's *Cottage Food Law* do not require a commercial kitchen, Asbury CDC's commercial kitchen is an additional asset when considering selling other value-added foods (see *Appendix I* for a cottage food business checklist).

IDENTIFY REVENUE OPPORTUNITIES BEYOND SELLING PRODUCE

Asbury CDC can identify opportunities that do not center on selling their produce, through programs that promote community-based agriculture, health, and well-being. Consulting, special services, or technical assistance programs for small-scale agricultural initiatives or faith-based organizations outside of Flint can earn revenue without the labor requirements of expanding farming operations. Moving forward, Asbury CDC could offer services—such as composting—that use its agricultural sites or build upon its agricultural knowledge. For example, Asbury CDC could sell compost to gardeners and farmers and could also use it for its own agricultural operations (see *Case Study 8*).

YOUTH COMMUNITY GARDENING PROGRAMS

The benefits of urban agriculture programs in schools are numerous. Schools are where many children consume the majority of their daily calories, and schools that incorporate urban agriculture—either through programming or local food sourcing—have seen an improvement in K-12 eating behaviors, an increase in fresh produce consumption, greater knowledge about agriculture and healthy eating, and enhanced academic or social skills.[54]

Many grants are available for schools, non-profits, or other youth-focused organizations to implement community gardening initiatives. These grants can be used to run programs during the summer when school is not in session. Not only would this coincide with peak growing season for gardens, but it could provide a safe and healthy option for summer youth engagement.

BENNETT COMPOST

Philadelphia, Pennsylvania

CASE STUDY 8

Bennett Compost collects kitchen waste from approximately 2,600 households each week. Customers pay $18 per month for this service, or $16.50 per month if they pay for a year in full. Customers are given a five-gallon covered bucket to store food waste, which is picked up weekly. They then receive ten gallons of compost in the spring for personal use, as well as discounts on additional compost. Bennett Compost has a contract with a compost facility and a composting site of its own.



Figure 3.15: Home Compost Bucket for Pick-Up[55]

STRATEGY 4: CREATE BRAND IDENTITY

As Asbury CDC expands its farming operations (see *Strategy 2*) and expands its customer base (see *Strategy 3*), the organization can strengthen its sales capacity by branding its farm and products. Demand for local foods has been growing nationally; sales in specialty foods grew 19% between 2012 and 2014 compared to 2.2% for all food sales.[27] Asbury CDC can leverage these trends in the local food movement and growing interest in social enterprises, or businesses that seek to make a social impact (see *Social Enterprises* below).

As Asbury CDC expands its reach through wholesalers and restaurants, the organization can draw on its compelling story of providing healthy food to its community and creating jobs for local residents to create a cohesive brand identity. A social enterprise model, in which revenues from commercial activity, like purchases from other customers in Michigan, restaurants, and wholesalers, can help support access to healthy foods for residents of Eastside. If Asbury CDC begins to scale up its revenue-generating ventures, the organization may want to consider whether its business model fits under the nonprofit organization, or if it should branch off into a new social enterprise.

Michigan's 10 million acres of farmland are split between over 52,000 farms.[28] Over 1,200 urban agriculture sites and community gardens

SOCIAL ENTERPRISES

The Social Enterprise Alliance defines social enterprise as "an organization or venture that advances a social mission through market-based strategies."[56] Social ventures have been growing in popularity as a way to supplement an organization's fundraising efforts or source financing from private investors. Examples include fee-for-service consulting services, food service and catering, retail, and trainings. The majority of social enterprises operate within a parent organization, but as revenue scales up, the amount of income that is unrelated to a charity's tax-exempt purpose could threaten its tax-exempt status. Selling produce at a lower-price to underserved communities would likely align with its nonprofit status, but wider business scopes could warrant for-profit subsidiaries or other business structures.[57]

Some options include:[58]

- Low-profit Limited Liability Company (L3C);
- Benefit Corporation;
- Flexible Purpose Corporation;
- Hybrids.[59]

CDCs tend to be suited for social enterprises, and once successful, social enterprises can provide unrestricted revenue and allow for program expansion. When embarking on a social venture, the 'Community Action Partnership' recommends the following:

- Ability to sustain operations in the time before venture makes a financial return;
- Stable financial and leadership;
- United vision of staff and board of directors with the social enterprise as part of the entire organization.[60]

exist in Flint alone, with even more throughout Michigan, creating competition for Asbury CDC.[29,30] Brand recognition and a compelling narrative for Asbury CDC's farming initiative would help attract more customers.

RECOMMENDATIONS

CRAFT THE NARRATIVE

Since Asbury CDC already sells its produce through a variety of avenues, creating a compelling narrative can help differentiate its products from the many other farms in Michigan. Asbury CDC can promote its products as a means of supporting access to healthy and fresh produce in its neighborhood, which is particularly important to mitigate the effects of lead poisoning. Asbury CDC can promote its transformation of vacant land as a means to grow produce (see *Section IV*); its free or affordable distribution of its healthy foods to neighbors; and its employment support and job creation for Michigan residents.

INCORPORATE BRAND TO INCREASE VISIBILITY

As a first step, Asbury CDC can create a cohesive brand identity, choosing one name between the "Flint Farming Project" and "Asbury Farm." We propose "Asbury Farms," which links the project to Asbury CDC. Asbury CDC can increase visibility of the farm by printing its logo on signage on or outside of its hoop houses (see *Figure 3.16*). Asbury CDC can also translate its brand into a package for wholesale clients; for sponsorships to support giving away food to residents (see *Figure 3.17*); and for customers and supporters to follow on social media. As Asbury CDC builds out its market base, it can partner with organizations such as Edible Flint and Taste the Local Difference, who offer marketing support to local farms and local food businesses in Flint and Michigan.



Figure 3.16: Sample Logo for Asbury CDC's Farm



Interior of an Asbury CDC Hoop House



Figure 3.17: Sample Sponsorship Package[61]

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SECTION IV

GOAL 2: TRANSFORM VACANT SPACES



Orchard on Bennett Avenue

GOAL 2: TRANSFORM VACANT SPACES

An essential starting point for vacant lot transformation is to reimagine open space as a community asset rather than a liability.

Through its urban agriculture initiative, Asbury CDC's *Flint Farming Project* is reshaping the landscape of the neighborhood. The transformation is a visible one, replacing once blighted property into productive use through urban agriculture. In building on this effort to create a more engaged and healthy community, Asbury CDC is uniquely positioned to work with residents to design and implement innovative vacant lot activation strategies that extend beyond urban agriculture. In so doing, Asbury CDC can strengthen efforts to improve community health and wellness from a holistic standpoint, incorporating strong community engagement practices to create a healthier neighborhood.

A comprehensive approach to community health and wellness is built on the principle that a vibrant community is one where all individuals have access to healthy built, social, and natural environments that give them the opportunity to live to their fullest potential.[1] These determinants have a profound impact not only on the overall well-being of individual residents, but are closely linked to the health of their neighborhood as a whole. This section of the report provides an analysis and potential roadmap for how Asbury CDC and partnering organizations can collaborate with the community in prioritizing urban agriculture growth, revitalizing vacant side lots, and creating community linkages.

STRATEGIES

1. **Prioritize Urban Agriculture Growth**
2. **Expand Side Lot Program**
3. **Activate Outdoor Community Spaces**
4. **Create Community Linkages**

These four strategies align with both Asbury CDC's strategic plan and the five social determinants of health. As shown in *Figure 4.1*, these strategies address several of the five determinants, impacting the Neighborhood and Built Environment most strongly.

	Economic Stability	Education	Social and Community Context	Health and Health Care	Neighborhood and Built Environment
Prioritize Urban Agriculture Growth	●	○	●	○	●
Expand Side Lot Program	○	○	○	○	●
Activate Outdoor Community Spaces	○	○	●	○	●
Create Community Linkages	○	○	●	○	●

Figure 4.1: Alignment of Goal 2 Strategies with Social Determinants of Health

STRATEGY 1: PRIORITIZE URBAN AGRICULTURE GROWTH

Asbury CDC is already transforming some of the vacant land in Eastside to grow healthy fruits and vegetables, increasing access to local and fresh produce. As the organization has expressed the desire to expand its urban agriculture operations, we propose a strategy to identify which vacant parcels might be suitable for various types of urban agriculture.

Since 2017, Asbury CDC has constructed 11 hoop houses along Jane Avenue and Bennett Avenue, supported through a cost-sharing partnership with the Genesee Conservation District and the United States Department of Agriculture (USDA) (see *Figure 4.3*).[2] Hoop houses, or 'high tunnels,' are low-cost, semi-permanent farming structures that extend the growing season for crops in cold-weather climates such as Michigan. The City of Flint's zoning ordinance defines hoop houses as "a temporary unheated accessory structure typically made of, but not limited to, piping or other material covered with translucent plastic, constructed in a 'half-round' or 'hoop' shape, for the purposes of growing plants."[3]

Locating agricultural uses relies on the regulations in the City of Flint's 2017 updated zoning map and ordinance (see *Figure 2.13* in *Section II*).[4] Although Eastside consists of ten zoning districts, only the following four zones allow for agricultural uses in Flint's Eastside: *Green Neighborhood: Low Density* (GN-1); *Green*

	Farmers Market (Temp)	Produce Stand	Greenhouse	Hoophouse	Apiary	Chickens	Commercial Composting	Orchard	Urban Agriculture	Community Garden
GN-1		A	A	A	A	A		A	P	P
GN-2		A	A	A	A	A		A	P	P
GI-1		A	P	P	P		S	P	P	P
GI-2			P	P	P		P	P	P	

P = Permitted By Right **A** = Accessory Use **S** = Special Land Use

Figure 4.2: Abbreviated Land Use Chart for Agriculture, Adapted from City of Flint Master Use Table[7]

Neighborhood: Medium Density (GN-2); *Green Innovation: Institutional* (GI-1); and *Green Innovation: Employment* (GI-2). The zoning ordinance includes uses that are "Permitted by Right," which are allowable as a primary use by property owners; "Accessory Use," which require another primary use such as residential or commercial; and "Special Land Use," which require review by the Planning Commission.

Green Neighborhood zones are intended to retain a primarily residential character. GN-1 zones can include small-scale agriculture such as community gardens and produce stands, while GN-2 zones allow for more intensive uses such as commercial composting and aquaculture.[5,6] *Green Innovation* zones allow for the most flexibility in urban agriculture types, encouraging a higher intensity than in *Green Neighborhood* zones. According to the *Imagine Flint Master Plan*, these GI-1 areas have experienced significant increases in residential vacancies and are the only zones that allow raised beds and hoop houses as a primary use (see *Figure 4.2*). Approximately 60% of Eastside's parcels are zoned GN-1, while nearly 20% are zoned GI-1 (see *Figure 4.4*). Together, these zoning classifications enable a significant potential to activate vacant lots through urban agriculture.

While many vacant lots exist within the planned Green Innovation Zone, there are also residents living nearby (see *Locating Urban Agriculture Near Homes* on page 63). Engaging with these residents can help Asbury CDC understand residents' preferences about the placement and expansion of hoop houses. Asbury CDC could also offer residents who live within a certain distance of a hoop house Asbury CDC's *MyFlintStones* or a CSA discount to help increase access to healthy foods (see *Strategy 3* in *Section III*).



Figure 4.3: One of Asbury CDC's Hoop Houses Under Construction on Jane Avenue in January 2019

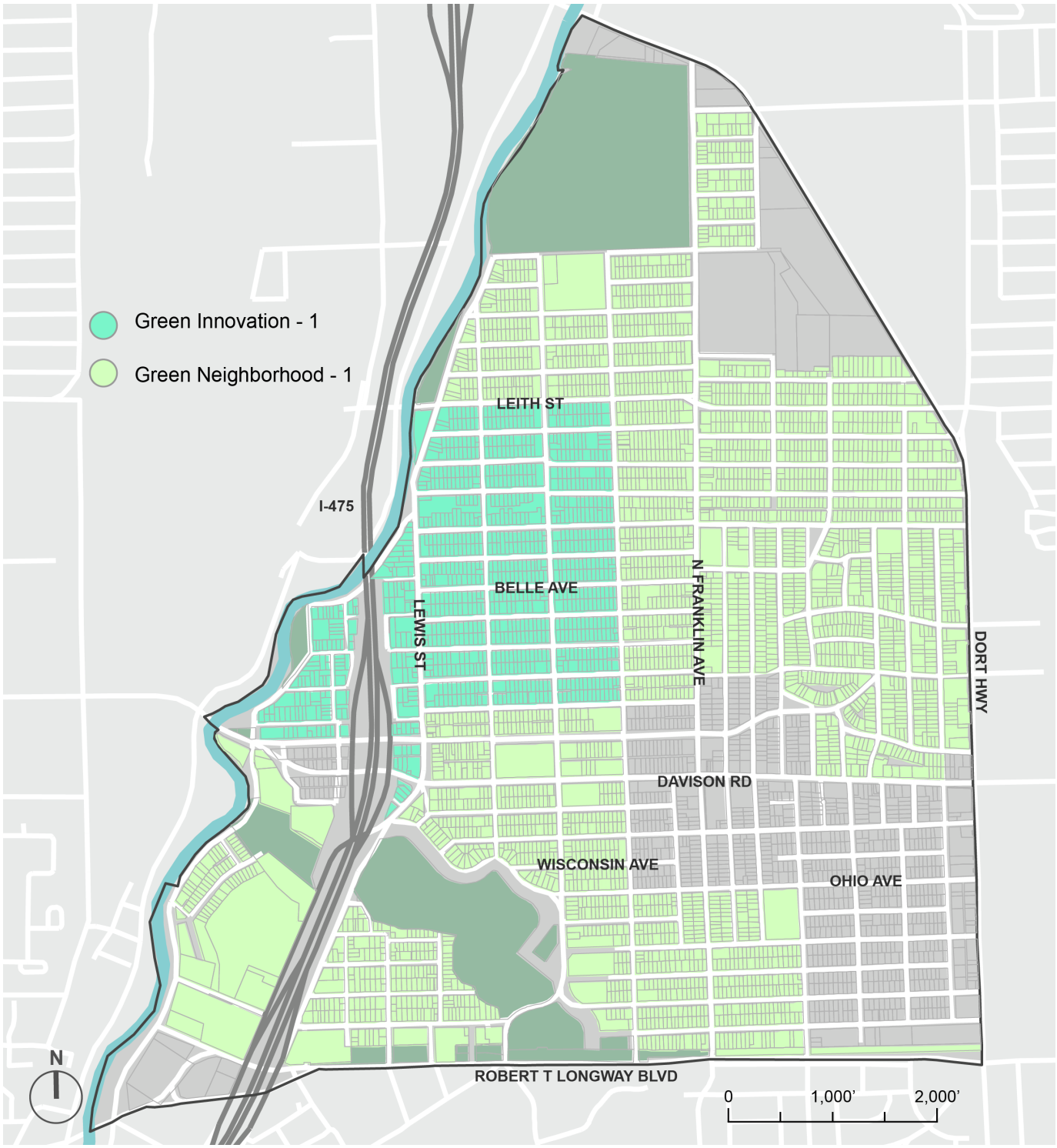

Figure 4.4: *Green Innovation-1* and *Green Neighborhood-1* Zones in Eastside[8]

For vacant parcels that are not suitable for hoop house placement, Asbury CDC can explore other types of urban agriculture. Such strategies could include flower farms (see *Case Study 9: Detroit Abloom*), raised beds, community gardens, orchards, chicken keeping, and bee-keeping, as well as non-agricultural uses, such as rain gardens and pollinator gardens. Based on feedback from our community meeting held on March 19, some Eastside residents are interested in seeing more of such uses (see *Appendix A*). This variety in types of urban agriculture may also potentially beautify the neighborhood.

DETROIT ABLOOM

Detroit, Michigan

CASE STUDY 9

Detroit Abloom is a demonstration land-use model project operated by The Garden Detroit, a 501(c)(3) non-profit organization whose mission is to transform vacant land into beautiful, productive and purposeful landscapes.[9] It is based on cut flower farming and the creation of sanctuary gardens to re-purpose vacant blighted land (see *Figure 4.5*). The organization combines cut flower farming with outdoor structures, sitting areas, and a wide range of native plants to create attractive places of sanctuary where people can gather. Certain high-value crops are cultivated to support the area job market. The farm began with planting 350 lavender plants, building 1,000 feet of raised wooden and mounded flower beds and planting a host of different flower types. Since then, the organization has expanded into floral services for weddings and events, sales of living plants, and the growing of over 100 kinds of flowers and market mixed flower bouquets, including two 10-week subscription programs.[10] Detroit Abloom also has a partnership with Bees in the D, who has established bee hives on their property that sustain pollinators.[11] The farm has become an aesthetically pleasing urban oasis, which is beneficial for happiness and mental health.[12]



Figure 4.5: Detroit Abloom's Flower Farm[13]

LOCATING URBAN AGRICULTURE NEAR HOMES

Asbury CDC might consider the impact its expanding urban agriculture operations will have on the everyday lives of nearby residents. This is especially important in areas zoned *Green Innovation* (GI-1 and GI-2), where remaining single family homes could be surrounded by local food production, environmental interventions, alternative energy generation, and other "green" uses at potentially industrial scales.[14] The *Imagine Flint Master Plan* provides the following guidance for addressing this issue:

> *"While not ideal, it is possible that home owners will choose to remain in a Green Innovation area. When this occurs, buffering and setbacks should be used to protect residential uses from impacts of neighboring uses."*[15]

We reviewed two case studies to supplement the guidance in *Imagine Flint*, including:

- **Cultivate Hope Urban Farm** - A community-based design project conceptualized by the Iowa State University Community Design Lab; and[16]
- **City Slicker West Oakland Farm Park** - An urban farm and community park on an under-utilized corner plot of land in West Oakland, California (see *Figure 4.6*).[17]



Figure 4.6: City Slicker West Oakland Farm Park[18]

LOCATING URBAN AGRICULTURE NEAR HOMES (CONTINUED)

DESIGN GUIDELINES

Taking into consideration insights from the *Imagine Flint Master Plan*, the case studies, and conditions that are specific to Eastside, we created the following spatial guidelines for Asbury CDC to consider when expanding urban agriculture operations in the neighborhood.

CLUSTER HIGH-INTENSITY USES TOGETHER AND LOCATE THEM AWAY FROM HOMES

Our recommendation for expanding Asbury CDC's *Flint Farming Project* acknowledges the need to avoid surrounding existing homes with new agricultural uses. This is especially important for high-intensity uses like rainwater harvesting and storage facilities, high irrigation and maintenance planting, community pavilions, primary/secondary storage facilities, multiple-harvest produce (like tomatoes) hoop houses, and potentially chicken coops and apiaries. By grouping high-intensity urban agriculture uses in common locations, their overall impact can be more easily contained (see *Figure 4.7*). The placement of maintenance facilities, storage of equipment, and noise can be minimized in this way. This approach also allows for more efficient operations management and potentially increases nearby resident buy-in, given the organized nature of the facilities, as opposed to a scattered approach throughout many different locations in the neighborhood.

PLANT TREES AND HIGH SHRUBS BETWEEN AGRICULTURAL AND RESIDENTIAL BUILDINGS

City Slicker Farms placed a small orchard between its support buildings and adjacent single family homes, creating a clear separation between uses while ensuring that the boundary land remains productive. In addition to providing visual and physical separation, trees and shrub lines have



Figure 4.7: Example of Zones of Intensity, Cultivate Hope Urban Farm[21]

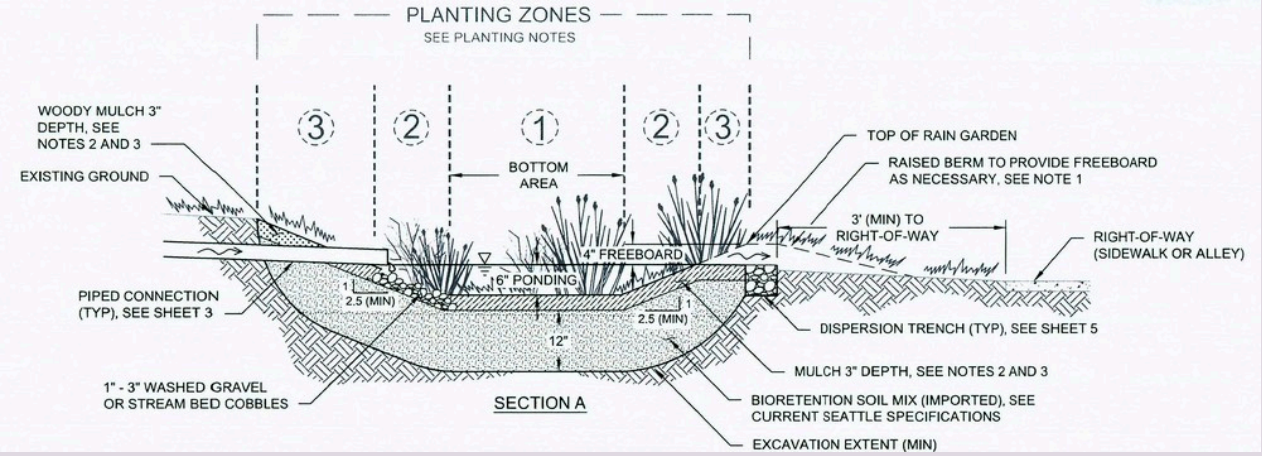

Figure 4.8: Illustrative Section for Urban Rain Garden in Seattle, Washington[22]

an added benefit of blocking noise.[19] An arboricultural practice note from the former UK-based 'Tree Advice Trust' explains that vegetative barriers are most effective when they comprise an irregular structure of trees, shrubs, and herbs.[20] Large-leaved deciduous species (like oak trees and barberry shrubs) are most effective for sound attenuation, but coniferous species (like pine and fir trees) provide better year-round buffering.

CONSIDER SITE TOPOGRAPHY AND BUFFER AGAINST STORMWATER RUNOFF ACCORDINGLY

Sloped sites could cause agricultural runoff to enter residential land, so locating urban agriculture uses on lots with minimal grade changes is important. If slopes do exist on urban agriculture sites, buffers like vegetative swales and rain gardens can reduce the volume of runoff into residential yards. If designed well, these projects would also have the added benefit of improving the neighborhood's visual appeal. See *Figures 4.8* and *4.9* for illustrative examples of vegetative swale and rain garden design.

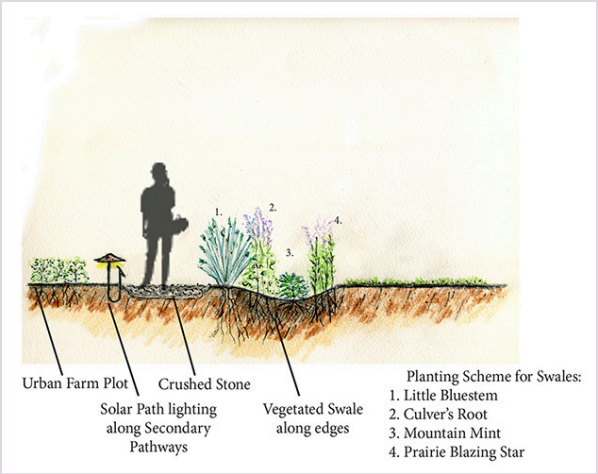

Figure 4.9: Illustrative Section of Stormwater Buffer for Urban Farm Plot in Cedar Rapids, Iowa[23]

RECOMMENDATIONS

IDENTIFY POTENTIAL HOOP HOUSE LOCATIONS

High-priority hoop house locations can be identified in coordination with Eastside residents through community engagement efforts (see *Figure 4.10*). Other potential partners include the Genesee County Land Bank (GCLB), Michigan Works, and local non-profit organizations. The selection of parcels for additional hoop houses is based on vacant parcels and structures marked for demolition within the GI-1 zoning that are grouped with three or more adjacent lots. In addition, the analysis excludes parcels that could result in fully enclosing a single occupied home, in order to avoid residents potentially being immediately adjacent to multiple hoop houses. Asbury CDC may also want to consider proximity to its existing infrastructure, as transportation of workers, water, building supplies, and equipment could be difficult over longer distances.

IDENTIFY AREAS FOR OTHER FORMS OF URBAN AGRICULTURE

Community input is valuable in determining the types and placement of additional forms of agriculture, as are considerations such as soil health, tree cover, parcel size, and zoning. Residents' opinions are also key to identifying areas for all forms of urban agriculture, including raised beds, orchards, and chicken keeping. These provide a wider range of options to Asbury CDC as hoop houses may not be accepted by Eastside residents in all cases. Such uses can also improve the aesthetics of the neighborhood, provide habitats for pollinators, and help to manage excess stormwater.

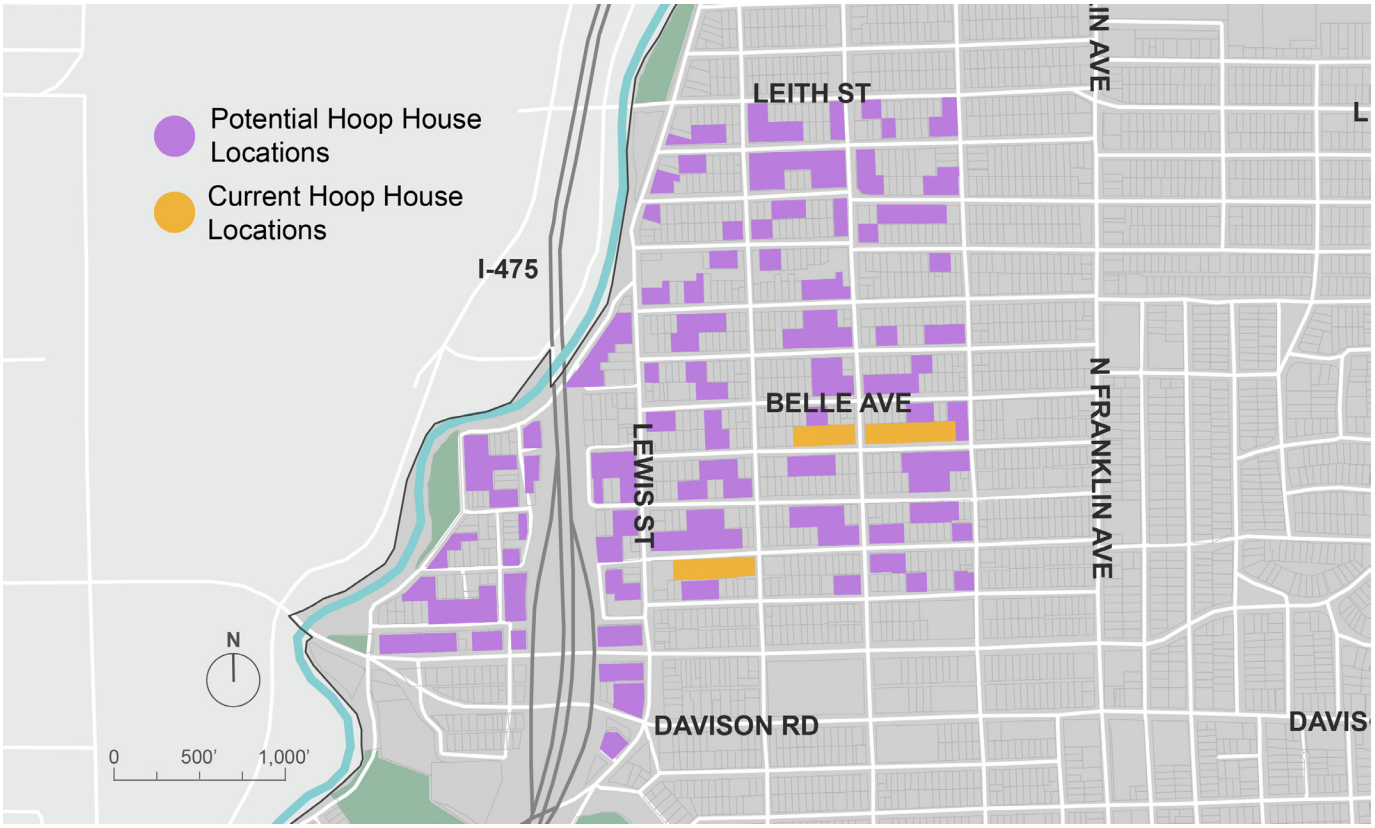

Figure 4.10: Potential Hoop House Expansion Locations[24]
Note: See *Appendix J* for properties owned by Genesee County Land Bank

STRATEGY 2: EXPAND SIDE LOT PROGRAM



Figure 4.11: Unmaintained Vacant Side Lot in Eastside[34]



Figure 4.12: Example of Purchased and Improved Side Lot[35]

Side lot transfer programs are meant to address residential vacancy in a number of ways. First, such programs aim to transfer vacant properties to adjacent homeowners who have a vested interest in maintaining and improving these properties, which are often overgrown with grass or weeds and may contain illegally dumped trash. Neglected properties are not only an eyesore for residents but can also encourage unlawful activity.[25] Second, transferring side lots is intended to have a stabilizing effect in neighborhoods where high vacancy has led to reduced home values.[26] And by transitioning ownership of vacant lots to neighbors, land banks remove properties from public ownership, enabling residents to maintain the lots and returning them to tax-generating status (see *Figures 4.11* and *4.12*).

Transferring lots to residents is especially important given the large inventory of vacant parcels in Flint, as the GCLB is often unable to keep pace with sufficient blight removal and maintenance schedules.[27] As the largest owner of vacant land in Flint, the GCLB operates a Side Lot Program in the City of Flint. A 2017 joint study by the City of Flint and Genesee County Land Bank showed that it would cost $7 million annually to mow and remove trash from all of the vacant properties in the city.[28]

Side lot transfer programs have shown success in other post-industrial cities including Detroit, Cleveland, and Pittsburgh.[29] In addition to aligning with the wider asset-based approach relating to health and wellness, side lot programs offer a real opportunity for homeowner engagement and continued involvement in neighborhood activities.[30] Given the similar vacancy challenges facing other midwest U.S. cities, these programs could offer valuable insight for future progress in Flint.

To be eligible for the Genesee County Side Lot Program, a side lot must meet a number of criteria.[31] Parcels must be:

- Owned by the Genesee County Land Bank;
- Free of any structures on the property;
- Bordered on at least 75% either to the left or right of the potential buyer's property.

In some circumstances, the GCLB will allow exceptions if not all of the transfer criteria are met. Residents can purchase eligible side lots from the Land Bank at greatly reduced rates, usually for less than $100, including all fees.[32] Once acquired, residents assume future property taxes for the added lot. Although taxes are typically low (given the low value of the vacant parcel), owners are required to pay an annual street light assessment, which typically costs $70.[33] In order for residents to combine lots into a single parcel—thereby eliminating two separate property tax bills—they need to submit a separate application through the City of Flint.

LAND BANK LEASE-A-LOT PROGRAM

In addition to its Side Lot Transfer Program, the Genesee County Land Bank manages a Lease-A-Lot Program. This program is for residents, businesses, and community organizations interested in acquiring and maintaining Land Bank parcels in their neighborhood not immediately adjacent to a specific homeowner. Eligible parcels are transferred to interested parties for $1/year, for a term of one to five years. Once transferred, leasees can tailor their lots for a number of community benefits including pocket parks, gardens, gathering spaces, or simple site maintenance, so long as no permanent structures are constructed on site. If interested, leasees are given preferred consideration for purchasing these lots after the lease period has ended.

As shown in *Figure 4.13*, as of 2017, many eligible side lots were available for purchase in Eastside. Further promotion and streamlining of the *Side Lot Transfer Program* could represent a low-cost and resident-driven approach to addressing vacancy and blight in Eastside. While larger scale strategies proposed in this report are needed to address specific areas in Eastside with the highest concentrations of vacant parcels, transitioning side lots to resident ownership is an important complementary tactic to confronting more dispersed vacancy in the neighborhood.

Effectively sharing information with residents about the Side Lot Program criteria, processes, and costs is a critical first step in encouraging its use in Eastside. Promotional material in the form of flyers, bulletins, and yard signs could raise the program's visibility in the neighborhood. The GCLB periodically sends mailers to eligible property owners to alert them of new lots. Additional electronic communication through email groups and social media posts would further spread information.

Acting as a facilitator for the side lot program, Asbury CDC could build on its ongoing community engagement to reach new residents in the neighborhood. Ultimately, residents interested in purchasing a vacant side lot would need to be connected to the GCLB. Additional resources—including those presented in this report—would be helpful as further guidance for potential uses of side lots.

RECOMMENDATION

PROVIDE TECHNICAL GUIDANCE TO PROMOTE SIDE LOT TRANSFER PROGRAM

In collaboration with the GCLB and the City of Flint, we recommend Asbury CDC act as a facilitator for side lot purchases in Eastside by providing technical guidance to eligible residents. Building on the Land Bank's existing mailing campaign, Asbury could provide direction on specific application processes, timelines, and contact information for program representatives within the Land Bank. In the long-term, Asbury may also be well placed to advise residents on potential uses for purchased side lots. This facilitation can happen in coordination with other outreach efforts, such as community engagement workshops (see S*ection III*).

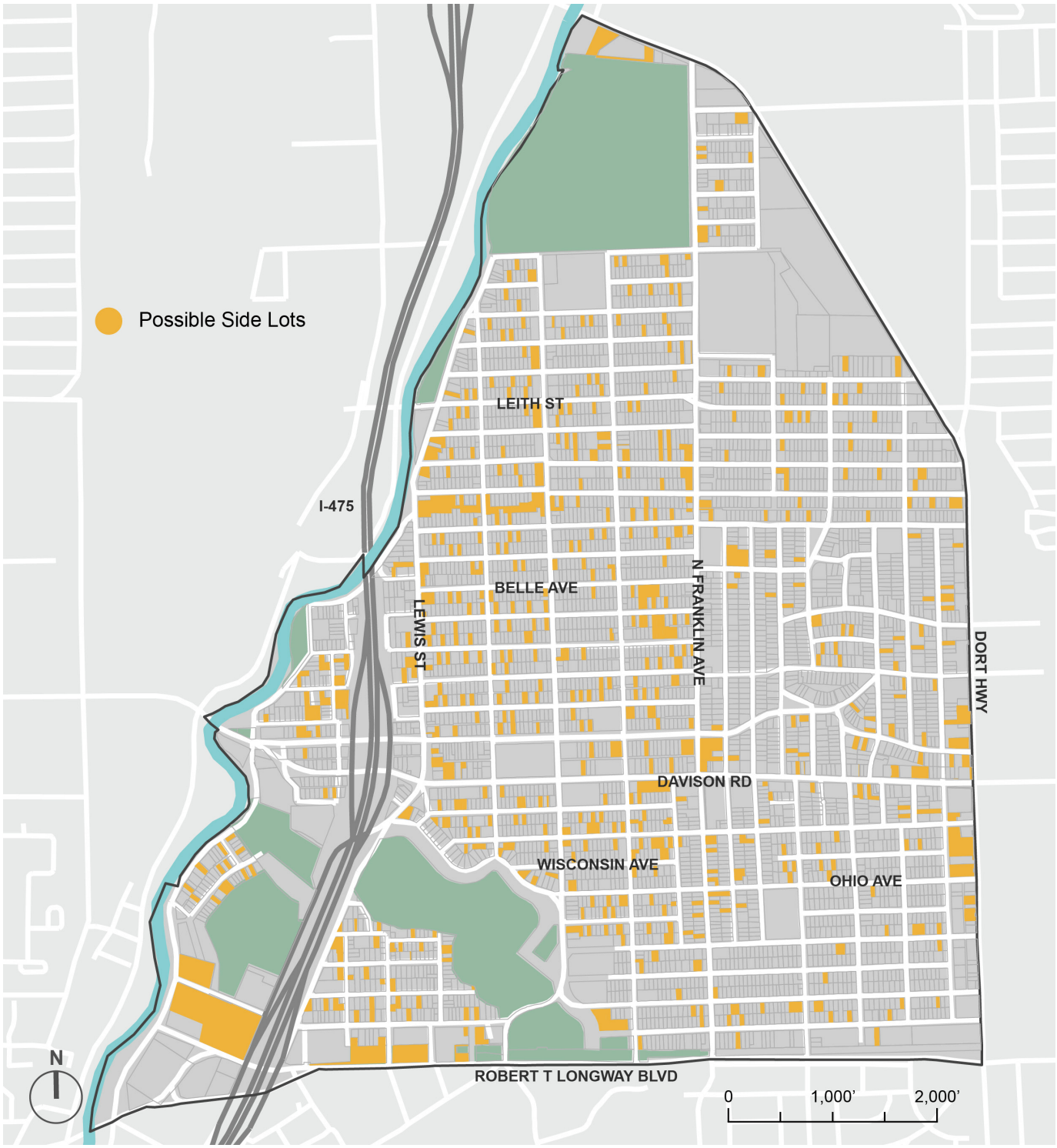

Figure 4.13: Available Side Lots Adjacent to Occupied Houses in "Good" Condition[36]

STRATEGY 3: ACTIVATE OUTDOOR COMMUNITY SPACES

The amount of vacant land in Eastside presents an opportunity for new agricultural uses as well as other innovative transformations.

Recognizing that not all vacant land in the neighborhood is appropriate for urban farming initiatives, we explored how transforming vacant lots can also create places of connection and foster neighborhood pride. As seen through the ongoing work of Asbury CDC and other partner organizations, land transformation is a highly visible process within a neighborhood and creates a unique opportunity for community input and participation. Asbury CDC is in a key position to promote continued vacant land activation through a strong community engagement process that invites residents to be active partners in the creation of new spaces.



Figure 4.14: A Community Garden in Flint, Part of the Land Bank's *Clean and Green* Program[40]

SWEET WATER FOUNDATION

Chicago, Illinois

CASE STUDY 10

Since 2009, the Sweet Water Foundation in Chicago has practiced regenerative neighborhood development in one of the city's most disinvested neighborhoods.[42] It is a solution-oriented nonprofit that seeks to shift thinking of how to reconstruct and reconnect neighborhoods. Utilizing a blend of urban agriculture, art, and education, Sweet Water aims to produce engaged youth, skilled workers, art, locally-grown food, and affordable housing. It seeks to transform vacant spaces and abandoned buildings into productive and sustainable community assets.[43]

Sweet Water Foundation's flagship site is the 'Perry Avenue Commons' (pictured in *Figure 4.15*). Similar to Asbury CDC's *Flint Farming Project*, 'The Commons' offers an "inclusive, art-inspired, and agriculture-fed approach to neighborhood development."[44] However, the Sweet Water Foundation is about much more than just urban agriculture and a marriage of art, science, and food. It is an investment in human connection. In re-rooting community development as the cultivation of people, Sweet Water Foundation has discovered an approach to neighborhood development that is transformative.



Figure 4.15: The Think-Do Barn at the Perry Avenue Commons[41]

Vacant land activation is already taking place in the neighborhood through innovative, asset-based programming. In addition to the *Flint Farming Project,* one of Asbury CDC's most active roles is as a participant in the Genesee County Land Bank's *Clean & Green* program, which the Land Bank has managed since 2004 (see *Figure 4.14*). The program partners with community-based organizations to seasonally maintain concentrated clusters of vacant properties in return for a stipend. This initiative helps to reimagine opportunities of vacant property while employing local youth and engaging residents at the neighborhood level (see *Figure 4.16*).

Our community engagement meeting revealed that, in addition to maintenance of vacant lots, residents indicated a desire in the neighborhood to have quality spaces for community gathering and social interaction. Aligning with Asbury CDC's goal to be a center for such connections,[37] the transformation of vacant lots into places for daily use and seasonal events can be a meaningful initiative. Relatively simple physical changes to currently vacant land can create environments in which residents can feel safe and welcome (see *Case Study 10)*.

Within Eastside, vacant lot activation can be especially useful near existing areas of activity, such as busy intersections, as well as adjacent



Figure 4.16: Jane Avenue Art Project



Figure 4.17: Creating Connections at Avalon Village[45]

to urban agriculture sites, such as hoop houses. By helping to transform vacant lots near visible intersections, such as Franklin-Davison or Franklin-Leith, a great number of residents are likely to see, and hopefully become involved with, land-based projects and their continued use. More targeted transformations within the residential areas of the neighborhood are also valuable, as shown by the recent creation of a pocket park at the interseciton of Ohio and Franklin Avenues.[38] Activating vacant land next to existing urban agriculture uses has the dual effect of creating a central community social space while also buffering homeowners from any potentially undesired side effects of urban agriculture. For more guidance on specific buffering techniques, please see the guidelines in *Strategy 1* of this section.

Through a collaborative process, residents can participate in open space planning from the outset, starting with the initial idea through to the final phase of physically transforming spaces. In Eastside, resident participation could prove essential for understanding neighborhood needs and desires for certain areas. Since vacant lots—and their transformation—can be especially important to specific neighbors, early engagement with these residents can build trust and help share ownership of projects. By engaging neighbors at the outset of a project, Asbury CDC can gain greater community buy-in to help shape the form of the neighborhood.

By creating places that are valued within the community, neighbors are more likely to continue to use, enjoy, and maintain these spaces in the future. Through a cooperative community engagement process, a process of 'placemaking' can take shape, leveraging community assets in the creation of quality gathering spaces that contribute to people's overall health, happiness, and well-being.[39] Such an approach has been an effective tool in mobilizing residents, especially youth, to engage in the process of transforming vacant lots in places, such as the Mount Vernon Park neighborhood of Fort Wayne, Indiana, a community that faces many of the same challenges as Flint's Eastside. The *Tired-a-Lot Studio* program is an extension of a faith-based community development organization with an asset-based approach and mission similar to Asbury CDC (see *Case Study 11*).

RECOMMENDATION

ACTIVATE A COMMUNITY GATHERING SPACE

This recommendation involves identifying a vacant lot, or multiple adjacent lots, within Eastside to transform into a social gathering space for nearby residents. Asbury CDC, along with partner community organizations, could draw on several of the examples presented in this section to activate a space with physical structures that provide an inviting environment for neighbors to meet. Installing semi-permanent structures, such as a pavilion, could create a welcoming place for residents to gather. A public space could also include plantings for aesthetic appeal or space for recreation. Locating this site near existing hoop houses along Jane Avenue could encourage resident engagement with urban agriculture, as well as help buffer nearby houses from any negative effects of the farming operations. Activating a site near an intersection could help increase its visibility within the neighborhood.

TIRED-A-LOT STUDIO

Fort Wayne, Indiana[47]

CASE STUDY 11

Tired-A-Lot Summer Design Studio, a *2016 Knight Foundation Cities Challenge Grant Competition* recipient, is organized by the Bridge of Grace Compassionate Ministries Center for the Mount Vernon Park neighborhood of Fort Wayne, Indiana. The purpose of this summer camp is to foster civic engagement and to provide an opportunity for area youth to become agents of change in their own community through a process of identifying and creating solutions to address a community need of their choosing. During the summer, high school students from Mount Vernon Park and Greater Fort Wayne participate in a five-week design studio to reactivate vacant green lots in the neighborhood by designing and creating sculptures, structures, and community gathering spaces with low-cost and discarded materials, such as paint, lumber, pallets, and tires.



Figure 4.18: Youth Participating in Tired-a-Lot Studio's Summer Program[46]

STRATEGY 4: CREATE COMMUNITY LINKAGES

Building on the previous strategy, another approach to addressing vacant space is to focus on creating community linkages. In addition to addressing individual vacant lots, developing physical connections within an area through 'greenways' can provide a number of benefits. Greenways are corridors of communal space that allow public access and movement, as well as passive recreation. A greenway can take a variety of forms, but typically provides a clear pedestrian pathway along streets or within residential neighborhoods, linking several formerly vacant lots.[48]

This strategy prioritizes areas with higher vacancy where larger-scale transformations can take place. When implemented along streets, greenways can incorporate bike and other active transportation facilities, providing safe routes for those not commuting by car. Within neighborhoods, greenways can form walking paths between adjacent vacant parcels, connecting areas otherwise inaccessible along roads.

Within Eastside, greenways could provide recreational, physical, and community benefits. They can improve the overall health of residents by offering attractive, affordable, accessible places to bike, walk, and access natural resources.[49] Using greenways can encourage a more active lifestyle, reducing related negative health outcomes such as obesity and high blood pressure.[50] They also enhance natural beauty, link areas of the neighborhood, and transform vacant lots into green spaces. Our proposed greenways can contribute to a 'sense of place' for the people who live there and also connect the neighborhoods along their paths. Various types of greenways like trailheads, pathways, and other recreational spaces promote community connection while also addressing issues of vacancy and blight.[51]



Figure 4.19: Neighbors Creating Rain Garden Adjacent to Greenway in Pittsburgh[54]



Figure 4.20: Representative Image of Greenway[55]

The highest concentration of vacancy within Eastside exists between Franklin Avenue and the Flint River (see *Figure 2.10* in *Section II*). This area also coincides with the Green Innovation Zones discussed earlier in this section, allowing for more flexible uses on vacant land. Recognizing community assets such as Kearsley Park and Whaley Park, as well as existing urban agriculture initiatives along Jane Avenue, helps inform where potential greenways could maximize neighborhood connections. In addition, linking neighborhood anchors—such as Asbury CDC and the Flint Cultural Center—could be an important element of greenway design.

With these considerations in mind, we have identified Iowa Street as a particularly important connection within the neighborhood, well-suited for greenway improvements. These improvements could include bike paths, signage, and activation of adjacent vacant lots through artwork, natural stormwater management, pocket parks, or other uses.



Figure 4.21: Youth Participating in Low-cost DIY Tactics[56]

A secondary greenway along Broadway would offer an east-west connection through Eastside, promoting a physical connection from Franklin Avenue to the Flint River. Since a commercial hub exists near the intersection of Franklin and Davison, the proposed greenways will not only create a connection between key commercial areas and adjacent neighborhoods, but could also increase property values for residences and businesses.[52]

To identify and transform potential greenways within Eastside, it may be helpful to 'test' different pathways with low-cost, temporary materials. Similar to the other activation strategies in this section, locating greenways can be done most effectively with community input at the outset of the project. By experimenting with temporary materials, Asbury CDC and partner organizations can incorporate greater resident feedback without the risk of investing heavily in a project that may not be well-placed. This experimental process is an innovative method that gives organizations more flexibility than traditional approaches.[53]

To help guide these projects, an effective neighborhood organization can play a critical role in facilitating a project or larger strategy. Asbury CDC can seek to leverage its relationships with nearby institutions, foundations, the City of Flint, and others to create opportunities for



Figure 4.22: DIY Streetscape Improvement[58]



Figure 4.23: Example Streetscape Paint[57]



Figure 4.24: Sharrows Help to Create Visual Cues & Neighborhood Connections[59]

passionate residents and individuals to work together in advancing vacant space reclamation throughout the neighborhood.

RECOMMENDATIONS

CREATE GREENWAY SYSTEM

Our recommendation is to create a proof-of-concept greenway system that prioritizes the repurposing of streets and vacant lots for pedestrian movement and other alternative uses that could benefit the entire community (see *Figure 4.27*). This pilot would use the tactics mentioned earlier in this section to clearly mark important links within Eastside, helping to show travel patterns that residents already use and drawing attention to potential extensions to these pathways. Building on some informal streetscape improvements, a pilot greenway system could raise awareness and support for formal changes in the future. An Asbury staff member could facilitate a more structured form of participatory design to engage area youth in a process of reimagining their neighborhood by activating vacant spaces. A design-focused summer camp program would provide a unique opportunity for area youth to envision and think critically about creating a more vibrant and interconnected community. The purpose of the design camp would be to create not only pathways in the community, but pathways to careers in architecture, design, and neighborhood and city planning.

IMPLEMENT DIY STREETSCAPE IMPROVEMENTS

An immediate short-term recommendation is to temporarily test streetscape improvements, such as bike lane markings and high-visibility crosswalks, along Iowa Avenue between Whaley and Kearsley Park and along Broadway Boulevard between Franklin Avenue and the Flint River. Alternatively, the intersection of Franklin Avenue and Davison Road may also be appropriate for this approach to make pedestrian movement easier and safer. This do-it-yourself (DIY) initiative can be a catalytic approach to creating visual, physical, and social connections throughout the neighborhood. With Asbury CDC's continued relationship with local universities, summer interns could be especially suited to facilitate these activities to mobilize area youth in a process of design-thinking with basic resources, such as paint and stencils.



Figure 4.25: DIY Street Crosswalks Help Slow Traffic and Protect Pedestrians[60]



Figure 4.26: University of Detroit-Mercy Students Creating Temporary Bike Lane[61]

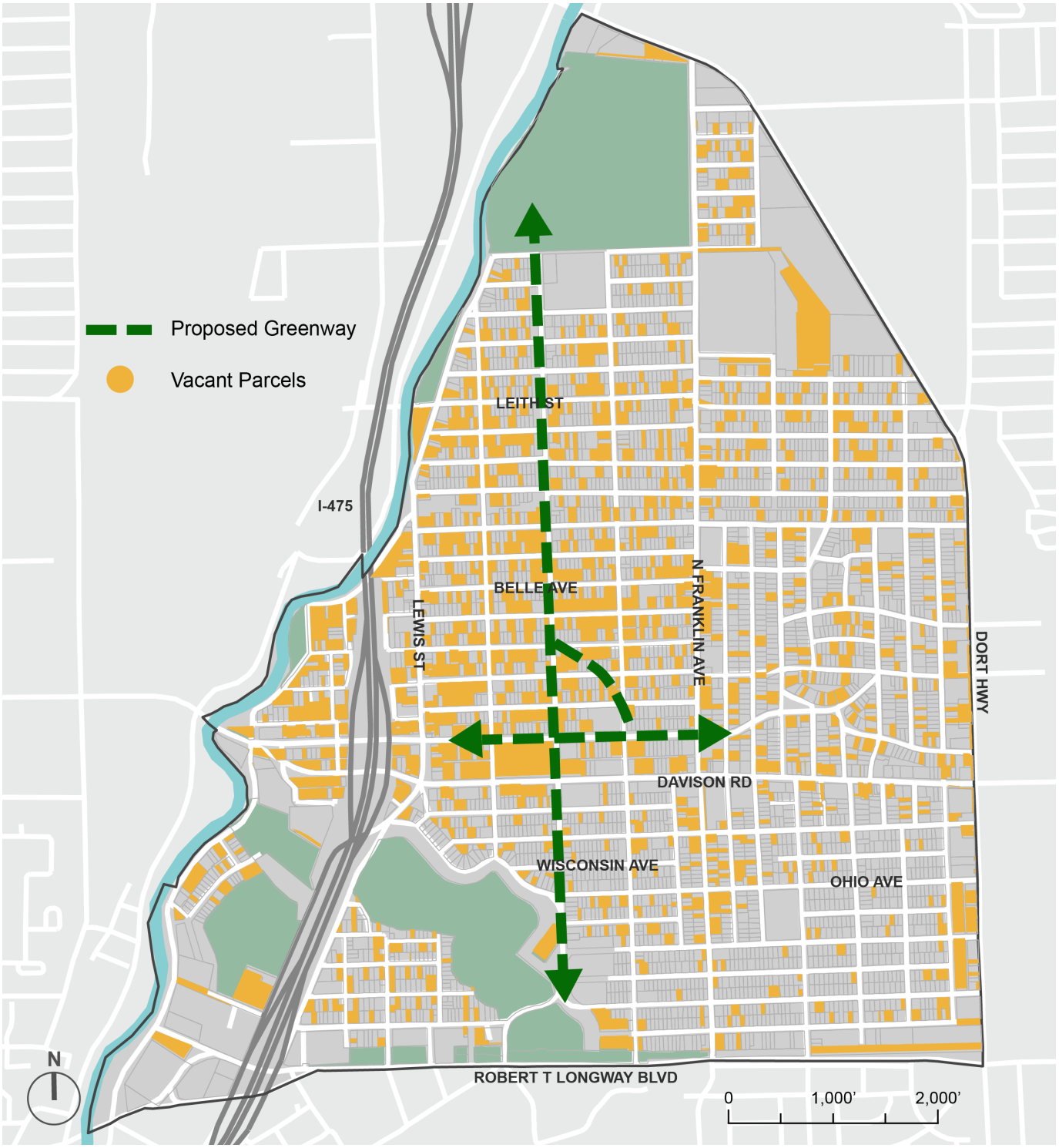

Figure 4.27: Proposed Greenways in Eastside

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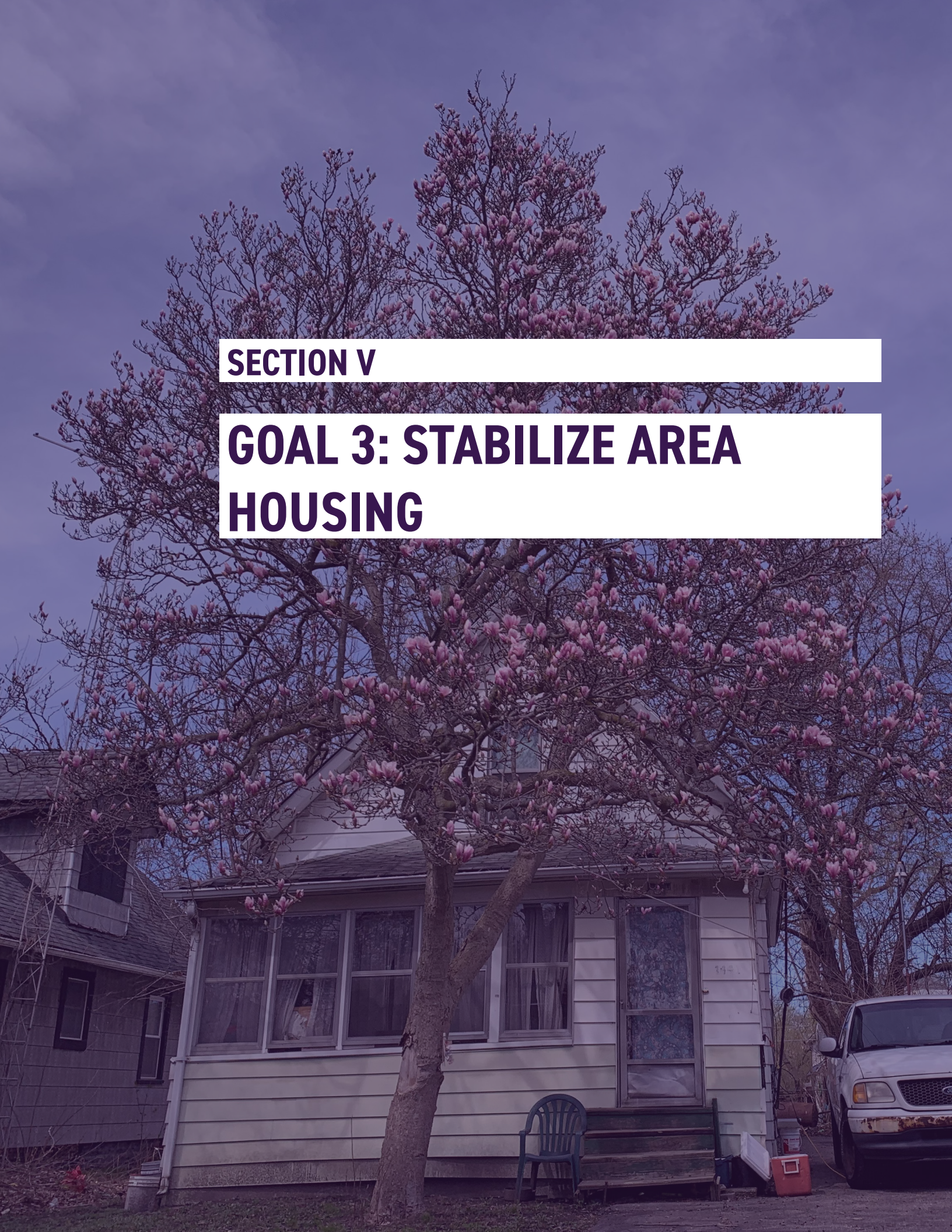

SECTION V

GOAL 3: STABILIZE AREA HOUSING



Housing in Eastside

GOAL 3: STABILIZE AREA HOUSING

Quality and stable housing is an essential component of a healthy neighborhood, as indicated by the *Healthy People 2020* social determinants of health.[1] In fact, housing is listed as an indicator for two of the five social determinants of health: economic stability and neighborhood and built environment.[2] Based on our research, including from the U.S. Census, Flint Property Portal, our own property survey, and conversations with community members, housing conditions in Eastside present an important issue. See *Section II* for additional background and context.

Our strategies focus first on keeping people in their homes by addressing tax foreclosure and critical home repair needs. This includes identifying residents who need assistance and connecting them with resources through direct outreach and community events. Next, we explore ways that Asbury CDC could establish partnerships and directly intervene to improve housing conditions in a specific target area. Stabilizing area housing will not happen quickly, and Asbury CDC cannot tackle this issue alone. By doing what they do best—connecting residents with resources—and partnering with other organizations, Asbury CDC can play a significant part in improving housing conditions in Eastside.

STATUS OF DEMOLITIONS IN FLINT AND EASTSIDE

Blighted and vacant properties have created a serious challenge in Flint and Eastside. As noted in *Section II: Current Conditions*, decades of disinvestment in the Eastside neighborhood have resulted in 1,269 vacant housing units. This vacancy rate of 32.5% was high even when compared to the City of Flint and Genesee County.[3] The City of Flint's 2017 Blight Elimination and Neighborhood Stabilization Plan addressed this issue by creating citywide benchmarks, including:[4]

- Board 4,235 vacant structures, or one out of every nine houses;
- Demolish 5,028 residential structures, or one out of every eight houses;
- Structurally and functionally rehabilitate 850 houses.

The City of Flint has secured funding from the federal government in the form of *Hardest Hit Fund (HHF)* relief. Established in 2010, HHF disperses money to states most adversely affected by the housing crisis and Great Recession of 2008.[5] Since 2014, the City of Flint and Genesee County have received a combined $67.5 million in HHF dollars through the State of Michigan to support targeted demolition through the Genesee County Land Bank (GCLB).[6] At the time of this report, the Hardest Hit Fund program was set to expire on December 31, 2020, with 185 residential properties funded for demolition, and an additional 182 identified for demolition but not funded.[7]

Since funding does not exist to demolish all blighted properties within the Eastside neighborhood, Asbury CDC could work with the Genesee County Land Bank to help prioritize demolitions that best align with neighborhood interests. This could include prioritizing demolitions to facilitate transforming vacant spaces with new urban agriculture operations and greenways (see *Section IV*) or targeting a specific area for housing interventions, described later in this section.

STRATEGIES

1. **Address Threat of Tax Foreclosure**
2. **Address Critical Home Repair Needs**
3. **Establish Target Area for Housing Interventions**

We developed these strategies to align with many of the social determinants of health described in *Section I*. As shown in *Figure 5.1*, these three strategies address four of the five social determinants of health: economic stability, social and community context, health and healthcare, and neighborhood and built environment.

	Economic Stability	Education	Social and Community Context	Health and Health Care	Neighborhood and Built Environment
Address Threat of Tax Foreclosure	●	○	○	○	●
Address Critical Home Repair Needs	○	○	●	●	●
Establish Target Areas for Housing Interventions	○	○	○	○	●

Figure 5.1: Alignment of Goal 3 Strategies with Social Determinants of Health

STRATEGY 1: ADDRESS THREAT OF TAX FORECLOSURE

Addressing tax foreclosure in the neighborhood can help Asbury CDC engage with residents and serve as an advocate for vulnerable neighborhood residents. Losing one's home can negatively affect health and the threat of tax foreclosure is a serious challenge for Eastside. As shown in *Figure 5.3*, concentrated areas of recent tax foreclosures are dispersed throughout the neighborhood. Engaging with affected residents could connect them with resources to prevent tax foreclosure and make them aware of additional services provided by Asbury CDC.

A growing body of empirical research confirms that threat of eviction leads to a wide array of negative health outcomes, both physical and psychological, including poor self-reported health, chronic diseases, high blood pressure, depression, anxiety, psychological distress, and suicide.[8] We would expect tax foreclosure for owner-occupied units would carry negative impacts on health similar to those of eviction, with the added consequence of eliminating residents' ability to own property and generate future home equity. Thus, addressing the threat of tax foreclosure can support Asbury's goals for improved health and wellness in Eastside.[9]

Data from the Flint Property Portal and Michigan County Tax Auctions show that tax foreclosure is an issue in the neighborhood. As shown in *Figure 5.2*, 719 residential properties (24% of the total) in the neighborhood have been subject to tax foreclosure auction between 2014 and 2018. This includes 230 properties in the past two years. Our independent survey of a random sample of neighborhood properties indicated that approximately 28% of the properties listed for auction since 2014 are occupied today. Although this is not a perfect indicator of the prevalence of tax delinquency and foreclosure risk today, it does suggest that a meaningful number of households in Eastside may be threatened by foreclosure in any given year.

Year	Number Listed for Auction	% of Residential Properties
2018	124	4.1%
2017	106	3.5%
2016	159	5.2%
2015	150	4.9%
2014	180	5.9%
5 Year Total	**719**	**23.7%**

Figure 5.2: Residential Properties in Study Area Listed for Tax Auction: 2014-2018[19,20]

Asbury CDC should not address this issue on its own. Resources already exist in Flint to help residents address tax delinquency and avoid foreclosure. Genesee County's Office of the Treasurer recently established a *Tax Foreclosure Prevention Program* that "seeks to identify and utilize maximum relief mechanisms" to address the issue.[10] The program includes a Tax Foreclosure Hardship Policy that allows homeowners who are undergoing "a substantial financial hardship" to postpone tax foreclosure one year.[11] Other programs like *Step Forward Michigan*, offered by the Michigan Homeowner Assistance Nonprofit Housing Corporation in collaboration with the Michigan State Housing Development Authority, and Home Ownership Services, offered by the Michigan Department of Health and Human Services. All of these programs are addressed in greater detail in this section.



Housing Stock in the Eastside Neighborhood

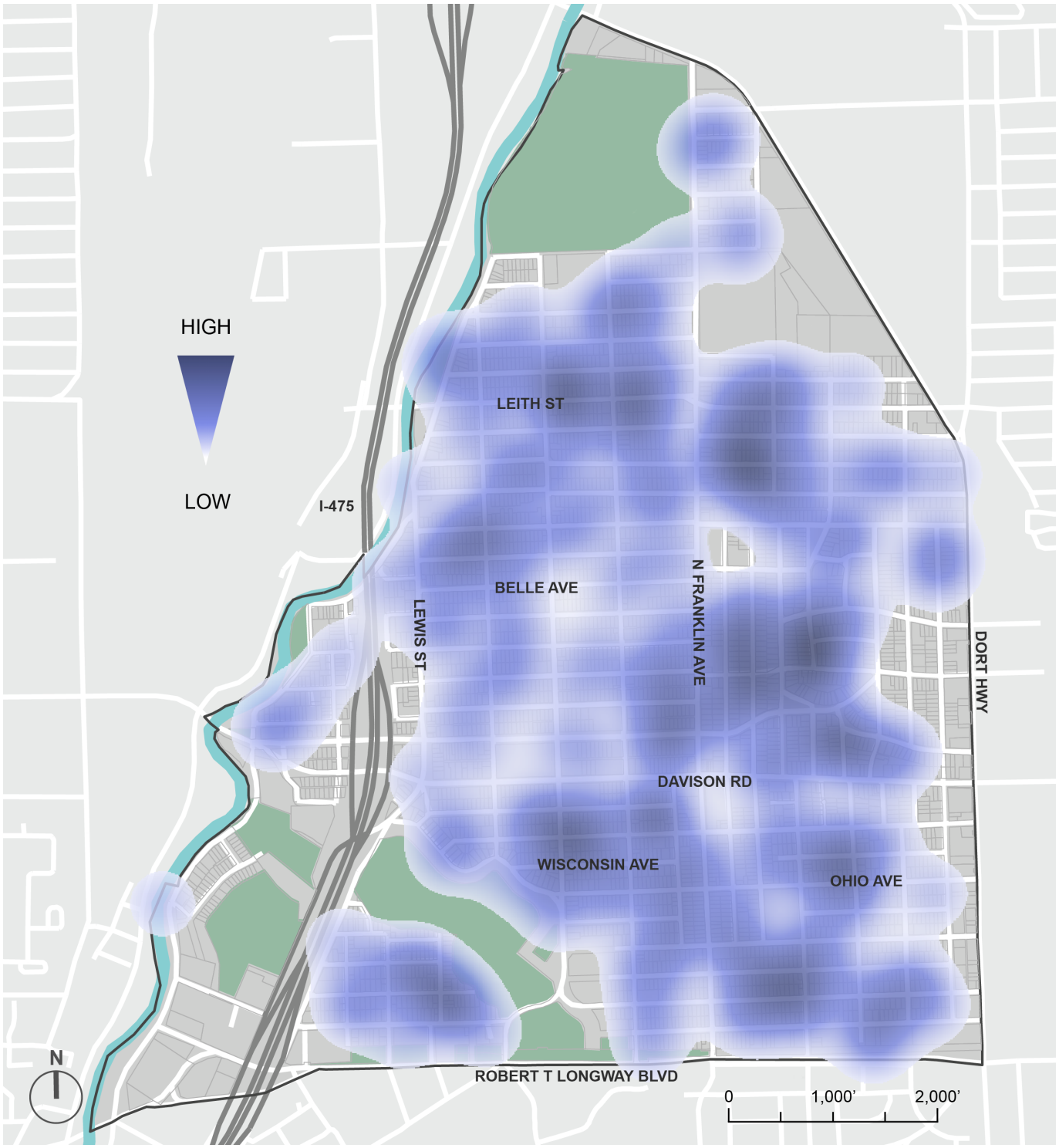

Figure 5.3: Concentration of Residential Properties Listed for Tax Sale in 2017 and 2018[13]

Assistance Program	Program Details	Program Qualifications
Hardship Postponement for Homestead Properties[15] Genesee County Office of the Treasurer	• Allows for a one year foreclosure postponement for homeowners undergoing "significant financial hardship." • Applications become available in early January and are due by the third week in March. • Arrangements must be made and approved annually; failure to do so will result in foreclosure.	• Significant financial hardship could include: governmental assistance, low income, a reduction in income, or an increase in expenses. • Residents must own, reside, and have a 100% principal residence exemption; or be the legal guardian, conservator, or have power of attorney over the owner/ resident.
Step Forward Michigan[16] Michigan Homeowner Assistance Nonprofit Housing Corporation; Michigan State Housing Development Authority (MSHDA) ***Federal funding for Step Forward expires on December 31, 2020***	• Homeowners may qualify for interest-free loans of up to $30,000 to assist with property taxes. • Loans are forgivable at 20% each year, as long as the property remains the homeowner's primary residence. • Loans are completely forgiven if homeowner remains in their home for five years or more after the loan is granted.	• Michigan residents who are delinquent on property taxes; • Own and live in their home; • Have less than $10,000 in their bank accounts; • Have enough income to pay future property taxes; • Had a qualifying event that caused the delinquency.
Michigan Department of Health and Human Services (MDHHS) Home Ownership Services[17] State Emergency Relief (SER) Funds, accessed through MI Bridges	• Provides a maximum of $2,000 for the combined cumulative total of lifetime Home Ownership Services payments.	• Need cannot be client-caused, defined as when a household fails to pay required payments for the six-month housing period prior to the month of application. • Subject to income and non-cash asset limitations.

Figure 5.4: Tax Foreclosure Prevention Resources

RECOMMENDATIONS

IDENTIFY HOMEOWNERS AT RISK OF FORECLOSURE

Asbury CDC should first identify properties—especially occupied properties—in the neighborhood that are at risk of foreclosure, and establish a plan for consistent and comprehensive engagement. We recommend that Asbury CDC works with the Genesee County Treasurer's Office to obtain a list of residential properties currently past due on property tax payments and update this list semi-annually. In addition to providing an idea of who to contact for engagement, this list will help Asbury CDC understand the prevalence of tax delinquency in the neighborhood and decide on the amount of organizational resources to devote to this strategy.

PROACTIVELY DISTRIBUTE INFORMATION TO RESIDENTS

Many resources are available for residents facing economic hardship to defer or have property tax liabilities forgiven, such as those resources summarized in *Figure 5.4*, which includes details on benefits and program qualifications. In *Appendix K*, we have provided the Genesee County Office of the Treasurer's Tax Foreclosure Prevention Form, which also provides descriptions and contact information for the organizations referenced herein. A simple way for Asbury CDC to address foreclosure in the neighborhood would be to distribute this form to at-risk residents either by mail or in person. It should also make the form available to people visiting Asbury Church for its various other programs. Note that the Treasurer's Office updates the form early in each calendar year.

HOLD ANNUAL WORKSHOPS

In addition to contacting residents with information on how to address tax delinquency, Asbury CDC can create new ways to bring residents together with organizations that help in a more direct way. For example, Asbury CDC could bring the relevant organizations together to host a tax foreclosure prevention workshop. Such a workshop could be incorporated into Flint Cares Help Center days to encourage turnout and expand its reach outside the neighborhood. A recent workshop held in Detroit advertised the following benefits:[12]

- Receive free on-site assistance from qualified professionals;
- Determine eligibility to understand options for preventing foreclosure;
- Sign up for tax foreclosure postponement;
- Create a customized payment plan.

Hosting a similar workshop at Asbury CDC would provide residents with a much better chance to connect with resources than simply receiving information—especially those that lack reliable transportation to meet at the organizations' offices on a face-to-face basis.

STRATEGY 2: ADDRESS CRITICAL HOME REPAIR NEEDS

Connecting neighborhood homeowners with critical home repair resources presents Asbury CDC with an opportunity to help residents stay in their homes longer. Critical home repair can help to address problems of deferred maintenance—the practice of postponing maintenance activities on such things as central heating or air conditioning systems, windows, and roofs. Such deferred maintenance can negatively impact home values and present real risks to the health and wellness of residents.[13] The social determinants of health framework specifically states that homes in poor condition expose residents to hazards like carbon monoxide and lead in paint, pipes, and faucets.[14]

Background research, site visits, and engagement with residents indicate that this is an issue worth addressing in Eastside. As shown in *Figure 5.6*, homes in less than "good" condition (as defined by the Flint Property Portal) prevail throughout the neighborhood. In fact, the Flint Property Portal classifies 1,300 properties—over 42% of total residential structures—as being in "poor" or "fair" condition.[15] Homes in "fair" condition typically require only minor repairs like window replacement and missing shingles, while homes in "poor" condition need more extensive repairs like foundation stabilization and roof and siding replacement, as discussed in *Figure 5.5*.[16]

RECOMMENDATIONS

CONNECT RESIDENTS WITH CRITICAL HOME REPAIR RESOURCES

Asbury CDC can contribute to neighborhood housing stability by connecting homeowners with critical home repair resources. Existing housing assistance programs are available to lower-income and elderly residents on the Eastside through organizations like Genesee County Habitat for Humanity and Metro Community Development. Asbury CDC can both connect residents with these resources and partner with those organizations to ensure that resources get appropriately allocated to the neighborhood.

	FAIR The building appears structurally sound with minor repairs necessary	**POOR** The structure may not be structurally sound, and may need major repairs
Roof	May have missing, peeling, or cracking shingles and minor sagging	May have missing shingles and sagging. No visible holes or breaks, but tarp may be visible
Foundation	Good shape; no cracking or leaning	May have cracking and leaning
Porch & Steps	May be leaning but attached to the building	May be leaning and detached
Windows	May be boarded; any broken windows are boarded	May be broken; with or without boards
Siding	Intact on at least three of four walls; may need repair or replacement.	May be missing or in need of repair
Painting	Painting may be needed	Painting may be needed
Fire Damage	No fire damage	Minor exterior fire damage

Figure 5.5: Characteristics for "Fair" or "Poor" Housing Condition, as Defined in the Flint Property Portal[21]

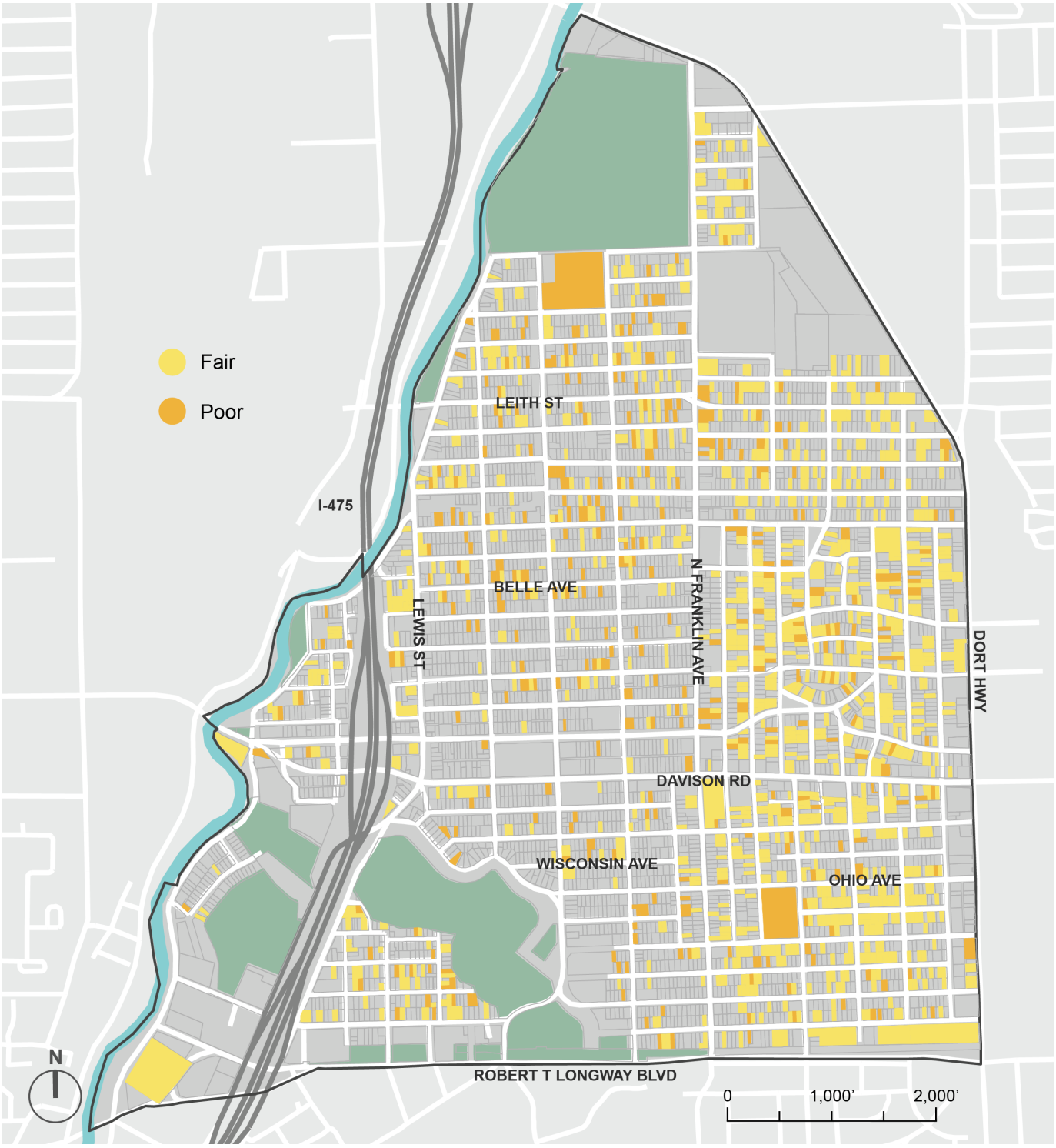

Figure 5.6: Properties in "Poor" and "Fair" Condition, Eastside, 2017[23]

Many programs are available for residents who need assistance with critical home repair issues such as leaking roofs, structural damage, porch repair, electrical, plumbing, HVAC, handicap accessibility, siding, exterior paint, weatherization, and energy efficiency. *Figure 5.7* summarizes some resources that we believe could prove useful for residents in the neighborhood, and *Appendix L* provides a more comprehensive guide to single-family home repair resources that was compiled by the Michigan Economic Development Corporation (MEDC). Asbury CDC could make residents aware of these resource by:

- Distributing the MEDC Single Family Home Repair Resources Guide to residents in-person or by mail;
- Making the guide available to residents during Flint Cares Help Center events;
- Partnering with Genesee County Habitat for Humanity, Metro Community Development, and local construction companies to host bi-annual workshops to educate residents on critical home repair resources and best practices.

ESTABLISH PARTNERSHIPS WITH LOCAL COMMUNITY HOUSING DEVELOPMENT ORGANIZATIONS

Flint has two active community housing development organizations (CHDOs), Genesee County Habitat for Humanity and Metro Community Development, that currently provide funding and other support for critical home repairs (see *Community Housing Development Organization* see page 90). Asbury CDC already has a working relationship with Metro Community Development, and Genesee County Habitat for Humanity has expressed a willingness to partner on this issue.[17] Developing strong relationships with these organizations and coordinating with residents through community outreach would help to bring much needed attention and resources to the neighborhood.



Eastside in Bloom

Assistance Program	Program Details	Program Qualifications
Critical Home Repair Program[22] Genesee County Habitat for Humanity	5-year old program that assists homeowners with any repairs that are health or code related such as: roofs, structural damage, porch repair, electric, plumbing, HVAC, handicap accessibility, siding, exterior paint, weatherization, or energy efficiency. 3% of repair costs are paid upfront by homeowner. Average award ranges between $10,000-$12,000.	• Available to Flint residents who are current on their property taxes, water bill, homeowners insurance, and are income-eligible based on the current U.S. Department of Housing and Urban Development's (HUD) limits for 30%-80% of area median income (AMI). For example, a family of three in Flint would need a household income between $15,863 and $42,300.[25] • They own the home and live there as their primary residence. • Homeowner is required to complete 8 hours of sweat equity (which could include working on Asbury CDC's farming operations).
Neighborhood Impact Program (NIP)[23,24] Metro Community Development; Federal Home Loan Bank of Indianapolis	NIP provides up to $7,500 to qualifying households for eligible repairs. NIP provides grants for eligible improvements, including: HVAC repair/replacement; water system repair; window replacement, and exterior weather-proofing.	• The property is a single-family home. • Household income is at or below 80% AMI, which is $42,300 for a family of three.[25] • Homeowners must have resided in home for no less 18 months (no land contracts). • Homeowners must agree to continue to own the house for at least five years after receipt of repair grant.
Accessibility Modifications Program (AMP)[26] Metro Community Development; Federal Home Loan Bank of Indianapolis	Up to $12,000 in grants available to complete accessibility modifications on homes owner-occupied by seniors and persons with disabilities. Up to 50% of the funds requested are eligible for deferred maintenance to roofing, siding and windows.	• All household members must be 62 years or older, unless a resident under 17 is under legal guardianship of a household member that is 62 years or older. • Also eligible if any household member of any age has a permanent disability and is currently receiving permanent disability benefits. • Household income is at or below 80% AMI, which is $42,300 for a family of three.

Figure 5.7: Critical Home Repair Resources

COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO)

A critical strategy to improve the housing and economic security of Eastside is to leverage resources available at the federal, state, and local level. Establishing a CHDO provides a nonprofit, community-based, service organization the opportunity to access these vital revenue streams.

Asbury CDC should pursue this qualification only when organizational and financial capacity are available, as developing low-income housing can come with financial risks to the organization. Nonprofits must be sure to conduct feasibility studies before acquiring properties, create strong financial and record-keeping systems, hire knowledgeable and experienced production managers, and solicit performance guarantees from contractors (see *Goal 1, Strategy 1*).

To qualify as a CHDO, organizations must have the following qualifications:[27]

- Nonprofit status such as 501(c)(3) or 501(c)(4);
- Demonstrated capacity to effectively use HOME funds, shown through staff, consultant, or organization experience;
- A minimum of one year serving the community in some capacity;
- Inclusion of providing affordable housing in its purpose or mission;
- A secular entity or organization;
- Compliance with all federal requirements for nonprofits;
- A board of directors that includes, reflects, and is fully accountable to community residents who have low incomes, as well as a project advisory committee and public meetings that invite input from residents who are low-income in the design, development, and management of housing developments;
- A minimum of one-third of the board of directors who are 1) residents of a low-income neighborhood, 2) people who are low-income and residents in the CHDO's boundaries, or 3) elected representatives of nonprofit organizations that represent people who are low-income;
- No more than one-third of the board members are public officials or appointed by a for-profit entity.



Housing along Broadway Boulevard

STRATEGY 3: ESTABLISH TARGET AREA FOR HOUSING INTERVENTIONS

Strategy 1 and Strategy 2 address the immediate issue of keeping people in their homes by addressing tax foreclosure and critical home repairs. Those should be Asbury CDC's strategic priorities in the near- and medium-term. However, as benefits from the strategies proposed in this report come to fruition, the neighborhood could begin to support more resource-intensive housing interventions like rehabilitation, adaptive reuse, and even infill housing construction. Depending on Asbury CDC's organizational capacity at that time, it could expand its role as a center of connections to bring additional housing investment to the area or potentially engage in housing revitalization projects on its own.

ASBURY STRATEGIC AREA

Housing investments should be strategically located in the neighborhood so that they benefit from existing assets and the other projects recommended in this report. For example, renovating homes located along a greenway (see *Goal 2, Strategy 4*) or expansion of side lot programs (see *Goal 2, Strategy 2*) would enhance the impact of those projects on the neighborhood. To that end, we identified an area near Asbury Church—referred to herein as the *Asbury Strategic Area*—in which Asbury CDC could focus its housing initiatives. *Figure 5.8* details the criteria and methods we used to determine the location of the *Asbury Strategic Area*, and *Figures 5.9* through *5.11* show its boundaries.

The resulting *Asbury Strategic Area* is a four-block stretch bounded by Broadway Boulevard to the south, East Hamilton Avenue to the north, North Franklin Avenue to the east, and Lewis Street to the west. Its proximity to Asbury Church and the hoop houses on Jane Avenue allows Asbury CDC to be a cohesive presence in the area and play an active role in its revitalization. It is also fully contained in a GN-1 *Green Neighborhood*, wedged between GI-1 *Green Innovation* and NC *Neighborhood Center* land uses, providing access to both urban agriculture and retail. Eight of the ten funded-demolition houses in this area are in "poor" or "substandard" condition, but the remaining houses on the block are in fair condition or better (see *Figure 5.12*). This means that those remaining houses will be good candidates for future rehabilitation or adaptive reuse to host community programs by Asbury CDC or other organizations.

Criteria	Methods
Proximity to Asbury Church and Asbury CDC Properties	Using spatial analysis, our team located housing that is within walking distance (defined for this purpose as one-quarter mile) of Asbury Church and the hoop houses along Jane Avenue.
Publicly-Owned Parcels	To capitalize on 'low-hanging fruit' in the housing market, our team considered the prevalence of parcels that can be acquired more easily from the Land Bank.
Housing Conditions	Using the Flint Property Portal, we identified areas with a high proportion of houses in 'good' to 'fair' condition for future reuse or renovation.
Funded Demolitions	Using the Flint Property Portal, our team considered areas with a high proportion of houses scheduled for demolition, indicating the potential for a more stabilized housing area.
Zoning	Because the approved zoning code allows housing as a primary use only in *Green Neighborhood* (GN-1, GN-2) and *Traditional Neighborhood* (TN-1, TN-2) zones, our team prioritized such zones.

Figure 5.8: Criteria and Methods Used in the Creation of the Asbury Strategic Area

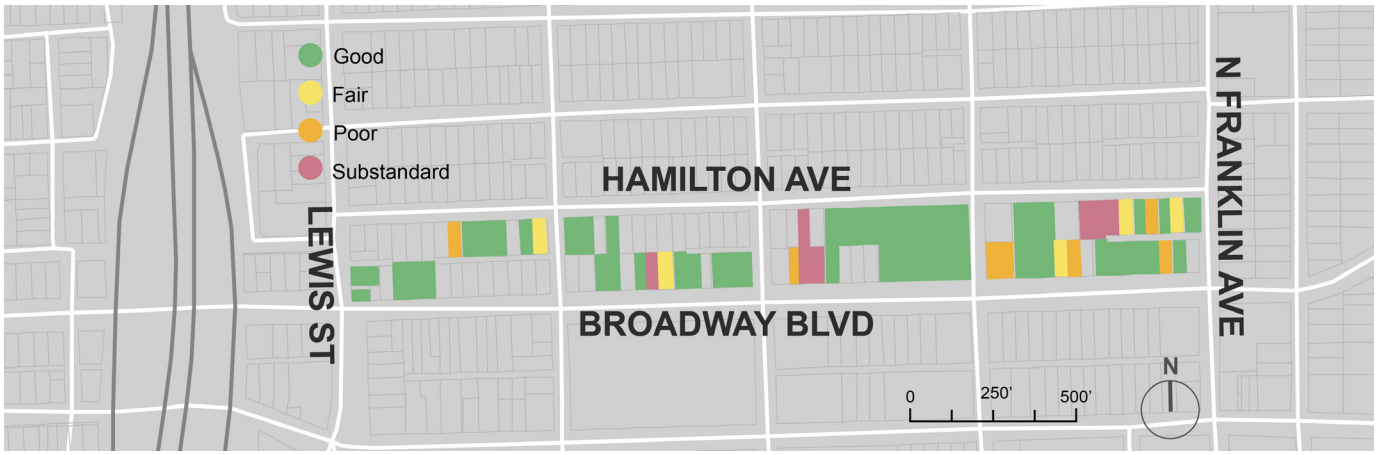

Figure 5.9: Housing Conditions in Asbury Strategic Area[28]

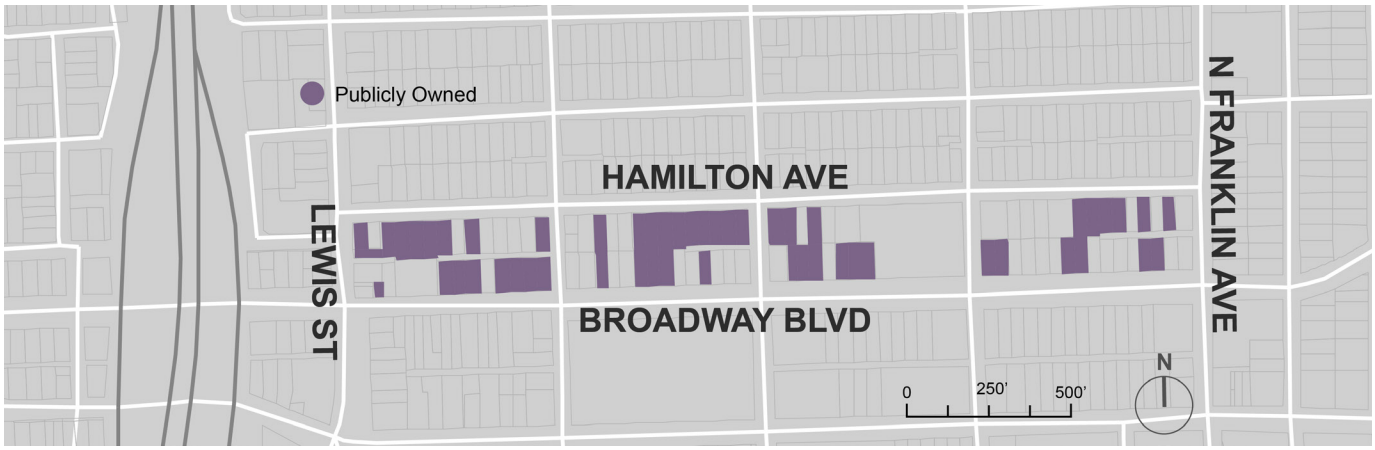

Figure 5.10: Publicly-Owned Parcels in Asbury Strategic Area[29]

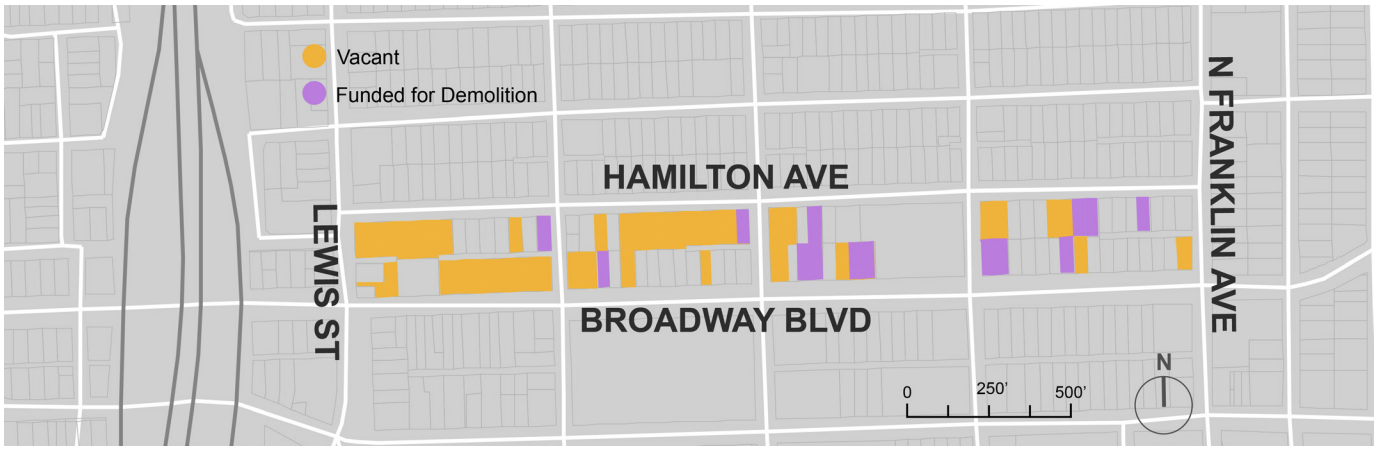

Figure 5.11: Vacant and Demolition-Funded Parcels in Asbury Strategic Area[30]

RECOMMENDATIONS

USE THE ASBURY STRATEGIC AREA TO CONCENTRATE HOUSING INTERVENTIONS

Because of the considerable demands and risks of rehabilitating houses, Asbury CDC should be measured in its approach and have specific goals in mind when approaching partners. Asbury CDC can use an *Asbury Strategic Area* designation to help attract resources such as grants and partnerships. Initially, this could include petitioning the Genesee County Land Bank Authority (GCLBA) to target demolitions in this area. This approach would hopefully begin the process of directly stabilizing housing without straining Asbury CDC's operational and financial capacity. A target area would respond to this report's recommendations in *Section IV* to help create a comprehensive neighborhood plan (see *Vision 2030* in *Section VI*).

Parcels	103
Vacant	46
Structure	57
Good	38
Fair	5
Poor	7
Demolition-Funded	10
Publicly-Owned Structures	20

Figure 5.12: Classification of Properties in the Asbury Strategic Area[31]

REUSE HOMES TO EXPAND ASBURY CDC'S SERVICES

As mentioned in *Section III*, Asbury CDC is exploring new opportunities to grow its services, and extend its reach beyond the walls of Asbury Church and into the community. If it were to pursue a campus plan that included multiple buildings, it might consider adaptively reusing an existing residential structure to house one of the campus functions. Adaptive reuse of a building can be more environmentally and economically sustainable than new construction, as it avoids the costs of procuring new raw materials and transporting them to the site.[18] This has the effect of reducing energy consumption and, in so doing, translates to significant financial savings for developers.

Several houses in the *Asbury Strategic Area* are good candidates for reuse, including 1521 Broadway Boulevard and 1605 Broadway Boulevard. The structure at 1605 Broadway Boulevard is a particularly interesting candidate for adaptive reuse because it is situated within the proposed strategic area, is available through the Genesee County Land Bank, has a vacant corner parcel adjacent to it, and has two consecutive adjacent properties with homes on the funded demolition list.

An adaptively reused house located off high traffic-volume roads will likely lack the visibility required to sustain a retail business (for example, Asbury Café), so Asbury CDC must carefully consider what types of services would be provided in such a space. The Avalon Village and Brilliant Detroit provide examples of what is possible; the two organizations have adaptively reused existing housing stock to provide healthy meals and homework help to youth in their neighborhoods (see *Case Studies 12* and *13* on pages 95 and 96). Such programming is consistent with Asbury CDC's strategic plan. However, Asbury CDC will need to determine if a new structure is necessary, or if existing facilities in Asbury Church can accommodate these functions.

RESOURCE FOR HOMEOWNERS: THE PORCH PROJECT

Since 2018, the Porch Project has repaired and beautified 53 homes, responding to a common resident complaint about "porch appeal."[32] The organization partners with faculty at the University of Michigan-Flint; Michigan Pride Painting, the Flint Firefighters Union 352, area painters, and others to repair porches and plant flowers in homes. However, the Porch Project changes more than just the aesthetics of homes. It works with neighbors through word of mouth to promote neighborliness in the community, engaging with people through "empathy, visibility, and transparency."[33] Asbury CDC can help refer neighbors to the Porch Project through their contact form (www.theporchproject.org) and volunteer to help improve more porches in the future.

THE HOMEWORK HOUSE

Highland Park, Michigan

CASE STUDY 12

The Avalon Village is a self-described "sustainable eco-village" being built in Highland Park, Michigan - an area similar to Flint's Eastside in terms of poverty and vacancy.[34] Founder Shamayim 'Mama Shu' Harris has been working to transform formerly vacant structures into community assets including: an after-school learning center, an economic development initiative for women entrepreneurs, and a center for holistic healing.[35] One such asset, the Homework House, is currently being renovated into a community center where children will receive help with their homework and healthy meals. In addition to providing study space, the house will have a computer lab, kitchen, laundry and shower facilities, and recording studio.[36]



Figure 5.13: Repurposing Neighborhood Housing at The Avalon Village

BRILLIANT DETROIT

Detroit, Michigan

CASE STUDY 13

Brilliant Detroit is working in high-need Detroit neighborhoods to implement evidence-based programs that address education, along with the health and development of children aged up to eight years old and their families. They take a neighborhood-by-neighborhood approach that includes:[37]

- Renovating a house to make it welcoming and friendly, including adding a community garden and play space;
- Enlisting community help to organize and invite neighbors to participate in Brilliant Detroit's programming;
- Creating volunteering and social opportunities at the house to bring active participants and community members together;
- Partner with organizations to collect data and evaluate the success related to the effort.

Brilliant Detroit's houses become gathering places for the families they serve. In the process, they create opportunities for learning, programming, and activities that foster neighborhood cohesion, personal growth, and human connection.



Figure 5.14: Brilliant Detroit Community Learning Center

ENDNOTES

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14 Office of Disease Prevention and Health Promotion. (n.d.) *Quality of Housing*. Retrieved March 20, 2019 from https://www.healthypeople.gov

15 Genesee County Land Bank Authority, & City of Flint. (n.d.). *Flint Property Portal*. Retrieved April 9, 2019, from Flint Property Portal website: https://gclb.sitecontrol.us/dashboards/flint

16 Flint Property Portal defines "Fair" housing conditions as appearing structurally sound with minor repairs necessary and having a foundation that is in good shape. Homes in fair condition might still having roofs with missing singles, boarded windows, siding in need of repair or replacement, and a need for painting. Housing in "Poor" condition may not be structurally sound, and may need major repairs. Foundations may have cracking and the property may be leaning, windows may be broken, siding maybe missing, and painting may be needed.

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SECTION VI

IMPLEMENTATION

IMPLEMENTATION APPROACH

Implementing this plan will require strong local involvement and partnerships. Forming a dedicated steering committee, comprised of Asbury CDC staff and committed neighborhood representatives, will be a critical first step. Such a steering committee would increase Asbury CDC's internal capacity to implement the plan, but additional community and city partners should also be recruited. With so much to be done, Asbury CDC should support individuals and organizations who have existing passion and expertise and can take ownership of components of this plan. It is also important to build capacity and leadership within the neighborhood that creates a shared sense of ownership in the plan.

COMMUNITY ENGAGEMENT

IMPORTANCE OF CONTINUOUS COMMUNITY ENGAGEMENT

Effective and inclusive community engagement is a vital component of preparing and updating a community plan to strengthen neighborhood connections. An asset-based approach to community development—in which all community members, organizations, and neighborhood assets are valued—can build significant trust and relationships that strengthen ongoing projects. To that end, we recommend that community engagement continue throughout the planning process, from visioning to adoption and implementation. Community engagement approaches, many of which are provided herein, can be tailored to specifically address the goals of **Supporting Organizational Sustainability**, **Transforming Vacant Spaces**, and **Stabilizing Area Housing**.

COMMUNITY MEETINGS

Asbury CDC may hold community meetings to discuss the plan, receive feedback and refine its recommendations. These may be held quarterly to frequently engage with community members and thus sustain relationships. There may be different purposes or themes, to the meetings. For example, there might be meetings regarding:

- What produce people would like to be grown;
- What classes people would like to attend, such as courses on cooking with fresh produce, how to garden, and home repair;
- What Asbury CDC does in Eastside, resources and connections they have, and how people can get involved (a similar event, the "Nutrition, Health, and Wellness Expo," has been held by Asbury CDC already).

VOLUNTEER EVENTS

Asbury CDC could also hold volunteering block parties during which people help to improve Eastside. For example, there could be events with refreshments, games, and music, where neighborhood residents can do things such as help create rain gardens, repair sidewalks, plant flowers, or help their neighbors with yard work. Asbury Church has already held similar events within the church community, such as their 'Taking it to Your Streets' event. Asbury CDC can also expand their network of partners within the community by inviting them to all meetings and other events.

COMMUNITY SURVEYS

Surveys can help to explore what residents of the community know about Asbury CDC, as well as questions on urban agriculture, healthy food access, and food shopping experience. These can be distributed throughout Eastside via door-to-door placement, word of mouth, email, and mail. Surveys are often used at the beginning of a community plan process to gather residents' opinions and identify community issues. Piloting the survey with small numbers of residents first can help to improve its quality.

SOCIAL MEDIA

Another opportunity for community outreach and involvement is to use social media, such as Facebook and Instagram. Asbury Church has a Facebook page, as does the *Flint Farming Project*, and it may be beneficial to make another page specifically for Asbury CDC, which could be used to spread awareness and knowledge about the CDC, invite people to meetings and events, distribute surveys, collect comments, and more. An intern would be an ideal person to manage such social media activities.

ASSET-BASED COMMUNITY DEVELOPMENT (ABCD)

ABCD builds upon a community's existing strengths, skills, and capacities in designing and implementing programs. Surveys, for example, can be conducted to assess a neighborhood's unique assets (see *Appendix H* for an example survey) and ensure that residents' voices are heard. Ultimately, this method focuses on the resources of a community rather than approaching community development from a perspective that emphasizes a neighborhood's challenges or deficiencies.

IMPLEMENTATION PHASING AND PRIORITIES

This plan cannot be implemented in its entirety, all at once, or solely by Asbury CDC. Bringing together partners, we recommend the following immediate next steps:

- Distribute this report to key community members and partners, which could include UM-Flint, the C.S. Mott Foundation, Ruth Mott Foundation, Eastside Franklin Park Neighborhood Association, and other neighborhood organizations;
- Form a steering committe;
- Establish a recurring community engagement framework.

Prioritization must occur, a timeline must be established, and external partnerships must be nurtured to make meaningful and lasting progress. To that end, the following implementation action plan and matrix provide a roadmap for Asbury CDC's steering committee and external stakeholders.

Recommendations drawn from the body of this report are organized underneath their larger goals and strategies. We arrange them based on the timeframe of the specific recommendation: Short-term (1-2 years) Medium-term (3-5 years), and Long-term (6+ years). In addition, each recommendation includes relevant information such as partners, relative cost, and examples of community engagement strategies to enhance their effectiveness. These attributes offer a quick reference guide, but please refer to *Sections III, IV,* and *V* for more detail.



Healthy Neighborhood Meeting, March 2019

ACTION PLAN

Timeline	Project Recommendations	Report Section and Page Number
Ongoing	Enhance Community Support	*Section III*; page 35
	Incorporate Community throughout Expansion	*Section III*; page 47
Short-term (1-2 years)	Leverage Staff Talents	*Section III*; page 35
	Test the Market	*Section III*; page 38
	Test Pricing Models	*Section III*; page 44
	Create Youth-Centered Urban Agriculture Programming	*Section III*; page 48
	Strengthen and Vary Demand for Produce	*Section III*; page 48
	Craft the Narrative	*Section III*; page 52
	Provide Technical Guidance to Promote Side Lot Transfer Program	*Section IV*; page 68
	Activate a Community Gathering Space	*Section IV*; page 72
	Implement DIY Streetscape Improvements	*Section IV*; page 75
	Identify Homeowners at Risk of Foreclosure	*Section V*; page 85
	Proactively Distribute Information to Residents	*Section V*; page 85
	Hold Annual Workshops	*Section V*; page 85
	Connect Residents with Critical Home Repair Resources	*Section V*; page 86
	Establish Partnerships with Local Community Housing Development Corporations	*Section V*; page 88

Timeline	Project Recommendations	Report Section and Page Number
Medium-term (3-5 years)	Develop Capacity of Board of Directors	*Section III*; page 36
	Partner with Existing Businesses	*Section III*: page 38
	Combine Complementary Services	*Section III*: page 40
	Consider Alternatives to a Permanent Location	*Section III*; page 43
	Identify Revenue Opportunities Beyond Selling Produce	*Section III*; page 49
	Incorporate Brand to Increase Visibility	*Section III*; page 52
	Identify Potential Hoop House Locations	*Section IV*; page 66
	Identify Areas for Other Forms of Urban Agriculture	*Section IV*; page 66
	Create Greenway System	*Section IV*; page 75
Long-term (6+)	Use the "Asbury Strategic Area" to Concentrate Housing Interventions	*Section V*; page 94
	Reuse Homes to Expand Asbury CDC's Services	*Section V;* page 94



Housing in Eastside, April 2019

IMPLEMENTATION TABLE

GOAL 1: SUPPORT ORGANIZATIONAL SUSTAINABILITY

Recommendation	Partner/Responsibility
STRATEGY 1: ENSURE ORGANIZATIONAL CAPACITY	
Enhance Community Support	Residents, Eastside Mission, Franklin Mission, Eastside Franklin Park Neighborhood Association, Broadway Boulevard Franklin Avenue Corridor
Leverage Staff Talents	Asbury CDC Leadership and Staff
Develop Capacity of Board of Directors	Residents, Asbury CDC Staff, Asbury Church Members, Funders, Partners, Members of Business Community
STRATEGY 2: TEST NEW OPPORTUNITIES	
Test the Market	Asbury CDC, Residents, Metro Community Development, Local Business Leaders
Partner with Existing Businesses (Healthy Corner Store Initiative)	Asbury CDC, Local Corner Stores, Greater Flint Health Coalition, Genesee County Health Department, Flint Genesee Chamber of Commerce, Local Representatives, Mayor's Office, Michigan Economic Development Corporation (MEDC)
Combine Complementary Services	Asbury CDC, Residents, Local Entrepreneurs, Metro Community Development, Philanthropic Partners, MEDC
Consider Alternatives to a Permanent Location	
Test Pricing Models	Asbury CDC, Residents
STRATEGY 3: EXPAND AND DIVERSIFY URBAN AGRICULTURE OPERATIONS	
Incorporate Community throughout Expansion	Asbury CDC, Residents
Create Youth-Centered Urban Agriculture Programming	Residents, Flint Community Schools, Mr. Gaines Gardening Program PLUS, Partner Institutions
Strengthen and Vary Demand for Produce	Michigan Farm to Freezer, Local Food Markets, Restaurants, UM-Flint, McLaren Flint, Hurley Medical Center
Identify Revenue Opportunities Beyond Selling Produce	Residents, Local Gardeners and Farmers, Local Food Businesses

Cost	Community Engagement	Timeframe
$	Invite residents to join committees. Hold quarterly neighborhood meetings. Table at bus stops and block parties.	Ongoing
$	N/A	Short
$	Recruit residents who are not affiliated with Asbury Church to join the CDC's Board of Directors.	Medium
$	Conduct resident surveys. Discuss business plan with local business leaders. Test new products or services with local residents.	Short
$$	Engage with local corner store owners to discuss the potential for a Healthy Corner Store Initiative.	Medium
$$$	Meet with residents to confirm retail gaps and generate ideas for additional services that Asbury CDC could offer	Medium
$$$	N/A	Medium
$$	N/A	Short
$	Meet with residents who will be directly impacted by Asbury CDC's urban agriculture expansion plans. Conduct participatory asset-based community development (ABCD) session/community evaluation.	Ongoing
$$$	Meet with Flint Community Schools to understand how youth programming could complement the district's curriculum.	Short
$	Consider marketing a Community Supported Agriculture (CSA) program to the Eastside neighborhood.	Short
$$$	Ask local gardeners, farmers, and entrepreneurs about their ideas for new opportunities.	Medium

Recommendation	Partner/Responsibility
STRATEGY 4: CREATE BRAND IDENTITY	
Craft the Narrative	Asbury CDC, Consider engaging a branding company with nonprofit experience.
Incorporate Brand to Increase Visibility	Asbury CDC, Edible Flint, and Taste the Local Difference are example organizations that help local farmers markets.

GOAL 2: TRANSFORM VACANT SPACES

Recommendation	Partner/Responsibility
STRATEGY 1: PRIORITIZE URBAN AGRICULTURE GROWTH	
Identify Potential Hoop House Locations	Residents, Genesee Conservation District, City of Flint, Michigan Works, Genesee County Land Bank
Identify Areas for Other Forms of Urban Agriculture	Residents, Edible Flint, Genesee County Land Bank
STRATEGY 2: EXPAND SIDE LOT PROGRAM	
Provide Technical Guidance to Promote Side Lot Program	Residents, Genesee County Land Bank
STRATEGY 3: ACTIVATE OUTDOOR COMMUNITY SPACES	
Activate a Community Gathering Space	Residents, Genesee County Land Bank
STRATEGY 4: CREATE COMMUNITY LINKAGES	
Implement DIY Streetscape Improvements	Residents, Asbury CDC Interns, EFPNA
Create Greenway System	Residents, EFPNA, UM-Flint, City of Flint

Cost	Community Engagement	Timeframe
$	Ask residents to contribute anecdotes that can be used to craft the Asbury Farms narrative.	Short
$$	Post updated branding on social media and other outlets to create excitement about Asbury Farms.	Medium

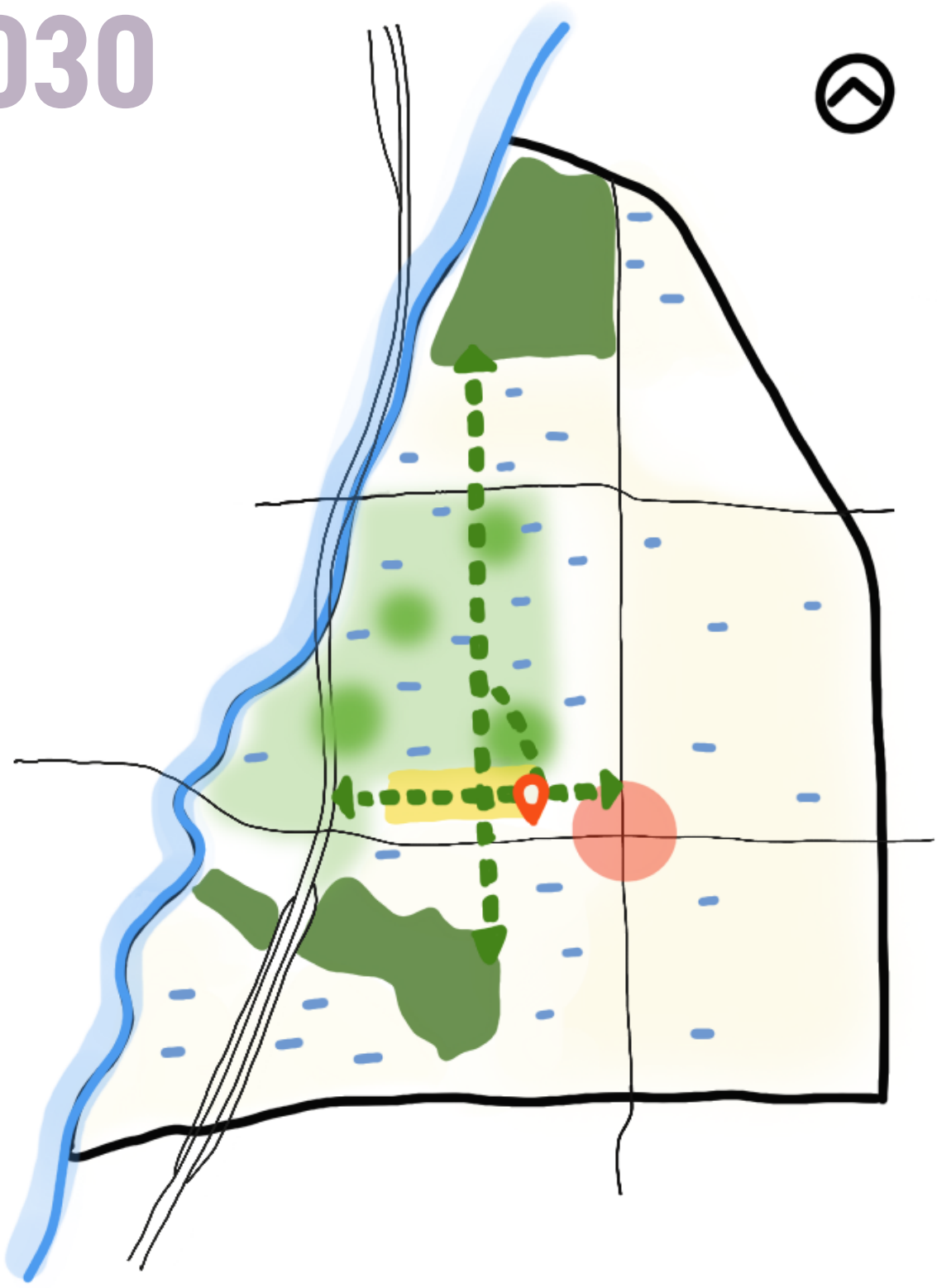
Cost	Community Engagement	Timeframe
$$	Hold educational community tour of existing hoop house.	Medium
$	Organize community volunteer day to transform one existing vacant lot.	Medium
$	Partner with the Land Bank to list Asbury CDC as a resource on side lot mailings.	Short
$$	Partner with residents near Jane Avenue to identify potential locations.	Short
$	Engage neighbors and local businesses for communal “block party” to test informal street improvements.	Short
$$	Speak with residents near potential greenway paths and collaborate with other community organizations.	Medium

GOAL 3: STABILIZE AREA HOUSING

Recommendation	Partner/Responsibility
STRATEGY 1: ADDRESS THREAT OF TAX FORECLOSURE	
Identify Homeowners at Risk of Foreclosure	Asbury CDC, Genesee County Office of the Treasurer
Proactively Distribute Information to Residents	Asbury CDC, Local Volunteers
Hold Annual Workshops	Asbury CDC, Genesee County Land Bank Authority, Genesee County Office of the Treasurer, Metro Community Development, Step Forward Michigan, Michigan Department of Health and Human Services
STRATEGY 2: ADDRESS CRITICAL HOME REPAIR NEEDS	
Connect Residents with Critical Home Repair Resources	Asbury CDC, Genesee County Habitat for Humanity, Metro Community Development, Federal Home Loan Bank of Indianapolis
Establish Partnerships with Local Community Housing Development Organizations	Asbury CDC, Genesee County Habitat for Humanity, Metro Community Development
STRATEGY 3: ESTABLISH TARGET AREA FOR HOUSING INTERVENTIONS	
Use the "Asbury Strategic Area" to Concentrate Housing Interventions	Asbury CDC, Genesee County Land Bank Authority, Genesee County Habitat for Humanity
Reuse Homes to Expand Asbury CDC's Services	Asbury CDC, Genesee County Habitat for Humanity, C.S. Mott Foundations, Ruth Mott Foundation

Cost	Community Engagement	Timeframe
$	Work with Genesee County Office of the Treasurer to identify residents who are past-due on property tax payments.	Short
$	Distribute Tax Foreclosure Prevention form to at-risk residents either by mail or in-person.	Short
$	Engage with neighborhood groups within and outside of Eastside to advertise the workshops.	Short
$	Proactively engage with known residents living in homes in need of critical repairs, either through mail or ideally in-person, to connect them with resources.	Short
$	N/A	Short
$	Survey residents to identify the homes that are the best candidates for demolition. Establish contact with all residents living in Asbury *Strategic Area*.	Long
$$$	Seek input from residents and other service organizations to confirm the demand for new services in the neighborhood. Meet with residents who would be directly impacted by new programming for any adaptive reuse projects.	Long

VISION 2030



Envisioning the future of the Eastside neighborhood, we hope the strategies and recommendations presented in this report help to guide residents, community organizations, and the wider Flint community in expanding ongoing initiatives and exploring new avenues to create a healthy, vibrant neighborhood. While each of the three primary goals of this report are individually important, they become especially powerful tools for positive change when implemented together. Several strategies within each project goal coordinate with, and reinforce, one other, creating a framework that supports multiple approaches to achieving the overarching goal of community health and wellness.

GREENWAY:

Creating a stronger link between areas of Eastside can help connect residents to each other, as well as existing physical assets in the neighborhood. Adapting space along underused roads, and between adjacent vacant parcels, can help form useful pedestrian pathways for neighbors in their daily routines. These connective paths can begin as temporary pilot projects, using inexpensive materials, that become more formalized over time with increased use.

HOUSING FOCUS AREA:

Along with neighborhood-wide housing stability initiatives, a more targeted focus on housing improvements along certain blocks can have an amplified positive impact. In coordination with the GCLBA, this process could start with identifying specific blighted properties for demolition. In the long-term, some buildings in these areas could be candidates for rehabilitation and adaptive reuse in the creation of community spaces. These properties could offer essential neighborhood services and act as social gathering spaces for residents.

NEIGHBORHOOD CENTER:

Although a primarily residential neighborhood, Eastside contains several key nodes of commercial activity that offer opportunities for retail initiatives. Building on the framework of the *Imagine Flint Master Plan*, these central connection points could provide a platform for innovative business approaches. These approaches might incorporate multiple neighborhood services—including providing locally-sourced healthy food—into a single location to maximize the use of the space, as well as serving as a center for resident resources and connections.

SIDE LOT EXPANSION:

Addressing vacancy throughout the neighborhood requires multiple initiatives, one of which involves coordination with the Land Bank's ongoing effort to help facilitate and expand the transition of vacant side lots to homeowners. Given the potential negative effects of a single blighted property on a block, the *Side Lot Program* provides a critical means for residents to cheaply acquire adjacent lots for maintenance and improvements. A local community-based organization can play a crucial role in providing resources about this program and its processes to residents, many of whom have strong ties to the neighborhood and a vested interest in its success.

AGRICULTURE PROJECTS:

Aligning with the *Imagine Flint Master Plan*, areas of concentrated vacancy within Eastside might be viewed not as liabilities, but rather as community assets offering publicly owned land for innovative uses such as urban agriculture. These *Green Innovation* zones allow more flexible land uses, including large-scale farming practices like hoop houses and other structures used for growing produce. Expanding the ongoing farming efforts in the neighborhood, where appropriate, can not only support local, healthy food production but also provide essential spaces and programming for community connection.

CONCLUSION

WHERE TO GO FROM HERE

This project provides action-oriented planning recommendations to support Asbury CDC's mission of improving health and wellness on Flint's Eastside. Its three goals of supporting Asbury CDC's organizational sustainability, transforming vacant spaces, and stabilizing area housing support the social determinants of health. We developed this vision through background research, visits to the neighborhood, interaction with Asbury CDC, and engagement with community members, with the goal to present a roadmap for increasing health and wellness in Eastside.

But more work must be done to ensure that this vision truly aligns with the interests of residents. Asbury CDC will achieve this vision first and foremost through repeated and thoughtful engagement with neighborhood residents and community stakeholders like Flint Eastside Mission, Franklin Avenue Mission, and Eastside Franklin Park Neighborhood Association. Such engagement will allow Asbury CDC to fully understand the neighborhood's assets, strengthen neighborhood connections, and attract other resources from Flint and beyond.

Flint's Eastside faces many challenges, and there is no cure-all for the forces that contribute to its current conditions. However, the neighborhood has considerable assets and the grassroots energy needed to affect positive change. By working together with its neighbors and partners, Asbury CDC can use the recommendations in this project to further its current initiatives and bring additional support to the neighborhood. In doing so, it can serve a meaningful role in creating an environment where every resident has access to healthy food, a safe home, and a supportive community where they can live and grow.

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APPENDIX A: HEALTHY NEIGHBORHOOD MEETING



We invited participants to a Healthy Neighborhood Meeting with a flyer, as shown in *Figure A.1*, that included the date and location of the meeting, as well as advertise that there would be a drawing for two gift cards, to incentivize attendance. We distributed flyers door-to-door in the neighborhood, gave copies to Eastside Franklin Neighborhood Association, and left additional copies to distribute at Asbury events.

For this community meeting, we introduced our project and the objective of the meeting to better understand what resident would like to see in their neighborhood. As participants joined the meeting, they signed in, ate dinner, and completed surveys. We then broke residents into three groups to circulate through the three interactive activities.

Activity 1 - Visual Preferences for Neighborhood Amenities
This activity showed eight pictures of potential uses of vacant lots (see *Figure A.2* and *A.3*). Each participant received three stickers to place next to the uses they preferred the most.

Activity 2 - "I Wish This Was"
Inspired by Candy Chang, this activity had included images of a vacant commercial building, a vacant lot, and a boarded house. Participants wrote on sticky notes what they hoped to see for the transformation of these types of properties (see *Figure A.5, A.6* and *A.7*).

Activity 3 - Mapping Assets and Challenges
We asked participants to use colored sticky notes to identify locations of neighborhood assets and challenges on two large maps (see *Figure A.8*).



Figure A.1: Flyer for the Healthy Neighborhood Meeting

ACTIVITY 1: VISUAL PREFERENCE



Figure A.2: Visual preference activity with eight pictures of potential uses of vacant lots. Each participant received three stickers to place next to the uses they preferred the most.

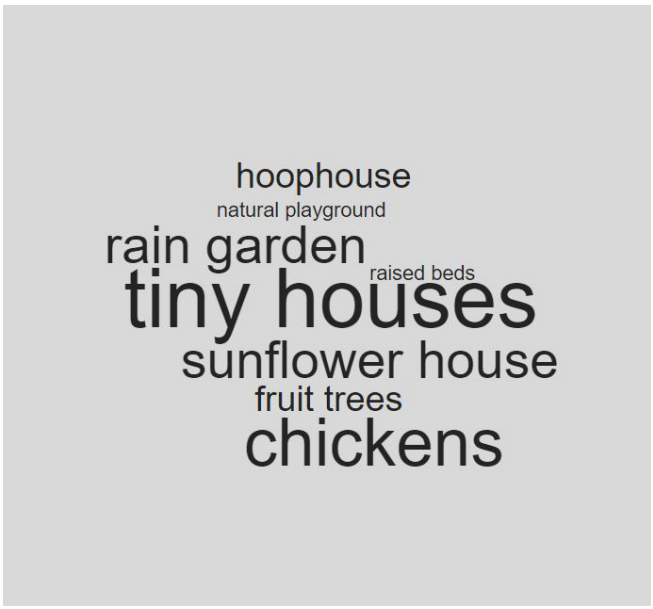


Figure A.3: Most Popular Responses for Activity 1

ACTIVITY 2: "I WISH THIS WAS"

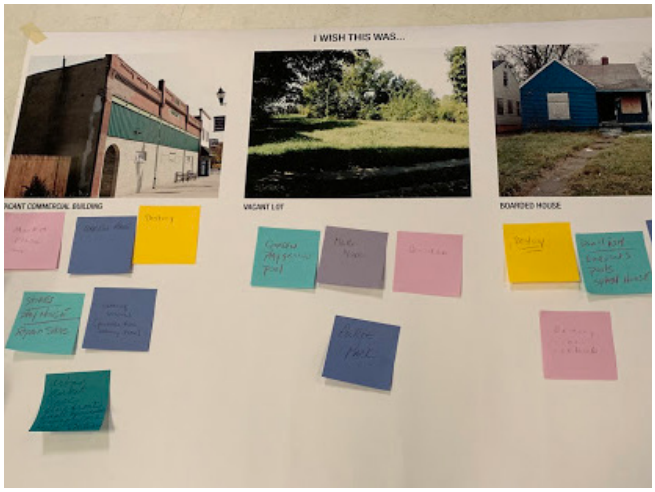


Figure A.4: The Candy Chang-style,[2,3] "I Wish This Was" activity had three large pictures. These images were a vacant commercial building, a vacant lot, and a boarded house. Participants wrote on sticky notes what they wished the properties were used as.



Figure A.5: Ideas for Vacant Commercial Buildings from Activity 2



Figure A.6: Activity 2 vacant lot prompt results in word cloud format.



Figure A.7: Activity 2 boarded house prompt results in word cloud format.

ACTIVITY 3: MAPPING



Figure A.8: Activity 3. For this mapping activity, participants were asked to identify neighborhood assets on one map, and challenges on the other. Identified neighborhood assets included food destinations, community gathering spaces, and other community resources. Challenges included locations of high crime, high pollution, and unsound infrastructure.

RESIDENT SURVEY

We asked attendees to complete an eight-question survey about their familiarity with Asbury Church and Asbury CDC and about their food shopping experiences. Results showed that residents are not fully familiar with Asbury CDC and that their food shopping experiences could be improved.

Eastside Survey

ASBURY

TAUBMAN COLLEGE architecture + urban planning University of Michigan

We are a team of graduate students from the University of Michigan partnering with Asbury Church and CDC on the East Side of Flint. Asbury is committed to improving the health and wellness of the neighborhood and the city. Part of this mission includes growing healthy foods and providing them to residents at low cost. As Asbury plans to expand their operations, we would like to know what residents of the neighborhood know about Asbury and their work. Please fill out the following questionnaire and help us grow the Eastside.

1 How familiar are you with the work of Asbury Church and CDC?
(Mark with one oval)

Not familiar ☹ ☹ 😐 🙂 😀 Very familiar

2 How familiar are you with urban agriculture (green houses, hoop houses, raised beds, beekeeping, aquaponics, community gardens, composting?
(Mark with one oval)

Not familiar ☹ ☹ 😐 🙂 😀 Very familiar

3 How would you describe your daily access to healthy foods (vegetables, fruits, nuts, fresh fish)?

☹ ☹ 😐 🙂 😀

Very difficult to access — Very easy to access

4 How would you describe your food shopping experience (travel time, cost, selection)?

Very negative ☹ ☹ 😐 🙂 😀 Very positive

Now, just a few questions about yourself. This section is optional, but it would help us better understand what the neighborhood needs and wants.

What is the size of your household?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more

How do you travel when you go food shopping?

- ☐ Drive alone
- ☐ Carpool
- ☐ Bike
- ☐ Bus
- ☐ Uber/Lyft
- ☐ Others _____

Are you currently using SNAP benefits to access food?

- ☐ Yes
- ☐ No

What are the nearest cross-streets to your home?

_____



ENDNOTES

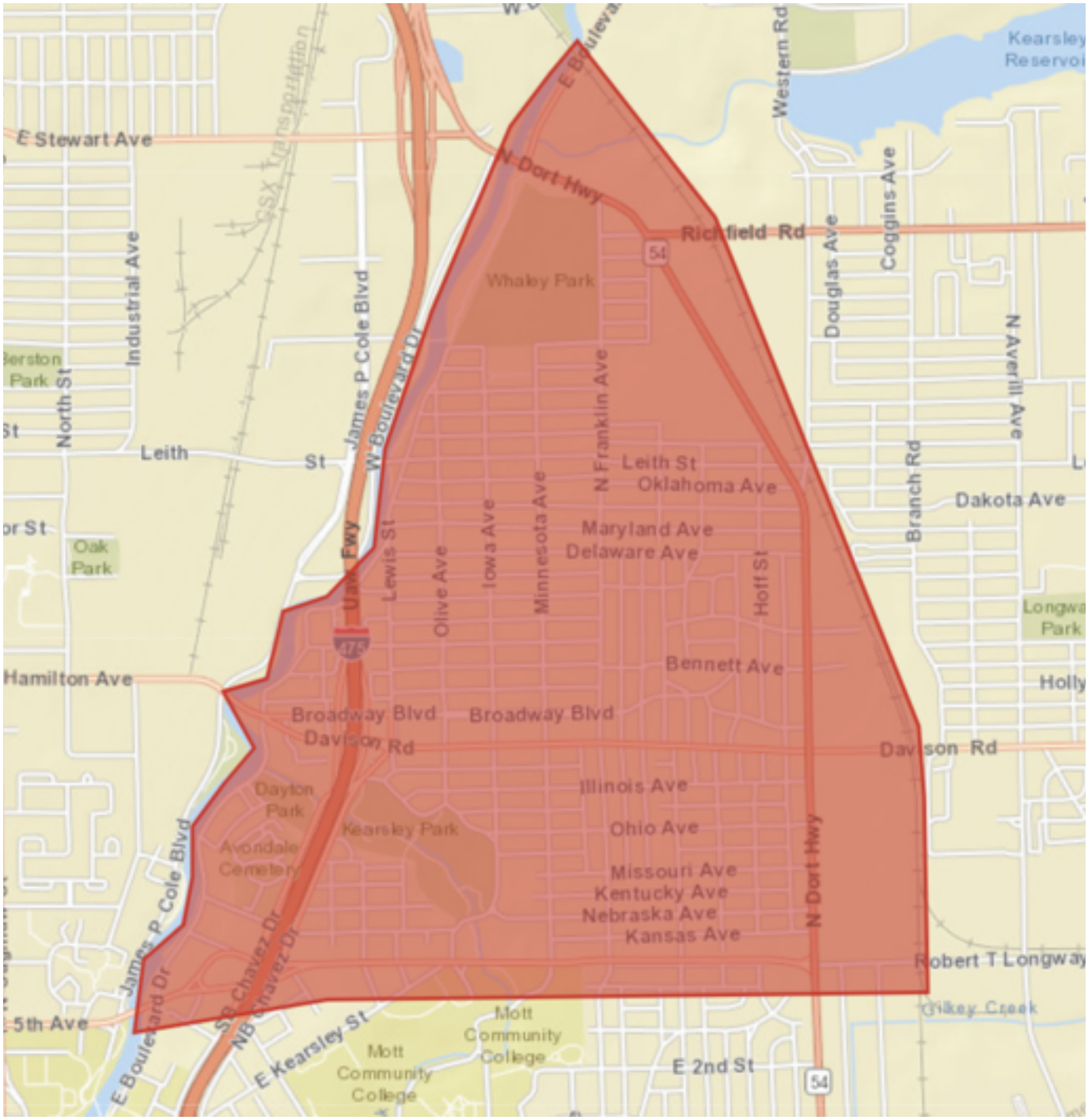
1. Chang, C. (n.d.). I Wish This Was. Retrieved from http://candychang.com/work/i-wish-this-was/
2. ibid.
3. LeFevre, C. (2012, May 2). Candy Chang asks: "What do you want In Minneapolis? What do you want in St. Paul?" Retrieved from http://www.thelinemedia.com/features/candychange050212.aspx

APPENDIX B: FOOD BUSINESSES IN NEIGHBORHOOD STUDY AREA

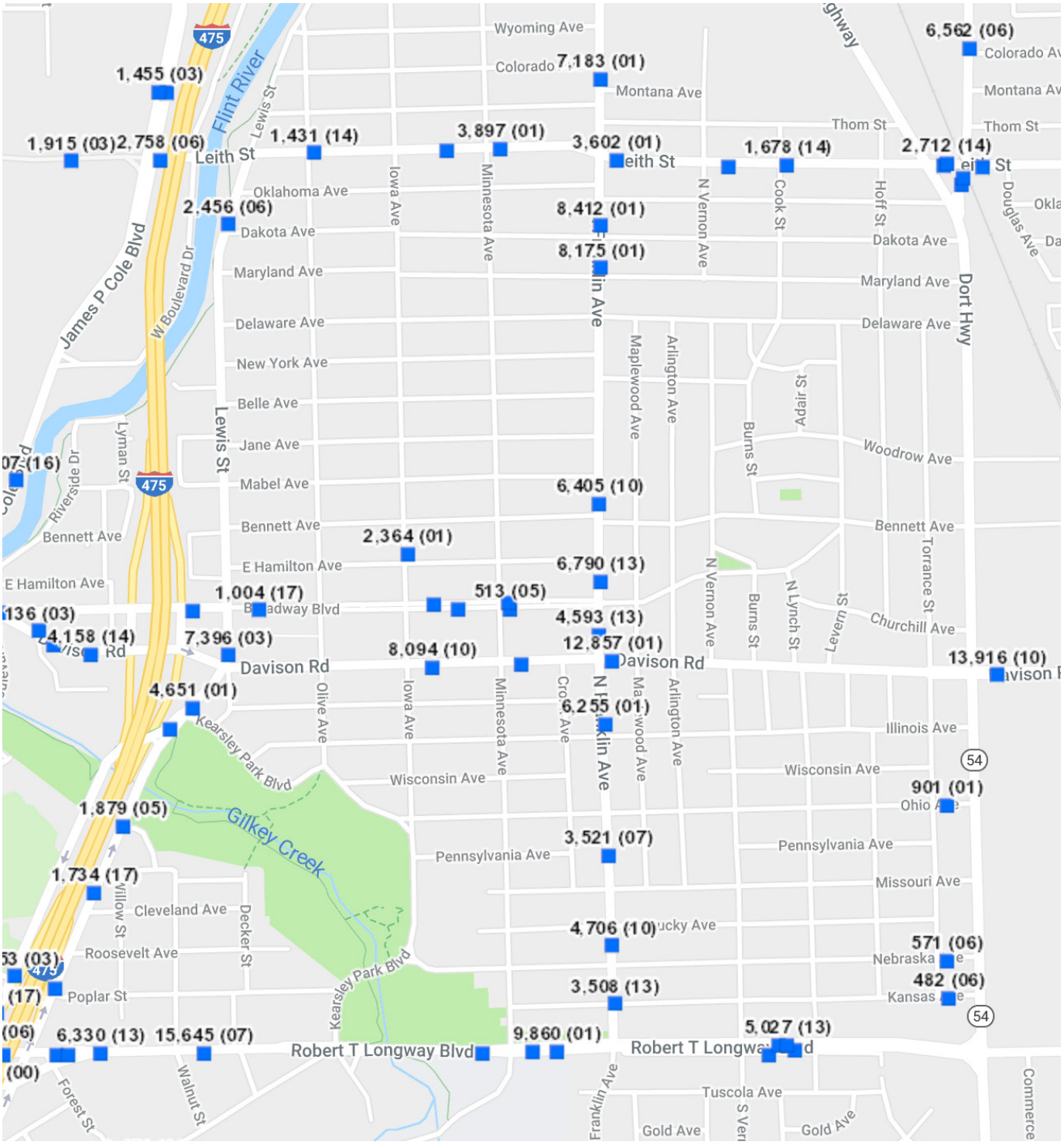
NAICS Industry Group	Business	Address	Distance from Asbury Church
Grocery Stores	Fresh Choice Market Place	1916 Davison Rd, Flint, MI 48506	0 miles
	Save A Lot	1918 N Dort Hwy, Flint, MI 48506	1 miles
	Kroger	3838 Richfield Rd, Flint, MI 48506	3 miles
	ALDI	1054 Center Rd, Burton, MI 48509	2 miles
	Meijer	2333 Center Rd, Burton, MI 48519	4 miles
Specialty Food Stores	Mister Bread Bakery Outlet	2709 Davison Rd, Flint, MI 48506	1 miles
Beer, Wine & Liquor Stores	Mac's Food Fair	1235 N Dort Hwy, Flint, MI 48506	1 miles
	Franklin's Food Mart	3007 N Franklin Ave, Flint, MI 48506	1 miles
	Franklin Mini Mart	2702 N Franklin Ave, Flint, MI 48506	1 miles
	Jules Market	2212 Lewis St, Flint, MI 48506	1 miles
	Lewis Street Market	2218 Lewis St, Flint, MI 48506	1 miles
	Easy Pick Food Shoppe	2318 Lewis St, Flint, MI 48506	1 miles
	Quik Stop Food Store	2005 Davison Rd, Flint, MI 48506	0 miles
	Davison Road Market	2319 Davison Rd, Flint, MI 48506	0 miles
Health & Personal Care	Walgreen's	2815 Davison Rd, Flint, MI 48506	1 miles
Gasoline Stations	Citgo	1901 Dort Hwy, Flint, MI 48506	1 miles
	Sunoco	2315 Dort Hwy, Flint, MI 48506	1 miles
	Admiral	2617 Dort Hwy, Flint, MI 48506	1 miles
	Sunoco	4030 Dort Hwy, Flint, MI 48506	2 miles
	Marathon	2320 Davison Rd, Flint, MI 48506	0 miles
General Merchandise Stores	Dollar General	1717 N Dort Hwy, Flint, MI 48506	1 miles
	Family Dollar	3102 N Franklin Ave, Flint, MI 48506	1 miles
Drinking Places - Alcoholic Beverages	Timothy's Pub	2890 Robert T Longway Blvd, Flint, MI 48506	1 miles
	Sports Coupe Restaurant and Lounge	2415 Dort Hwy, Flint, MI 48506	1 miles
	AJ Racer's Sports Bar and Grill	4020 N Dort Hwy, Flint, MI 48506	2 miles
Restaurants/ Other Eating Places	Little Caesar's Pizza	101 Dort Hwy, Flint, MI 48503	1 miles
	Ginaz Kitchen	1401 Dort Hwy, Flint, MMI 48506	1 miles
	Rally's	1914 Dort Hwy, Flint, MI 48506	1 miles
	Tim & Paula's Chilly's	2017 Dort Hwy, Flint, MI 48506	0 miles
	Luigi's El Toro Restaurant Sports Bar	2132 Dort Hwy, Flint, MI 48506	0 miles
	Young Sing Chinese Restaurant	2400 Dort Hwy, Flint, MI 48506	0 miles
	Island Fish & Chicken	2602 Dort Hwy, Flint, MI 48506	1 miles

Note: North American Industry Classification System (NAICS) groups are the standard classification system used by federal agencies for purposes of categorizing businesses.

APPENDIX C: EXPANDED STUDY AREA FOR RETAIL GAP ANALYSIS



APPENDIX D: AVERAGE ANNUAL DAILY TRAFFIC VOLUME (BY COUNT DATE)



Source: Genesee County Metropolitan Planning Commission. Retrieved February 6, 2019 from https://gcmpc.ms2soft.com/tcds/tsearch.asp?loc=Gcmpc&mod=

APPENDIX E: COMMUNITY ENGAGEMENT STRATEGIES

"Your Neighborhood Planning Prep-Kit," which is a tool of the Imagine Flint Neighborhood Planning Initiative, provides a comprehensive checklist to conduct community engagement.[1]

Try to be as clear as possible, and use simple language that everyone can understand. Try to avoid professional phrases and words.[2]

Jargon	Definition
Best practice	Best bits/Best work/Best results/Best ideas (things that have already been shown to work well)
Bottom up	From local people
Capacity	Ability/Size
Capacity building	Skilling up
Community engagement	Talking to local people
Consensual	Everyone agrees
Core message/Core value	Most important thing
Coterminous/Coterminosity	Common/Same boundaries
Cross-cutting	Working together (affecting several services or different communities)
Empowerment	Giving people the chance
Engagement	Discussions/Talks/Meetings
Engaging users	Talk to people
Evidence base	Proof/Research shows
External challenge	Issues/Problems/Tests to face
Facilitate	Make possible/Help/Aid/Assist
Framework	Outline
Good practice	Good bits/Good work/Good results/Good ideas
Income/Funding streams	Cash
Initiative	Idea/Plan/Proposals/Scheme
Level playing field	Equal/Give everyone the same chance
Multi-disciplinary	Many groups (with different skills) working together)
Outcomes	Results
Output	Results
Partnerships	Work with each other
Pathfinder	Pioneering/Leading/Trailblazing
Priority	Main concern
Revenue streams	Cash
Risk based	Carefully judged
Scoping	Researching/Investigating/Studying
Signpost	Pointers
Stakeholder	Organizations/People
Strategic/Overarching	Big picture
Streamlined	Modernize/Update
Sustainable	Long term
Top down	From Central/Local government
Transparency	Clarity
Value added	Giving better value/More for your money
Vision	Idea/Plan/Report

Asbury CDC can search for partnerships for future community engagement. Some possible partnerships include community and neighborhood groups, educational representatives, non-profit organizations, planning boards, and experts in the target field.

PROCESS DESIGN AND CHECKLIST

BEFORE

- Determine appropriate methods to engage the community. Select appropriate engagement tool: meetings, workshop, focus group, public hearings, panel discussion, open houses, etc.
- Determine the level of engagement
- Determine the length of the engagement process, and the timeline for activities (time for setting up, activity time arrangement etc.)
- Time and location
- Determine who need to be engaged and find out the stakeholders, staff, consultants, etc.
- Determine the budget
- Design for active engagement activities and encourage communication

DURING

- Share current research/statistics and encourage comments
- Arrange time appropriately

REFLECTION & EVALUATION

- What have you learned from the engagement
- What will you do differently in the future engagement events
- Was the chosen location and time appropriate
- How and when the feedback/results will be provided

ENDNOTES

1. Your Neighborhood Planning Prep-Kit (2016) Retrieved from: https://app.box.com/s/fjqh0iv2xmp8o4nyn3iq7yqdjspdpxcy

2. Community engagement toolkit (2010). Retrieved from: https://www.n-somerset.gov.uk/wp-content/uploads/2015/11/community-engagement-toolkit.pdf

APPENDIX F: SAMPLE BOARD ASSESSMENT TOOL[1,2]

Sample #1 — Board of Directors Full Board Evaluation

Rankings go from 1 = Low/Disagree up to 5 = High/Agree

	Board Activity	LOW 1	2	3	4	HIGH 5
1.	The board operates under a set of policies, procedures, and guidelines with which all members are familiar.					
2.	The Executive Committee reports to the board on all actions taken.					
3.	There are standing committees of the board that meet regularly and report to the board.					
4.	Board meetings are well attended, with near full turnout at each meeting.					
5.	Each board member has at least one committee assignment.					
6.	Nomination and appointment of board members follow clearly established procedures using known criteria.					
7.	Newly elected board members receive adequate orientation to their role and what is expected of them.					
8.	Each board meeting includes an opportunity for learning about the organization's activities.					
9.	The board follows its policy that defines term limits for board members.					
10.	The board fully understands and is supportive of the strategic planning process of the ministry.					
11.	Board members receive meeting agendas and supporting materials in time for adequate advance review.					
12.	The board adequately oversees the financial performance and fiduciary accountability of the organization.					
13.	The board receives regular financial updates and takes necessary steps to ensure the operations of the organization are sound.					
14.	The board regularly reviews and evaluates the performance of the CEO.					
15.	The board actively engages in discussion around significant issues.					
16.	The board chair effectively and appropriately leads and facilitates the board meetings and the policy and governance work of the board.					

Sample #1 — Board of Directors Full Board Evaluation

		LOW				HIGH
	Mission and Purpose	1	2	3	4	5
1.	Statements of the organization's mission are well understood and supported by the board.					
2.	Board meeting presentations and discussions consistently reference the organization's mission statement.					
3.	The board reviews the organization's performance in carrying out the stated mission on a regular basis.					
	Governance / Partnership Alignment					
1.	The board exercises its governance role: 1) Ensuring that the organization supports and upholds the mission statement, core values, statement of faith, vision statement, and partnership policies.					
2.	The board periodically reviews, and is familiar with, the organization's partnership core documents. (Note: This item applies when a ministry has partnered with other ministries.)					
3.	The board reviews its own performance and measures its own effectiveness in governance work.					
4.	The board is actively engaged in the board development processes.					
	Board Organization					
1.	Information provided by staff is adequate to ensure effective board governance and decision-making.					
2.	The committee structure logically addresses the organization's areas of operation.					
3.	All committees have adequate agendas and minutes for each meeting.					
4.	All committees address issues of substance.					

Sample #1 — Board of Directors Full Board Evaluation

		LOW				HIGH
	Board Meetings	1	2	3	4	5
1.	Board meetings are frequent enough to ensure effective governance.					
2.	Board meetings are long enough to accomplish the board's work.					
3.	Board members fully and positively participate in discussions.					
	Board Membership					
1.	The board size is adequate to effectively govern the organization.					
2.	The board has a range of talents, experience, and knowledge to accomplish its role.					
3.	The board uses its members' talents and skills effectively.					
4.	The board makeup is diverse with experience, skills, ethnicity, gender, denomination, and age group.					
5.	Fellow board members review each member's performance at the end of every three-year term.					
6.	Each board member participates in financially supporting the organization on an annual basis.					
7.	The board demonstrates a deep spiritual commitment to Jesus Christ, to the Christian mission of our organization, and to obedience to God's word as revealed in the scriptures.					
	Administration and Staff Support					
1.	The committee structure provides adequate contact with administration and staff.					
2.	Communication is strong and clear between the board and staff.					
3.	Staff support before, during, and after-board meetings is effective.					

Sample #1 — Board of Directors Full Board Evaluation

Please make any other comments about the work and effectiveness of our boards:

ENDNOTES

1. NeighborWorks America. (2019). Board Leadership. Retrieved April 1, 2019, from https://www.Neighborworks.org/Training-Services/Nonprofit-Leadership/Board-Leadership
2. NeighborWorks America. (n.d.). Board Self-Assessment. Retrieved April 1, 2019, from https://www.Neighborworks.org/Training-Services/Nonprofit-Leadership/Board-Leadership/Program-Application/Board-Self-Assessment

APPENDIX G: IMPLEMENTATION STRATEGIES FOR PRODUCE DISCOUNTS

While hoop houses offer many benefits—extending the growing period for farmers; providing more local, healthy food options to nearby communities; and offering a space for recreation, volunteer opportunities, and community gathering—they can also have less desirable impacts on their surroundings. Locating a hoop house in a neighborhood might bring with it increased noise and traffic. Some residents might not appreciate the aesthetic appearance of a hoop house on their street.

Community engagement is vital to ensuring that residents' preferences are being heard and incorporated into hoop house construction plans. While much engagement may focus on residents who would live adjacent to a hoop house, residents on the entire block—and potentially further—can also be affected by the construction of nearby hoop houses. In order to acknowledge this impact on nearby residents, express gratitude for a neighborhood block's cooperation, and further engage residents with community agriculture, Asbury CDC can offer discounts on produce grown in the hoop houses. The organization could also offer other discounts for programs like MyFlintStones or a CSA.

DISCOUNT ELIGIBILITY

Identifying who is eligible for discount programs can be done through a variety of methods. If Asbury CDC wants to offer a discount as a way to mitigate less desirable effects of hoop houses to those residents who are most affected, they could offer discounts to residents within a certain distance of hoop houses. Alternatively, Asbury CDC could offer discounts to the entire Eastside neighborhood in an effort to further share the benefits of the organization's agricultural expansion. The organization could also determine whether residents automatically qualify for a discount or if they must enroll in a discount program (through proof of residence, for example) in order to receive any benefits. Asbury CDC should conduct a financial risk assessment in order to understand which option is both equitable for neighbors and financially feasible for the organization. Potential eligibility requirements can include:

- Residents who live within a designated square foot radius around a hoop house;
- Residents who live on the same block as a hoop house;
- Residents who live within one more more blocks from a hoop house (effects such as increased traffic may impact neighbors beyond just the block a hoop house is located);
- All residents within Eastside;
- Any resident who signs up for a discount program—which could require proof of residence in Eastside or within a certain radius of a hoop house.

POTENTIAL DISCOUNT PROGRAMS

CSA Discount: If Asbury CDC implements a CSA (Community Supported Agriculture) program, residents can get a percentage or dollar amount discount on a CSA membership. This discount could be for the whole CSA season (for example: 10% off the total season membership from May-October) or for each schedule CSA order (for example: $2 off each weekly CSA box).

Produce Discount: Offer a percentage discount on produce from the *Flint Farming Project* wherever Asbury CDC chooses to set up farm stands (this would exclude discounts when purchasing from wholesale clients who carry Asbury's produce). Asbury CDC could allow residents to purchase produce directly from the farm at any point and offer a resident discount. Alternatively, Asbury CDC could host a "resident farm stand" on a designated day, where they sell produce only to residents at a reduced price.

MyFlintStones Discount: Asbury CDC could offer residents a certain number of *MyFlintStones* tokens for free if they meet the eligibility requirements.

APPENDIX H: EXAMPLE ASSETS SURVEY

As Asbury CDC continues to conduct asset-based community development in the future, it can draw from resources that are already available. The Asset-Based Community Development (ABCD) Institute at DePaul University has a number of tools, resources, and references. Below is an asset survey created by the ABCD Institute, which can be edited to fit a specific context. Specific assets can be altered, highlighted, added, or removed.

Reprinted with permission of John P. Kretzmann and John L. McKnight, pp. 19-25, from Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets, Evanston, IL: Institute for Policy Research (1993).

THE CAPACITY INVENTORY

Hello. I'm with (local organization's name). We're talking to local people about their skills. With this information, we hope to help people contribute to improving the neighborhood, find jobs or start businesses. May I ask you some questions about your skills and abilities?

PART I -- SKILLS INFORMATION

Now I'm going to read to you a list of skills. It's an extensive list, so I hope you'll bear with me. I'll read the skills and you just say "yes" whenever we get to one you have. We are interested in all your skills and abilities. They may have been learned through experience in the home or with your family. They may be skills you've learned at church or in the community. They may also be skills you have learned on the job.

HEALTH

Caring for the Elderly _____

Caring for the Mentally Ill _____

Caring for the Sick _____

Caring for the Physically Disabled or Developmentally Disabled _____

Now, I would like to know about the kind of care you provided.

Bathing _____

Feeding _____

Preparing Special Diets _____

Exercising and Escorting _____

Grooming _____

Dressing _____

Making the Person Feel at Ease _____

OFFICE

Typing (words per minute) _____

Operating Adding Machine/Calculator _____

Filing Alphabetically/Numerically _____

Taking Phone Messages _____

Writing Business Letters (not typing) _____

Receiving Phone Orders _____

Operating Switchboard _____

Keeping Track of Supplies _____

Shorthand or Speedwriting _____

Bookkeeping _____

Entering Information into Computer _____

Word Processing _____

CONSTRUCTION AND REPAIR

Painting _____

Porch Construction or Repair _____

Tearing Down Buildings _____

Knocking Out Walls _____

Wall Papering _____

Furniture Repairs _____

Repairing Locks _____

Building Garages _____

Bathroom Modernization _____

Building Room Additions _____

Tile Work _____

Installing Drywall & Taping _____

Plumbing Repairs _____

Electrical Repairs _____

Bricklaying & Masonry _____

Cabinetmaking _____

Kitchen Modernization _____

Furniture Making _____

Installing Insulation _____

Plastering _____

Soldering & Welding _____

Concrete Work (sidewalks) _____

Installing Floor Coverings _____

Repairing Chimneys _____

Heating/Cooling System Installation _____

Putting on Siding _____

Tuckpointing _____

Cleaning Chimneys (chimney sweep) _____

Installing Windows _____

Building Swimming Pools _____

Carpentry Skills _____

Roofing Repair or Installation _____

MAINTENANCE

Window Washing _____

Floor Waxing or Mopping _____

Washing and Cleaning Carpets/Rugs _____

Routing Clogged Drains _____

Using a Handtruck in a Business _____

Caulking _____

General Household Cleaning _____

Fixing Leaky Faucets _____

Mowing Lawns _____

Planting & Caring for Gardens _____

Pruning Trees & Shrubbery _____

Cleaning/Maintaining Swimming Pools _____

Floor Sanding or Stripping _____

Wood Stripping/Refinishing _____

FOOD

Catering _____

Serving Food to Large Numbers of People (over 10) _____

Preparing Meals for Large Numbers of People (over 10) _____

Clearing/Setting Tables for Large Numbers of People (over 10) _____

Washing Dishes for Large Numbers of People (over 10) _____

Operating Commercial Food Preparation Equipment _____

Bartending _____

Meatcutting _____

Baking _____

CHILD CARE

Caring for Babies (under 1 year) _____

Caring for Children (1 to 6) _____

Caring for Children (7 to 13) _____

Taking Children on Field Trips _____

TRANSPORTATION

Driving a Car _____

Driving a Van _____

Driving a Bus _____

Driving a Taxi _____

Driving a Tractor Trailer _____

Driving a Commercial Truck _____

Driving a Vehicle/Delivering Goods _____

Hauling _____

Operating Farm Equipment _____

Driving an Ambulance _____

OPERATING EQUIPMENT & REPAIRING MACHINERY

Repairing Radios, TVs, VCRs, Tape Recorders _____

Repairing Other Small Appliances _____

Repairing Automobiles _____

Repairing Trucks/Buses _____

Repairing Auto/Truck/Bus Bodies _____

Using a Forklift _____

Repairing Large Household Equipment (e.g., refrigerator) _____

Repairing Heating & Air Conditioning System _____

Operating a Dump Truck _____

Fixing Washers/Dryers _____

Repairing Elevators _____

Operating a Crane _____

Assembling Items _____

SUPERVISION

Writing Reports _____

Filling out Forms _____

Planning Work for Other People _____

Directing the Work of Other People _____

Making a Budget _____

Keeping Records of All Your Activities _____

Interviewing People _____

SALES

Operating a Cash Register _____

Selling Products Wholesale or for Manufacturer (If yes, which products?) _____

Selling Products Retail (If yes, which products?) _____

Selling Services (If yes, which services?) _____

How have you sold these products or services? _____

Door to Door _____

Phone _____

Mail _____

Store _____

Home _____

MUSIC

Singing _____

Play an Instrument (Which one?) _____

SECURITY

Guarding Residential Property _____

Guarding Commercial Property _____

Guarding Industrial Property _____

Armed Guard _____

Crowd Control _____

Ushering at Major Events _____

Installing Alarms or Security Systems _____

Repairing Alarms or Security Systems _____

Firefighting

OTHER

Upholstering _____

Sewing _____

Dressmaking _____

Crocheting _____

Knitting _____

Tailoring _____

Moving Furniture or Equipment to Different Locations _____

Managing Property _____

Assisting in the Classroom _____

Hair Dressing _____

Hair Cutting _____

Phone Surveys _____

Jewelry or Watch Repair _____

Are there any other skills that you have which we haven't mentioned?

PRIORITY SKILLS

When you think about your skills, what three things do you think you do best? Which of all your skills are good enough that other people would hire you to do them? Are there any skills you would like to teach? What skills would you most like to learn?

PART II -- COMMUNITY SKILLS

Have you ever organized or participated in any of the following community activities?

Boy Scouts/Girl Scouts _____

Church Fundraisers _____

Bingo _____

School-Parent Associations _____

Sports Teams _____

Camp Trips for Kids _____

Field Trips _____

Political Campaigns _____

Block Clubs _____

Community Groups _____

Rummage Sales _____

Yard Sales _____

Church Suppers _____

Community Gardens _____

Neighborhood Organization _____

Other Groups or Community Work? _____

Let me read the list again. Tell me in which areas you would be willing to participate in the future.

PART III -- ENTERPRISING INTERESTS AND EXPERIENCE

BUSINESS INTEREST

Have you ever considered starting a business?

Yes _____No _____

If yes, what kind of business did you have in mind?

Did you plan to start it alone or with other people? Alone _____Others _____

Did you plan to operate it out of your home? Yes _____No _____

What obstacle kept you from starting the business?

BUSINESS ACTIVITY

Are you currently earning money on your own through the sale of services or products? Yes _____No _____

If yes, what are the services or products you sell? Whom do you sell to? How do you get customers? What would help you improve your business?

PART IV -- PERSONAL INFORMATION

Name_____

Address _____

Phone _____

Age _____

Sex: F_____ M_____

APPENDIX I: MICHIGAN COTTAGE FOOD BUSINESS CHECKLIST

Michigan Department of Agriculture & Rural Development

A. Checklist for Starting a Cottage Food Business

As a resource and guide for those interested in starting a Cottage Food business in Michigan, the Michigan Department of Agriculture & Rural Development (MDARD) has created the following checklist:

Before you start your Cottage Food Business, you should:

☐ Read the Michigan Food Law and Food Code to understand food safety, labeling, adulteration and other provisions of the law.

☐ Read the Cottage Food FAQs and other information available at www.michigan.gov/cottagefood.

☐ Check with your local unit of government to see if there are local regulations (e.g., zoning) that will affect your business.

☐ Determine your business structure and needs. You may want to contact your county office, the Michigan Department of Licensing and Regulatory Affairs or a business advisor on specific steps. For more information, see *Section 1: Getting Started* of the *Cottage Foods: Frequently Asked Questions*.

☐ Determine the tax requirements for your business. You may want to contact the Michigan Department of Treasury or a Certified Public Accountant. For more information, see *Section 1: Getting Started* of the *Cottage Foods: Frequently Asked Questions*.

☐ Decide where and how you would like to sell your products and contact the market to determine its requirements (e.g., some farmers markets require liability insurance).

Before you start producing your Cottage Food products, you should:

☐ Follow basic personal hygiene and food safety guidelines for your kitchen.
MDARD suggestions:

- Clean and sanitize your kitchen (floors, countertops, sinks), utensils, pots/pans, oven, etc.
- Wear clean clothes, a clean hat or hairnet, food service gloves and a clean apron.
- Take steps to prevent cross-contamination – use clean utensils, mixing bowls, cutting boards, knives, etc., for each food ingredient or product.
- Never prepare foods for your family at the same time you are preparing Cottage Foods for your business. Set aside time in your kitchen for Cottage Food preparations only.

(more)

- Keep pets and children out of the kitchen during your Cottage Food preparation. If you need to leave your kitchen during food preparation (e.g., to answer the phone, address the needs of a child, run to the store for more ingredients, etc.), remove your apron, gloves and hat before you leave the kitchen and wash your hands thoroughly when you return, before you handle food or food preparation tools.
- If you are sick, do not prepare food products for your Cottage Food business. It is better to lose a small amount of sales than to cause a foodborne illness outbreak.
- Store all Cottage Food products and ingredients properly. Keep them at least 6 inches off the floor and away from pests, household chemicals, and damp, insanitary conditions.

☐ Make sure you package your Cottage Food products in sturdy packaging to prevent product contamination.

☐ Make sure your product label meets all the requirements of the Cottage Food Law. See *Section 3: Cottage Food Labeling Requirements* of the *Cottage Foods: Frequently Asked Questions*.

When selling your Cottage Foods, you should:

☐ Use safe food handling practices at all times:
- When transporting your Cottage Foods, make sure the vehicle is clean and your food products are transported in containers that will keep dirt, dust, bugs or other contaminants away from the food products.
- When selling your Cottage Foods at the market, keep your booth clean and clutter-free, and protect your pre-packaged food products from contamination.
- If you are serving samples, follow the "*Guidelines for Providing Safe Food Samples at Farmers' Markets*."
- Wash your hands often during the market.

☐ Emphasize the steps you use to assure food safety as a marketing tool for your products. Consider highlighting the uniqueness of your product/business, and consider developing a logo or brand name for your products. For more marketing advice, visit www.michigan.gov/mdamarketingguide.

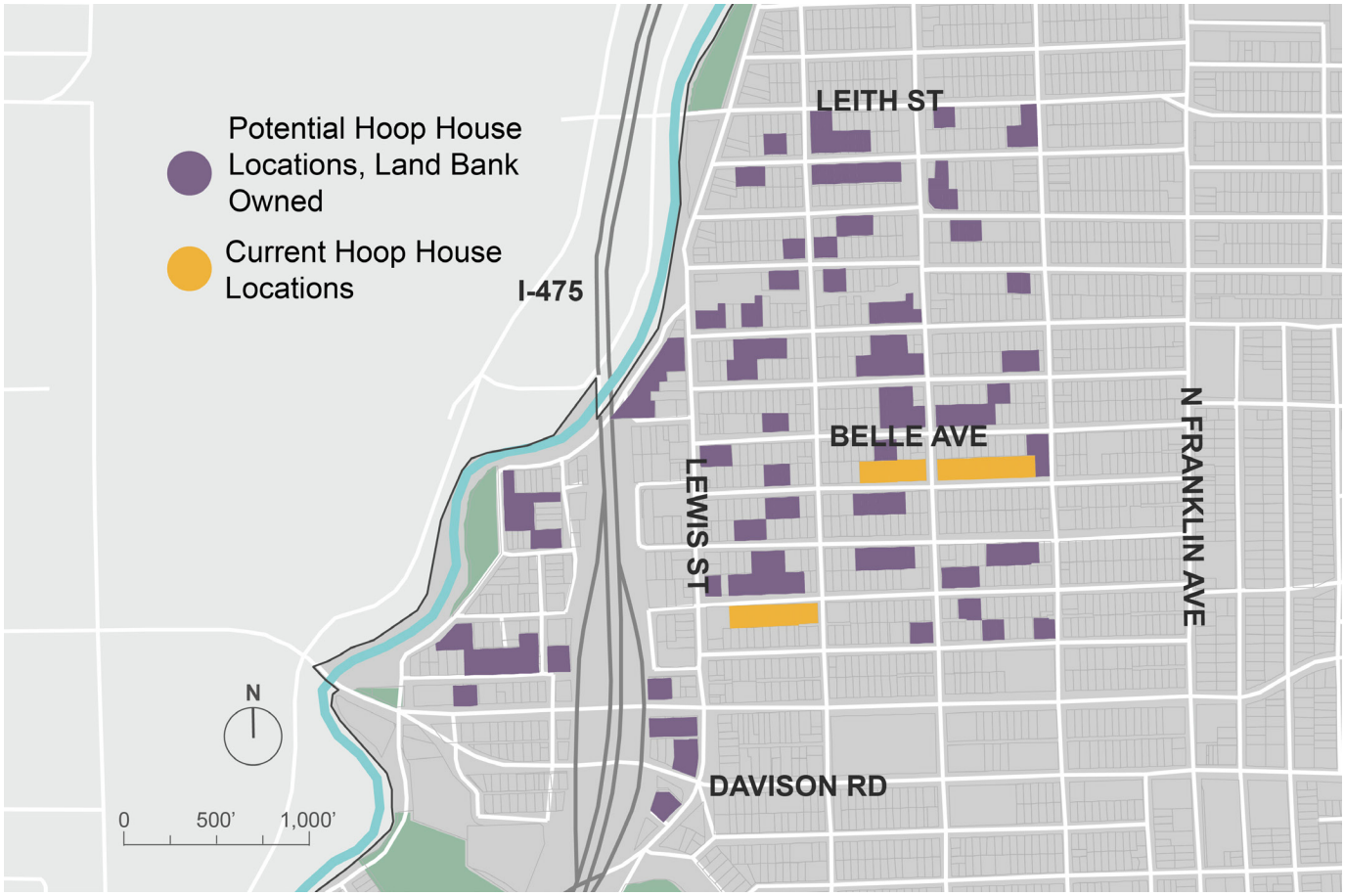
☐ Maintain good production and sales records for your Cottage Food business. Records can 1) help trace ingredients to their source(s) in case of problems, and 2) help you track your business costs and earnings. Your records should include a list of ingredients by lot code (what you bought, when you bought it, from whom you bought it); and what food product(s) the ingredients were used for. You should also track sales at each market for each product so you can adjust your inventory or switch to markets that will bring a greater profit.

We wish you success with your Cottage Food Business! If you have questions about the Michigan Cottage Food Law, please contact MDARD at 800-292-3939 or MDA-Info@michigan.gov.

Updated 2/21/14 JMH

Source: Michigan Department of Agriculture and Rural Development. (2014). Checklist for Starting a Cottage Food Business. Retrieved from: https://www.michigan.gov/documents/mda/A._Cottage_Foods_Checklist_353382_7.pdf

APPENDIX J: LAND BANK-OWNED HOOP HOUSE EXPANSION SITES



Source: Genesee County Land Bank Authority, & City of Flint. (n.d.). *Flint Property Portal*. Retrieved April 9, 2019, from https://gclb.sitecontrol.us/dashboards/flint

APPENDIX K: GENESEE COUNTY TAX FORECLOSURE PREVENTION FORM

Deborah L. Cherry
GENESEE COUNTY OFFICE OF THE TREASURER
1101 Beach Street, Suite 144
Flint, Michigan 48502-1475



PREVENT FORECLOSURE ON YOUR HOME

For 2016 Taxes

Homestead Properties Only
(100% PRE)
APPOINTMENTS REQUIRED
PLEASE CALL
(810) 257-3025

GENESEE COUNTY OFFICE OF THE TREASURER
1101 Beach Street, Suite 144 – Flint MI 48502-1475
Telephone (810) 257-3054 / Fax (810) 257-3885
www.geneseecountytreasurer.com

2016

DELINQUENT TAXES

LAST DATE TO PAY TAXES IS APRIL 1, 2019
TO AVOID LOSING YOUR PROPERTY
DEADLINE TO RECEIVE A POSTPONEMENT IS MARCH 22, 2019

HARDSHIP POSTPONEMENT FOR HOMESTEAD PROPERTIES

The Genesee County Treasurer, Deborah L. Cherry has established a Hardship Policy for a one year foreclosure postponement. This policy allows homeowners who are undergoing a "substantial financial hardship", such as, but not limited to, governmental assistance, low income, a reduction in income, or an increase in expenses, an opportunity to apply for a one year extension on property foreclosure.

Genesee County requires that any person applying for the postponement on a property must own, reside, and have a 100% PRE (Principal Residential Exemption, formerly homestead), or be the legal guardian, conservator, or have power of attorney over the owner/resident.

Applications will be available at the Genesee County Treasurer's Office starting Wednesday, January 2, 2019.

Postponement arrangements must be made, and approved, annually by the Genesee County Treasurer's Office. Failure to make arrangements every year could result in foreclosure and loss of property.

ALL APPLICATIONS MUST BE COMPLETED AND FINALIZED BY **MARCH 22, 2019**

ONLY FIRST TIME APPLICANTS WILL NEED TO SCHEDULE AN APPOINTMENT.
PLEASE CALL **(810) 257-3025**

Failure to redeem during this period will result in the title of the property passing to the Genesee County Treasurer.
PLEASE CALL (810) 257-3025

2

APPLICATION INFORMATION REGARDING POSTPONEMENT OF TAX FORECLOSURE

The applicant must complete a Petition for Hardship Tax Foreclosure application, as well as, provide the following documents for the Treasurer's Office review:

1. **Picture ID of applicant or, if applicable, picture ID of the person whom the applicant is the guardian, conservator, or has power of attorney over with documentation of the existence of the guardianship, conservatorship or power of attorney relationship.**

2. **A valid deed or land contract for the premises. (Property must have 100% PRE)**

3. **Proof of income** (e.g., Federal Income Tax Return, Check Stub, Social Security Statement, State and Federal Assistance).

4. **Two pieces of current personal mail (utility bills will not be accepted).**

5. **For first time applicants, a 10% deposit, of the total amount of taxes and interest being postponed, will be required upon approval of the hardship postponement.**

   Prior year applicants are required to fulfill the prior year postponement agreement.

   Payments must be made by cash, cashier's check or money order. (Credit or debit cards are also accepted for an additional fee.)

To receive a one year tax foreclosure postponement, all applicants **MUST** be approved by the Genesee County Treasurer's Office.

An applicant may be subject to interview or investigation by the Genesee County Treasurer's Office or its agents for the purposes of verifying information contained in the application.

Postponement arrangements must be made, and approved, annually by the Genesee County Treasurer's Office. Failure to make arrangements every year could result in foreclosure and loss of property.

Genesee County Treasurer's Office Hours
Monday - Friday 8:00am – 4:30pm
Closed Holidays

PLEASE CALL (810) 257-3025

3

AGENCIES OFFERING POSSIBLE ASSISTANCE

DEPARTMENT OF HUMAN SERVICES – DHS – FINANCIAL

TWO DISTRICT OFFICES

4809 Clio Road • Flint MI 48504 • (810) 787-7101
630 S. Saginaw Street • Flint MI 48501 • (810) 760-7300

Visit the closest of the two offices, or office of your current case. Applications are accepted between 8 am –5 pm, Monday thru Friday. For same-day caseworker review, application must be made 8 am – 10:30 am, Monday, Tuesday, Thursday, and Friday. No same-day caseworker review Wednesday. In order to determine if you are eligible for assistance:

- Walk-in basis to complete application
- There may be assistance through other agencies, but you will be required to first apply for assistance through the SER (State Emergency Relief) program at DHS.
- Bring documentation to show pending foreclosure
- Proof of all household income for last 30 days
- Receipt of last 30 days expenses, outstanding bills
- Social security numbers or birth certificates of household members

Application at DHS should be made before submitting your application to the Genesee County Treasurer's Office.

MICHIGAN VETERANS – SOLDIER RELIEF – FINANCIAL

(For War Era Veterans only)

1101 Beach Street • Flint MI 48502 • (810) 257-3068

In order to obtain financial assistance:

- Walk-in application assistance: 8 am – 11 am and 1 pm – 3 pm Monday thru Friday
- 1st step to obtain assistance decision from DHS
- Military discharge papers, DD-214
- Bring documentation to show pending foreclosure, proof of amount owed & postponement agreement
- Proof of all household income for the last 30 days
- Receipt of last 30 days expenses, outstanding bills & receipts for all bills paid in the last 30 days
- Social Security numbers or birth certificates, marriage licenses of adult household members. Birth certificates for under age dependents.

METRO COMMUNITY DEVELOPMENT – FINANCIAL

503 S. Saginaw, Ste 804 • Flint MI 48502 • (810) 767-4622

(Located in the Mott Foundation Building)

- Program to assist senior citizen homeowners living in Genesee County in paying property taxes who have become delinquent and have received a property tax deferral from the Treasurer's Office.
- 5 year low interest loan of 4% to pay delinquent property tax obligations.
- Assistance with Step Forward Application for MSHDA funding.

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY (MSHDA)

MSHDA has funding available in the Helping Hardest Hit Homeowners Fund for homeowners who have suffered a hardship that is preventing them from paying delinquent property taxes. To qualify, homeowners need to:

- Live in and own the home as a main residence (land contracts do not qualify for program)
- Have sufficient income to stay in the house and keep up on the property taxes going forward
- Show that they are behind because of financial hardship

Apply directly at MSHDA's website www.stepforwardmichigan.org or call 1-866-946-7432

4

2019

APPOINTMENT DATE _____ **TIME** _____

PARCEL NUMBER _____

PETITION FOR HARDSHIP
TAX FORECLOSURE POSTPONEMENT

Name: _____

Street Address: _____
City:_____Zip:_____

Phone Number: _____

Postponement of the foreclosure will not affect the county's right to foreclose the property at a later date if the delinquent property taxes remain unpaid.

Are you currently in bankruptcy? Yes ☐ No ☐ Date Filed _____

Do you own and reside at the property which is subject to foreclosure? Yes ☐ No ☐

Have you applied for a Poverty Exemption with your local City, Township or Village within the last year? Yes ☐ No ☐

Are you, or your spouse, a military veteran? Yes ☐ No ☐

EMPLOYMENT STATUS AND NAME OF EMPLOYER:

	EMPLOYED	**EMPLOYER**
Self	Yes ☐ No ☐	_____
Spouse	Yes ☐ No ☐	_____

Please describe your financial hardship:_____
_____
_____

_____ _____
Signature Date

I swear, under the penalty of perjury, that the above information is truthful and accurate, to the best of my knowledge.

CONTINUED ON OTHER SIDE

5

2019

Please list the names and ages of the residents in the household:

NAME (LAST NAME FIRST)	**RELATIONSHIP TO HOMEOWNER**
SELF	

OFFICE USE

Documents Needed:

- ☐ Deposit Amount:_____
- ☐ Prior Year Paid
- ☐ Picture ID ____Address _____DOB
- ☐ Deed/Land Contract _____
- ☐ Proof of Income _____
- ☐ Mail _____

Notes_____

_____

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Source: Genesee County Office of the Treasurer. (2018). Prevent Foreclosure on Your Home. Retrieved from http://www.gc4me.com/departments/treasurer_s/docs/HARDSHIPPSTPNTAPPLICATION2019.pdf

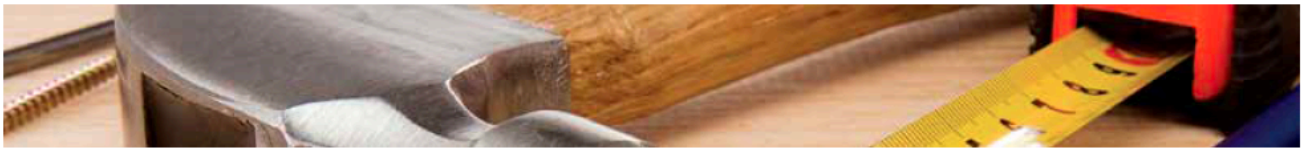
APPENDIX L: MEDC HOME REPAIR PROGRAMS RESOURCE GUIDE



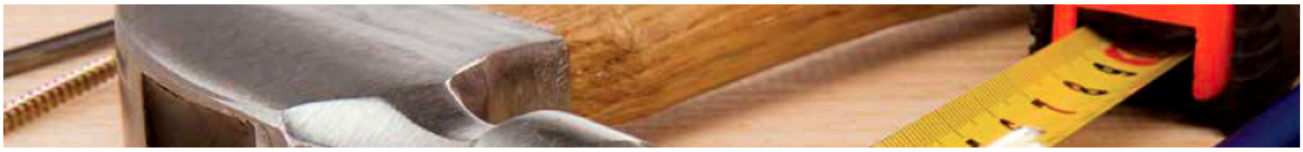
This resource guide provides an overview of single family housing rehabilitation programs offered by a variety of organizations (local and national). The guide identifies programs that individuals, families, public, and non-profit organizations may access to preserve or improve existing single family housing. Please note that this resource guide is not a comprehensive list of housing rehabilitation programs and the program information provided is subject to change at any time.

MICHIGAN COMMUNITY ACTION AGENCIES					
PROGRAM	**OBJECTIVE**	**APPLICANT**	**USES**	**TERMS/CONDITIONS**	**CONTACT INFORMATION**
Weatherization Program	The weatherization program provides home energy conservation services to homeowners and renters.	Families and individuals in select communities. This program is targeted to low-income homeowners and renters.	Energy conservation services may include: wall insulation, attic insulation, foundation insulation, air leakage reduction caulking, weather stripping of leaky doors, repairing windows, smoke detectors, compact fluorescent light bulbs, furnace and hot water heater repair or replacement.	This program provides free home energy conservation services to low-income homeowners and renters.	To find the agency that serves a particular county or region, please visit Michigan Community Action's website at *www.mcaaa.org/resource-map*. Click on the county or region and the name of the agency will appear, as will a text box with the agency headquarters office contact information. There are 29 Community Action Agencies in Michigan.
Homeowner Repair Program	To assist homeowners in select communities to make repairs and improvements to their homes.	Families and individuals in select communities. Program eligibility is based on income (check local agency website for details).	These improvements include furnace, roof, plumbing and electrical repairs, as well as upgrading kitchens, bathrooms, etc.	This program may require a lien and/or mortgage to be placed on the property. The funds may be repaid by either a deferred loan, zero interest loan payments or some combination of both.	To find the agency that serves a particular county or region, please visit Michigan Community Action's website at *www.mcaaa.org/resource-map*. Click on the county or region and the name of the agency will appear, as will a text box with the agency headquarters office contact information. There are 29 Community Action Agencies in Michigan.

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION



UNITED STATES DEPARTMENT OF AGRICULTURE (USDA) RURAL DEVELOPMENT (RD)					
PROGRAM	**OBJECTIVE**	**APPLICANT**	**USES**	**TERMS/CONDITIONS**	**CONTACT INFORMATION**
Single Family Home Ownership Loans	To provide safe, well-built affordable homes for rural Americans.	Families and individuals in rural areas and communities of 20,000 or less population. Eligibility for these loans is based on income and varies according to the average median income for each area.	Buy, build, improve, repair or rehabilitate rural homes as the applicant's permanent residence.	Up to 100% market value or cost, whichever is less. Loan amortized for 33 years. Applicant may be eligible for payment assistance (subsidy) on the loan.	USDA RD State Office 3001 Coolidge Rd, #200 East Lansing, MI 48823 tel 517.324.5210 *www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs*
Single Family Home Repair Loans and Grants	Program helps very low-income applicants remove health and safety hazards, make essential repairs or make accessible for residents with disabilities	Families and individuals that currently own their home. Rural areas and communities of 20,000 or less population. Eligibility for these loans, and grants is based on income and varies according to the average median income for each area.	Loan and grant purposes include: winterizing, purchase or repair of heating system, structural repair, water/sewage connect fees, and similar uses	Terms to 20 years at 1.0%. Assistance to individuals may not exceed $20,000. Grants available to applicants 62 years or older with limited income. Maximum grant is $7,500.	USDA RD State Office 3001 Coolidge Rd, #200 East Lansing, MI 48823 tel 517.324.5210 *www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs*
Mutual Self-Help Housing Loans and Grants	Individuals build homes as a group with construction guidance of a non-profit organization.	Families and individuals apply to participating non-profit agency. Grant funding available to non-profit for administration. Rural areas and communities of 20,000 or less population. Eligibility for these loans and grants is based on income and varies according to the average median income for each area.	Loan applications are processed on an individual basis for each participating family. Loan is provided for site, material and skilled labor.	The individual families receive a direct loan. The non-profit housing organization receives grant to hire a supervisor and pay other administrative expenses.	USDA RD State Office 3001 Coolidge Rd, #200 East Lansing, MI 48823 tel 517.324.5210 *www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs*
Rental Housing for Families and Elderly Direct Loans and Loan Guarantees	Safe, well-built and affordable rental housing for rural Americans.	Individuals, profit and non-profit organizations Rural areas and communities of 20,000 or less population. Eligibility for these loans, loan guarantees is based on income and varies according to the average median income for each area.	New construction or substantial rehabilitation of rental housing.	Up to 100% of market value (non-profits); 97% (for profit) 30-year term with up to 50 years amortization.	USDA RD State Office 3001 Coolidge Rd, #200 East Lansing, MI 48823 tel 517.324.5210 *www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs*
Housing Preservation Grants	Repair and rehabilitation housing owned or occupied by low-income rural people.	Public bodies and non-profit corporations Rural areas and communities of 20,000 or less population. Eligibility for these grants is based on income and varies according to the average median income for each area.	Operate a program that finances the repair and rehabilitation activities for single family and small rental properties.	Grant agreement conditions	USDA RD State Office 3001 Coolidge Rd, #200 East Lansing, MI 48823 tel 517.324.5210 *www.rd.usda.gov/programs-services/all-programs/single-family-housing-programs*



MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY (MSHDA) PROGRAMS					
PROGRAM	**OBJECTIVE**	**APPLICANT**	**USES**	**TERMS/CONDITIONS**	**CONTACT INFORMATION**
Property Improvement Program (PIP)	To assist homeowners in Michigan to make repairs and improvements to their homes.	Homeowners with equity in their home, annual household income of up to $105,700 and with a credit score of at least 620. Larger loan amounts require a minimum credit score of 660. The home must be the borrower's primary residence, either single-family or manufactured home, located in Michigan.	The improvements must substantially protect or improve the basic livability or utility of the single family or manufactured home. Major systems repairs/ replacement and energy efficiency updates are allowed.	Loan terms up to 20 years and no appraisal required. No lien requirement on loans under $7,500 for homeowners. Loan amounts vary depending on the property type and cumulative loan to value, up to $50,000. Interest rates for homeowners vary based upon the gross household income.	PIP loans are offered only through a MSHDA-approved participating lender or a community agent. For additional details and contact information, please visit MSHDA's website at *www.michigan.gov/mshda/0,4641,7-141-45866_47906_49317---,00.html*
FEDERAL HOME LOAN BANK OF INDIANAPOLIS (FHLBI)					
PROGRAM	**OBJECTIVE**	**APPLICANT**	**USES**	**TERMS/CONDITIONS**	**CONTACT INFORMATION**
Neighborhood Impact Program (NIP)	To help preserve property values in local communities.	NIP assists existing homeowners with incomes at or below 80% of area median income rehabilitate their homes.	FHLBI members can assist homeowners with repairs including new windows, furnaces, roofs, siding and other deferred maintenance types of repairs. Members may work with eligible homeowners directly or through one or more local housing organizations.	NIP grants of up to $10,000. FHLBI members may work with eligible homeowners directly or through one or more local housing organizations.	Homeowners interested in obtaining a NIP grant should contact one of FHLBI's current participating members using the contact list at *www.fhlbi.com/docs/default-source/resources/community-investment/homeownership-initiatives/2015registeredmembers70635aa131106874b95eff00008dd2cb.pdf?sfvrsn=6* or membership directory page at *www.fhlbi.com/who-we-serve/member-directory.* You may also contact FHLBI's Community Investment Department at 800.688.669.
Accessibility Modifications Program (AMP)	Grant funding for accessibility modifications to homeowners.	Homeowners and owner-occupied households with a person(s) with a permanent disability Eligible households must have household income at or below 80% of the area median income (AMI).	Eligible modifications include items such as ramps, grab bars, roll-in showers and widened doorways	Up to $15,000 in grant funding for accessibility modifications for eligible senior homeowners and owner-occupied households with a person(s) with a permanent disability. All grants must be accessed through an FHLBI member. FHLBI members may choose to work with eligible households directly and/or through one or more community housing organizations.	Homeowners interested in obtaining an AMP grant or community organizations serving seniors or persons with disabilities should contact one of FHLBI's current participating FHLBI members using the contact list at *www.fhlbi.com/docs/default-source/resources/community-investment/homeownership-initiatives/2015registeredmembers70635aa131106874b95eff00008dd2cb.pdf?sfvrsn=6* or membership directory page at *www.fhlbi.com/who-we-serve/member-directory.* You may also contact FHLBI's Community Investment Department at 800.688.669.

MICHIGAN ECONOMIC DEVELOPMENT CORPORPORATION



MICHIGAN DEPARTMENT OF HEALTH AND HUMAN SERVICES (MDHHS)

PROGRAM	OBJECTIVE	APPLICANT	USES	TERMS/CONDITIONS	CONTACT INFORMATION
Michigan Lead Safe Home Program	Offers lead testing and lead hazard control services to qualifying families through grants.	Families that meet ALL of the following: • have a child under 6-years-old or pregnant female living in the home; • live in the counties of Genesee, Ingham, Jackson, Kalamazoo, Kent, Lenawee, Macomb, Oakland, Saginaw, or the city of Detroit or elsewhere if your child has a lead level of five or above; • are a low or moderate income family; • live in a home built before 1978; and • own or rent the home.	The program provides free lead inspection/risk assessment ($750 value) on home. Additionally, lead hazard control work which may include new windows, doors and special cleaning and painting.	Owner occupied: Up to $10,000 per unit in **free** work is provided with a small fee required depending on income. Landlords: MDHHS will provide from $2,000–$6,000 per unit; landlords must come up with the rest. Tenants: There is no cost to them. MDHHS needs landlord's permission before starting work.	Contact MDHHS with questions: Michigan Lead Safe Home Program PO Box 30195 Lansing, MI 48909 toll-free 866.691.5323 fax 517.335.8800 *www.michigan.gov/leadsafe*

MICHIGAN SAVES

PROGRAM	OBJECTIVE	APPLICANT	USES	TERMS/CONDITIONS	CONTACT INFORMATION
Home Energy Loan Program	Provides loans for energy efficiency and renewable energy improvements.	Homeowners (can be secondary home), or for 1–4 unit properties where one unit is owner-occupied All borrowers must meet the lender's underwriting criteria, including a credit score above 640 (680 in some areas) and a debt-to-income ratio less than 50 percent. Check with individual lenders for details.	Homeowners can choose from a list of qualified improvements such as new windows and doors, new air conditioners or furnaces, or even new appliances.	Up to $30,000 in financing with no home appraisal or equity required.	Michigan Saves 230 N. Washington Sq, #300 Lansing, MI 48933 info@michigansaves.org tel 517.484.6474 *www.michigansaves.org/homeowners#primary*

HABITAT FOR HUMANITY AFFILIATES IN MICHIGAN

PROGRAM	OBJECTIVE	APPLICANT	USES	TERMS/CONDITIONS	CONTACT INFORMATION
Home Repairs & Neighborhood Revitalization	Provide weatherization, critical home repairs, and home preservation services.	This program is offered to homeowners in select communities across the state of Michigan. Homeowners should contact the affiliate in their area for program offerings and eligibility requirements.	Homeowners can access weatherization, critical home repairs, and home preservation services.	Eligible homeowners contribute their time and cover all or a portion of the costs of the repairs through no interest, no profit payment plans.	To find the affiliate that serves a particular city or county, please visit Habitat for Humanity of Michigan's website at *www.habitatmichigan.org/about-habitat/find-your-local-habitat*. On the "Find the Affiliate" page, enter the city or county, and the name of the affiliate will appear with contact information. There are 65 Habitat for Humanity affiliates in Michigan.

ADDITIONAL RESOURCES

U.S. Department of Housing and Urban Development—Energy Efficient Mortgage Program: http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/eem/energy-r

U.S. Department of Veteran Affairs—Home Improvements and Structural Alterations (HISA) Grant: www.prosthetics.va.gov/psas/HISA2.asp

U.S. Department of Veteran Affairs—Housing Grants for Disabled Veterans: www.benefits.va.gov/homeloans/adaptedhousing.asp

MI Veterans Affairs Agency—Michigan Veterans Trust Fund: www.michiganveterans.com/home/quality-of-life/emergency-assistance

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION

3513-160119

Source: Michigan Economic Development Corporation. (2016, September 19). Single-Family Home Repair Programs. Retrieved from https://www.miplace.org/globalassets/media-documents/cdbg/single-family-home-repair-programs-resource-guide.pdf

