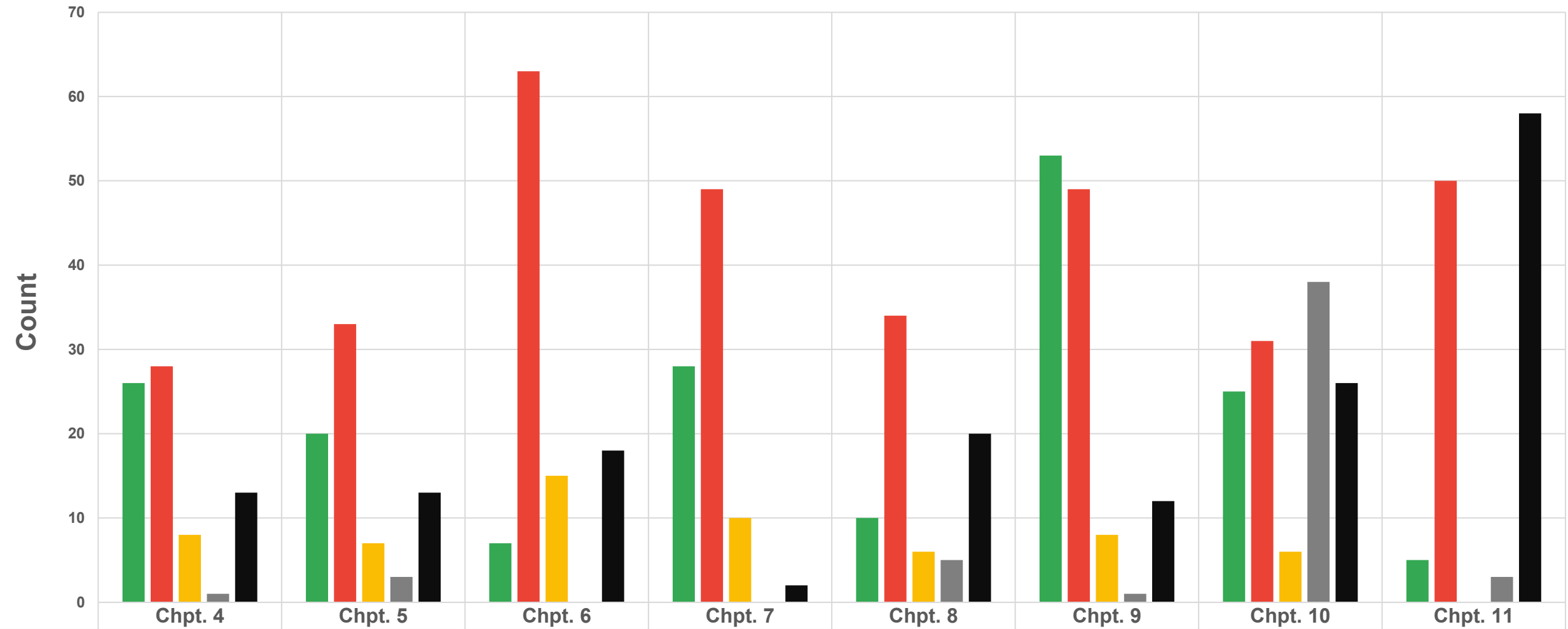


Staff Analysis of the Imagine Flint Comprehensive Plan Chapter Objectives Updated 11.1.24



	Chpt. 4	Chpt. 5	Chpt. 6	Chpt. 7	Chpt. 8	Chpt. 9	Chpt. 10	Chpt. 11
Yes	26	20	7	28	10	53	25	5
No	28	33	63	49	34	49	31	50
In-Progress	8	7	15	10	6	8	6	0
No Data/Unmeasurable	1	3	0	0	5	1	38	3
Reword/Remove	13	13	18	2	20	12	26	58

Chapter

4: Land Use

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reword?	Notes on implementation (including barriers)	Implementor(s) from 2013 Plan	Progress Indicator	
Objective 1: Create unique and desirable places throughout all areas of the community by combining different land uses with varying types and intensity	Planning	Revise the City's Zoning Code to ensure the uses necessary to support the Master Plan's place typology are permissible, and that desired character for these places can be fostered.	4	1	In-Progress			City of Flint Planning & Development Department • Neighborhood Groups • City Infrastructure	• Adoption of a new zoning ordinance • Completion of two tailored Neighborhood Plans every year • Completion of Infrastructure Plan	
		Enact the corresponding zoning changes that could also include additional regulations meant to protect surrounding areas and remaining residents.	4	1	Yes					
		Develop a Capital Improvement Plan that prioritizes projects over the next six years.	4	1	No					
		Create "neighborhood plans" and "district plans" which dovetail with the zoning ordinance and provide additional guidance to ensure high-quality design, market viability, and compatible uses and development in all of the different place types.	4	1	No		Subarea Plans never used, Neighborhood Plans rarely used.			
		Create individual infrastructure plans for the district and neighborhood plans to ensure that infrastructure necessary for future development is available, and redundant infrastructure is removed.	4	1	No		Need DPW support and implementation.			
		Review Master Plan as part of the five-year update to determine whether to modify the Land Use Map based on changing conditions.	4	1	Yes					
	Marketing	Make market-based development decisions to ensure that proposed and approved development is viable and sustainable over the long term, including residential densities and unit types, commercial activities and intensities, and employment uses and emerging industries.	4	1	In-Progress			City of Flint Planning & Development Department • Flint & Genesee Chamber of Commerce • Neighborhood groups • Key businesses • Area	• Increase in number of new developments in specific place types • Completion of "branding strategy"	
		Actively market development opportunities and focus on business recruitment within all areas of the City to support and encourage private sector reinvestment consistent with the placemaking typology identified in the Master Plan.	4	1	In-Progress					
	Redevelopment	Use existing conditions inventory to determine the feasibility of re-purposing structures in good or fair condition.	4	1	No			• City of Flint Planning & Development Department • Genesee County Land Bank • Housing Development Authorities • Flint Historical Commission • MDEQ	• Increase in number of structures demolished • Increase in number of reinvested vacant sites • Increase in number of valued structures reused • Increase in number of acres remediated	
		Encourage the adaptive reuse of valued structures (buildings with historic, architectural, or civic significance) to support the accommodation of appropriate and desirable land uses within the designated place types.	4	1	No		HDC is hard to navigate and tax credits are not utilized.			
Create a housing rehabilitation program to reduce the number of people walking away from their homes		4	1	No						
Objective 2: Establish a more sustainable land use pattern by clustering development and land use intensity near to key intersections, key corridors, and central areas of the City.	Development Patterns	Demolish substandard structures and clear vacant sites of debris and building remnants, in order to prepare sites for reinvestment and to prevent the condition of existing properties from deterring reinvestment within a place type.	4	2	In-Progress			• Planning & Development Department • Downtown Development Authority • Transportation Department • Area Colleges & Universities • Genesee County Land Bank • Housing Development Authorities • Neighborhood Groups • Business Leaders • Flint & Genesee Chamber of Commerce • Flint Economic Development Corporation • Downtown Development Authority • Foundations	• Adoption of a new zoning ordinance • Adoption of new sign regulations • Completion of new parking policy • Increase in number of houses demolished • Development of new plan • Increase in number of businesses downtown • Increase in number of annual visitors downtown • Decrease in residential vacancy rate • Decrease in enforced building code and blight violations	
		Focus on demolition efforts in populated Green Neighborhoods to facilitate the new residential density pattern.	4	2	No	Data/Unmeasurable	X			
		Work with the Land Bank to accelerate side lot transfer in the Green Neighborhood place type.	4	2	No		X			Have not worked with the Land Bank on this. This doesn't need to be a goal.
		Promote and incentivize parcel assembly, land acquisition, and lot clearing, prioritizing low-vacancy blocks to facilitate the land use transitions from existing conditions to recommended place types.	4	2	In-Progress		X			
		Prioritize redevelopment efforts that are aimed at the block scale or larger, often involving several properties, rather than efforts geared more toward an individual parcel	4	2	No		X			
		Follow the Land Use Plan's place typology by primarily clustering development intensity in areas designated for Neighborhood Center, City Corridor, Employment and Commerce Center, University Avenue Core, Downtown, and Production Center.	4	2	Yes					
		Support and encourage all retail, office, and service commercial activities to be organized by use and concentrated within or near areas of complementary uses to create districts and clusters of complimentary uses.	4	2	Yes					
		Revise the zoning ordinance to allow increased residential densities in appropriate places throughout the City, including Downtown, the University Avenue Core, Neighborhood Centers, and at key locations along the City Corridor place type.	4	2	In-Progress					Yes, but needs more work.
		Establish a relocation assistance program for homeowners and businesses that wish to relocate within, or out of designated areas in order to support the transformation of an area into the appropriately designated place type.	4	2	No					
		Allow existing residents in non-conforming place types, some flexibility in the zoning to expand houses and build additional accessory structures.	4	2	Yes					
		Ensure that areas of increased development intensity are easily accessible on foot and bike to minimize the necessity of using an automobile, thereby reducing parking demand and minimizing traffic congestion	4	2	Yes					
		Revise parking standards to reflect increased development intensity at key locations.	4	2	Yes					
		Develop more specific form-based regulations for residential, multi-family, mixed use, and commercial development to improve overall appearance and compatibility with surrounding areas and uses.	4	3	No			City of Flint Planning & Development Department	• Adoption of form-based code by Fall 2014 with new site planning regulations	

Objective 3: Strive for land use compatibility in all areas by locating similar and supportive uses by "place type" and minimizing the potential negative impact of any incompatible adjacent uses for all residents	Aesthetics	Encourage compatible and high-quality design and construction for all development/redevelopment with an emphasis on site design, building orientation, architecture, building materials and site improvements.	4	3	Yes		Yes, but can be improved.	• Flint & Genesee Chamber of Commerce	• Adoption of form-based code by Fall 2014 with screening regulations
		Ensure new infill development is complementary to the scale and character of surrounding residential neighborhoods.	4	3	Yes			• MEDC	• Completion of two tailored Neighborhood Plans every year
		Institute new signage regulations to allow appropriate and attractive business identification, while enhancing the overall appearance of an area and eliminating visual clutter.	4	3	Yes		Yes, but currently too restrictive.	• Genesee County Land Bank	• Increase in number of businesses being improved each year
		Improve the appearance of the existing business and industrial areas including buildings, parking areas, and screening/buffering through façade loan and grant programs.	4	3	In-Progress		Not now, but coming.	• Local funders • Local businesses • Neighborhood organizations	• Increase in number of lots participating in clean and greening programs • Increase in number of demolished and cleared sites
	Place Appropriateness	Protect residential areas from encroachment by incompatible land uses and the adverse impacts of adjacent nonresidential activities.	4	3	Yes			• City of Flint Planning & Development Department	• Adoption of form-based code by Fall 2014 with signage regulations
		Work with impacted residents and neighborhoods to determine and enact additional zoning regulations to buffer from potential nuisances and establish appropriate setbacks, landscaping, screening and buffering requirements.	4	3	Yes			• Flint & Genesee Chamber of Commerce	• Adoption of form-based code by Fall 2014 with lighting regulations
		Promote the relocation of incompatible land uses from residential areas to more appropriately designated areas.	4	3	No		Somewhat, but not enough to consider complete.	• MEDC	• Adoption of form-based code by Fall 2014 with regulations on buffering from nuisances.
		Review development controls to ensure that they require appropriate screening of public utilities, dumpsters, rooftop equipment, etc.	4	3	Yes			• Local funders	• Adoption of form-based code by Fall 2014 with regulations on incompatible uses
		Ensure that new or expanded industrial uses are concentrated in areas of similar or compatible use in general compliance with the Land Use Plan.	4	3	Yes			• Genesee County Land Bank	• Development of site planning regulations related to truck/freight circulation.
		Require all industrial development to meet specific applicable performance standards for noise, air, odor and any other forms of environmental pollution	4	3	No		No real strict/concrete standards.	• Center for Community Progress	• Increase in number of code enforcement actions successfully resolved
Adopt site lighting criteria to maintain safe light levels while avoiding off-site light spillage and night sky pollution.		4	3	Yes			• Planning & Development Department	• Increase in number of businesses successfully relocated	
Work with the Land Bank to limit new residential development in areas designated as Green Innovation.		4	3	No	X			• Increase in number of residential expansions "by right"	
Designate truck routes to serve all Production Centers, Green Innovation areas, and other place types, and require utilization of these routes to prevent industrial traffic from using residential streets.	4	3	No				• Development of clear policies related to Master Plan and lot sales		
Objective 4: Provide a mix of uses that supports a sustainable and healthy community for all areas of the City.	Neighborhood Services	Support local economic development efforts to retain, expand, and attract businesses in appropriately designated "places" throughout the City	4	4	Yes			City of Flint Planning & Development Department	• Development of new plan
		Maintain a range of retail and service commercial activities throughout the City, primarily within commercial centers and along the major corridors.	4	4	Yes			• Downtown Development Authority	• Number of businesses downtown • Vacancy rate
	Environment	Clear vacant, blighted, and debris-filled sites in an effort to eliminate properties that pose a potential safety hazards, including sites that may provide increased opportunities for crime, arson, trespassing, garbage dumping, vandalism, and the proliferation of rodents and other pests.	4	4	Yes	X	Too may items focus on blight for every chapter.	• City of Flint Planning & Development Department	• Adoption of Place-Based Land Use Plan
		Identify and remediate any environmental contamination and site issues that would otherwise prevent the desirable development of properties within the designated places types.	4	4	In-Progress		River.	• Downtown Development Authority • Business Leaders • Flint & Genesee Chamber of Commerce • Flint Economic Development	
		Work with community partners to devise and implement a long-term maintenance plan for vacant lots after demolition.	4	4	No		Good idea.		
	Health and Safety	Implement needed infrastructure improvements and remove unnecessary infrastructure related to a formerly residential development pattern (i.e. driveway aprons and sidewalks adjacent to a green innovation business)	4	4	No	X		City of Flint Planning & Development Department	• Adoption of Place-Based Land Use Plan
		Provide recreational amenities, facilities, and uses necessary to accommodate a healthy lifestyle for residents at all stages of life.	4	4	Yes	X		• Parks & Recreation Department	
Establish urban agriculture as a permitted use in designated areas of the City, including Green Neighborhood and Green Innovation		4	4	Yes			• Genesee County Parks • Water Service Center • MDNR		
Provide access to health care related land uses for all residents of Flint.		4	4	Yes	X		• MEDC • Flint & Genesee Chamber of		
Objective 5: Support land use arrangements that provide a more walkable community and improves access for all, to necessary and desirable goods, services, and amenities	Accessibility	Focus residential densities in areas of the City that provide convenient access and walkability to needed goods and services.	4	5	No		Need more transitions from higher to lower density.	City of Flint Planning & Development Department	• Adoption of Place-Based Land Use Plan
		Use walking distance and transit access as a means of evaluating the potential location of new commercial retail and service uses.	4	5	Yes	X		• Transportation Department	
		Ensure bus stop locations are appropriately located, well designed, and adequately lit so as to provide safe and convenient access to transit.	4	5	No			• MTA	
		Establish and implement design guidelines and development standards that require connections between the public sidewalk system and the entrance to all commercial and residential buildings, including designated pedestrian routes through on-site parking areas.	4	5	Yes		Not very specific, but does exist.	• Genesee County MPO • Genesee County Land Bank	
		Require new development to provide pedestrian amenities and incorporate pedestrian and bicycle friendly design into all developments.	4	5	Yes			• Flint & Genesee Chamber of	
		Design and implement an effective and attractive wayfinding system in commercial and mixed use areas to provide identification of, and direction to, area businesses, community facilities, and public parking areas.	4	5	No		Nothign new or updated from current signage.		
		Prioritize demolition and lot clearance with larger blocks in the Green Innovation place type for possible redevelopment.	4	6	No	X		• City of Flint Planning & Development Department	• Initiation of five year update in 2018
		Market the Green Innovation areas to potential green innovation businesses.	4	6	No				• Decree

Objective 6: Transform vacant land into opportunities for economic development and enhanced open space by encouraging green innovation and sustainable best practices	Economic Development	Work with workforce development, training, and placement for emerging green industries.	4	6	No	X	We should focus on green technology development and manufacturing rather than agriculture.	<ul style="list-style-type: none"> • Transportation Department • Water Service Center • Flint Planning Commission • Genesee County Land Bank • MSHDA • Flint & Genesee Chamber of 	Decrease in number the amount of roads a
		Develop and implement infrastructure plans for the Community Open Space, Green Innovation, and Green Neighborhood place types to ensure that infrastructure necessary for future development is maintained, and unnecessary and redundant infrastructure is removed.	4	6	No				
		Review the viability of the Green Innovation place type when the Master Plan is updated.	4	6	Yes		Not viable.		
	Open Space	Transition Green Neighborhoods that experience steep population decline to Community Open Space.	4	6	No	X	Appears to be against wjhat the community wants. City cannot afford more OS unless it is naturlized.	<ul style="list-style-type: none"> • City of Flint Planning & Development Department • Water Services Center • Transportation Department • Consumer's Energy • Genesee County Land Bank Authority • Parks and Recreation Department • Genesee County Parks and Recreation 	
		Develop a plan to gradually reduce public utilities and roads in passive recreation areas in the Community Open Space place type.	4	6	No				
		Discuss possible partnerships to convert some community open space to state or county parks	4	6	Yes		State Park, GC Parks partnership		
		Work with community stakeholders to develop and implement individualized naturalization plans for passive areas.	4	6	No		Please let's do this!		
		Work with the Land Bank to acquire properties around parks for limited park expansion, particularly around waterways.	4	6	No		Good idea! See old City report from John Nolan.		
	Work with community stakeholders on the establishment of an entity such as a land conservancy, land trust, and/or Friends of Flint Parks that could help support the maintenance and programming of Flint's Community Open Spaces.	4	6	No					

5: Housing & Neighborhoods

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reword?	Notes on implementation (including barriers)	Implementor(s) from 2013 Plan	Progress Indicator
Objective 1: Establish individual neighborhood planning and investment frameworks to assist in neighborhood stabilization or transition.	Planning & Investment Framework	Building on the City's Land Use Plan, establish formal neighborhood planning areas to help direct services, funding, and implementation to uniquely defined areas of the City.	5	1	No		Not often used, no new plans since adoption.	<ul style="list-style-type: none"> City of Flint Planning & Development Department Genesee County Land Bank Community Foundation of Greater Flint Block Clubs/Neighborhood Associations 	<ul style="list-style-type: none"> Increase in single family home permits Increase in multi-family dwelling permits Increase in proportion of multi-family dwellings compared to single family homes Increase in local (non-commuting) student population Decrease in apartment vacancy rate
		Partner with neighborhood organizations and community groups to establish a biennial city-wide inventory program assessing vacancies and housing conditions.	5	1	No				
		Evaluate biennially neighborhood-specific market and demographic data, along with appropriate metrics and indicators established in the Master Plan, to identify neighborhoods and neighborhood planning areas with changing market conditions.	5	1	No				
		Distribute the allocation of City resources and use of stabilization and enhancement strategies within each neighborhood planning area, based on the interaction of future land use designation and local housing, market, and demographic characteristics.	5	1	No				
Objective 2: Eliminate Blight and Decay	Comprehensive Strategies & Partnerships	Invest \$10 million per year in neighborhood stabilization and redevelopment, with atleast 50% allocated to Green Neighborhoods and their associated Neighborhood Centers.	5	2	No Data/U nmeasurable			<ul style="list-style-type: none"> City of Flint Planning & Development Department Genesee County Land Bank Michigan State Housing Development Authority HUD Block Clubs/Neighborhood Associations 	<ul style="list-style-type: none"> Increase in property values within historic districts Stabilization in number of historic properties remaining in tact Increase in grant/loan money and tax credits awarded to historic property owners Decrease in code violations by historic property owners
		Working with community partners and stakeholders, design and implement a comprehensive strategy to eliminate blight throughout the City within five years, and then on an ongoing basis.	5	2	No				
		Utilize the neighborhood planning and investment framework as a guide for the demolition of vacant or substandard structures.	5	2	In-Progress				
		Closely coordinate demolitions with the Genesee County Land Bank in order to maximize impact and efficiency in removing blight	5	2	No				
		Bolster partnerships with state and federal agencies.	5	2	No				
		Develop a plan in partnership with the Flint Community School District to market and repurpose vacant school sites for uses consistent with the Land Use Plan	5	2	No				
		Aggressively pursue funding opportunities from a range of sources, including local, state, and federal grants, to support various demolitions and blight elimination initiatives.	5	2	No				
	Codes & Enforcement	Update City ordinances, including the schedule of fines and fees, to deter property neglect.	5	2	Yes			<ul style="list-style-type: none"> City of Flint Planning & Development Department Block Clubs/Neighborhood Associations 	<ul style="list-style-type: none"> Increase in percent of cases resulting in compliance by voluntary action Increase in percent of cases resulting in compliance through administrative/judicial action
		Deter irresponsible property ownership by enforcing rental registration and licensing programs, conducting rental inspections, and requiring compliance with housing maintenance standards.	5	2	In-Progress				
		Develop a streamlined, proactive, and consistent code enforcement strategy	5	2	In-Progress				
		Establish a "Blight Court" to prosecute code violations.	5	2	Yes				
		Host formal code training workshops with neighborhood associations and community stakeholders, and enlist their support in identifying distressed properties (residential and non-residential) in need of security boarding, utility disconnections, and trash removal.	5	2	No				
	Improve Neighborhoods	Develop a loan fund and tool bank to assist with the rehabilitation of homes and residential structures in good condition	5	2	Yes			<ul style="list-style-type: none"> City of Flint Planning & Development Department Genesee County Land Bank 	<ul style="list-style-type: none"> Increase in home improvement permits Increase in grants/loan funds issued to home owners Decrease in noise/air quality complaints
		Protect residential areas from the adverse impacts of adjacent incompatible land uses through techniques such as buffering or screening	5	2	Yes				
		Promote the repositioning of incompatible land uses in predominantly residential areas to reduce negative impacts of more intense uses such as heavy commercial or industrial.	5	2	Yes				
	Objective 3: Support and improve partnerships and programs that reduce housing vacancies and strengthen neighborhoods	Housing Vacancies	Partner with the Genesee County Land Bank and neighborhood associations to market infill sites in traditional neighborhoods for redevelopment	5	3	No			<ul style="list-style-type: none"> City of Flint Planning & Development Department Genesee County Land Bank HUD Community
Work with the Land Bank to increase lot sales, lot adoptions, and leases of vacant land to responsible neighbors in Green Neighborhoods.			5	3	No	X			
Working with partner organizations, including HUD-approved housing counseling agencies, educate residents about the resources available on important home-owner issues such as mortgages, mortgage defaults, foreclosure, down payment financing, and credit issues.			5	3	No				
Attracting Residents		Make Flint a top choice for immigrants by engaging with immigration organizations, resettlement groups, local businesses, and area colleges and universities.	5	3	Yes			<ul style="list-style-type: none"> City of Flint Planning & Development Department DDA Anchor instituosn within the 	<ul style="list-style-type: none"> Increase in percent immigrant population Increase in proportion of Flint workers who live in Flint Increase in student housing units
		Support existing housing programs targeting veterans, public safety and health personnel, and other key fields to ensure maximum participation in all of Flint's neighborhoods	5	3	Yes	X			
		Work with key employers and stakeholders to create a "Live Flint" program which would provide initial rent or down payment assistance in the Innovation District area, to young professionals.	5	3	No	X			
Sense of Community		Position the City's school and park facilities as neighborhood focal points through adaptive reuse of vacant facilities and programming	5	3	No			<ul style="list-style-type: none"> City of Flint Planning & Development Department Flint Community Schools Block Clubs/Neighborhood Associations Neighborhood groups 	<ul style="list-style-type: none"> Decrease in number of vacant school facilities Increase in number of special event permits and estimated special event attendance Increase in community attendance and participation at public meetings Increase in historic district property value
		Encourage neighborhood and community events, such as picnics, meet-ups, block parties, book clubs, and coffee meetings to strengthen the sense of community within the City and its neighborhoods.	5	3	Yes	X			
		Host biennial meetings with the City's neighborhood organizations and community groups to celebrate successes, report on progress and exchange ideas.	5	3	No				
		Develop and maintain a civic engagement strategy that helps increase the capacity of the public to participate in the decision making process.	5	3	Yes				

		"Brand" neighborhoods like Carriage Town and S. Grand Traverse District using historic designations and unique attributes to increase community cohesiveness and property values	5	3	Yes	X	Difficulties in defining HDC areas. Neighborhood signs have become difficult to implement. No real communication with neighborhoods. Unclear where current associations exist.	within Historic Districts	
Objective 4: Promote equity and social justice in housing.	Housing Discrimination	End housing discrimination on the basis of race, ethnicity, age, gender, gender identity, disability, family status, or sexual orientation.	5	4	Yes			<ul style="list-style-type: none"> City of Flint Planning & Development Department HUD FHC Genesee County Metropolitan Planning Commission Other Genesee County Municipalities Community Development Corporations Genesee County Habitat for Humanity Community Development Financial Institutions 	<ul style="list-style-type: none"> Increase in degree of economic integration as measured by the Gini Index per Census Tract Decrease in racial segregation as measured by the Index of Dissimilarity per Census Tract Increase in percent of 'visitable' homes
		Work with other jurisdictions in Genesee County to change local ordinances or zoning codes, such as minimum square footage requirements, that in effect deter low-income residents from residency.	5	4	No	X	Staff are open to regional planning efforts but it is unclear how this is doable or present/relevant.		
		Increase the percent of homes that are "visitable" by people with disabilities by aligning standards for new home construction and requiring new multi-family units of a certain size to have features such as power-assisted doors.	5	4	No Data/Unmeasurable	X			
		Invest in the cultural competence of real estate agents, lenders, landlords, and decision-makers to improve their ability to serve diverse populations and raise awareness of the effects of implicit bias in housing.	5	4	No				
		Create multi-income housing by integrating public and affordable housing into new developments.	5	4	Yes				
		Transition away from models of public housing that isolate low-income people and move towards mixed-income housing developments with access to transit and services.	5	4	Yes				
		Carry out inspections related to affordable housing to ensure green and healthy homes for all.	5	4	No	X			
	Home Finance	Partner with local banks and financial institutions to guarantee funding mechanisms for all types of affordable housing, including lending to non-profit organizations and community development corporations.	5	4	No			<ul style="list-style-type: none"> City of Flint Planning & Development Department Michigan State Housing Development Authority HUD Fair Housing Center of Eastern Michigan Community Development Financial Institutions 	<ul style="list-style-type: none"> Decrease the difference in mortgage origination rates by race Decrease differences in rental housing (based on results of "testers" on basis of disability, race, gender, age, sexual orientation, family status, etc.) Increase in home ownership among low to moderate income households Increase in number of land contract sales of Land Bank homes
		Advocate for an expanded federal and state role in financing affordable housing and developing mixed-income initiatives	5	4	No	X			
		Engage non-profit organizations and financial institutions to improve and expand programs that assist first-time homebuyers.	5	4	Yes				
		Work with housing advocates to maintain an interface with financial institutions to address local lending risk, and the extension of credit to minority homebuyers	5	4	No	X			
		Explore ownership opportunities other than single family for low/moderate income individuals and families that may be challenged by the maintenance of a single family home	5	4	No				
Improve opportunities for home ownership and home rehabilitation through a variety of programs and sources such as loans, tax abatements, down payment assistance and design assistance	5	4	In-Progress						
Objective 5: Diversify the City's housing stock to allow anyone to make Flint their home.	Housing Diversity	Revise the City's zoning ordinances to align with the Place Types established in the Land Use Plan.	5	5	In-Progress			<ul style="list-style-type: none"> City of Flint Planning & Development Department Genesee County Land Bank DDA University Avenue Corridor Coalition Area Colleges & Universities Genesee County Habitat for Humanity Metro Community Development Affordable Housing Developers 	<ul style="list-style-type: none"> Increase in single family home permits Increase in multi-family dwelling permits Increase in proportion of multi-family dwellings compared to single family homes Increase in local (non-commuting) student population Decrease in apartment vacancy rate
		Support the development of quality housing to balance out demolition; specifically, the creation of 5,000 units in Downtown Flint and more than 10,000 units in the Innovation District over the next 20 years.	5	5	No				
		Promote residential development and redevelopment of a variety of housing and dwelling unit types and densities consistent with the Land Use Plan's place types to accommodate Flint's diverse population.	5	5	Yes				
		Preserve and enhance "Traditional Neighborhoods," expand and improve "Green Neighborhoods," increase density in "Mixed Residential" areas, and promote mixed use developments in "Downtown" and key corridors and neighborhood centers.	5	5	In-Progress	X			
		Continue to partner with housing organizations and promote the coordination of housing development initiatives to maximize the positive impacts on local housing conditions	5	5	Yes				
		Improve rental opportunities by mitigating landlord-tenant disputes and working collectively with landlords, tenants, and the community to develop and enforce property maintenance standards and practices.	5	5	In-Progress	X			
		Support the retention and expansion of the City's colleges' and universities' enrollments to create an increased demand for student rental housing in the Downtown, Mixed Residential, and University Avenue Core place types	5	5	No				
Objective 6: Ensure responsible and sustainable housing development	Historic Preservation	Partner with the Flint Historic District Commission (FHDC) to maintain an inventory of historically and locally significant buildings, to support grant proposals for renovation, and raise awareness about Flint's historic significance.	5	6	No		Boundaries of HD unknown.	<ul style="list-style-type: none"> City of Flint Planning & Development Department University Avenue Corridor Coalition Flint Historic District Commission Affordable Housing Developers Neighborhood groups within Historic 	<ul style="list-style-type: none"> Increase in property values within historic districts Stabilization in number of historic properties remaining in tact Increase in grant/loan money and tax credits awarded to historic property owners Decrease in code violations by historic property owners
		Enforce existing regulations regarding Flint's historic homes and districts to ensure appropriate preservation.	5	6	Yes				
		Incentivize maintenance, upkeep, and upgrades to keep homes within Historical Districts up to code, through mini-grants, tax abatements, education, and partnerships with local community groups and the FHDC.	5	6	No				
		Promote the availability and use of Rehabilitation Tax Credits to historic sites and districts to fund renovation, rehabilitation, modernization and expansion.	5	6	No				
	Sustainable Practices	Partner with energy companies to develop incentive programs to retrofit homes for increased energy efficiency	5	6	No			<ul style="list-style-type: none"> City of Flint Planning & Development Department Consumers Energy Amerigas 	<ul style="list-style-type: none"> Per-dwelling increase in energy savings per public housing community Increase in number of LEED-rated buildings Increase in renewable energy accessory
		Coordinate with stakeholders to increase awareness of energy saving and water conservation practices in the	5	6	Yes				
		Work with Flint Housing Commission to increase the sustainability of City-owned and managed housing units	5	6	No				
		Encourage the usage of best practices in green technology and sustainability in all new construction.	5	6	No				
	Land Use	Promote transit-oriented development to ensure lower carbon emissions and travel convenience.	5	6	No			<ul style="list-style-type: none"> City of Flint Planning & Development Department 	<ul style="list-style-type: none"> Decrease in flood insurance claims Decrease in number of noise/air pollution complaints
		Use green space to insulate neighborhoods susceptible to traffic pollution and noise.	5	6	No				
		Restrict construction on identified flood plains and other environmentally harmful locations.	5	6	Yes				
		Protect residential areas from encroachment by incompatible land uses.	5	6	Yes				

	Land Use Planning	Concentrate new housing starts and encourage reinvestment in neighborhood areas as recommended in the Land Use Plan.	5	6	No Data/Unmeasurable	x		• Genesee County Land Bank
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6: Transportation and Mobility

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reword?	Notes on implementation (including barriers)	Implementor(s) from 2013 Plan	Progress Indicator	
Objective 1: Establish bicycling as a form of recreation and transportation by expanding the City's network of trails, bike lanes, and other connections.	Bicycle Trails & Infrastructure	Continue to support implementation of projects identified within the Genesee Regional Trail Plan and advocate for inclusion of local trails in all updates to the Genesee Regional Trail Plan.	6	1	In-Progress	X		<ul style="list-style-type: none"> City of Flint Transportation Division MDOT 	<ul style="list-style-type: none"> Increase in the number of parks, schools, and key destinations accessible by designated bike trails 	
		Establish local trail connections to the City's parks and the larger regional trail network, including the Flint River Trail and the Genesee Valley Trail.	6	1	In-Progress			<ul style="list-style-type: none"> Genesee County Road Commission Genesee County Trail Commission Flint Community Schools Environmental Advocacy Organizations Genesee County MPO City of Flint Planning and Development Department Health and Fitness Advocacy programs and organizations 	<ul style="list-style-type: none"> Increase in the number of lane miles of dedicated bike trails or striped on-street paths Increase in the number of bike racks in the public right-of-way, on public properties, and in private development Increase in the amount of contiguous bike trail mileage Increase in the number of miles of abandoned rail right-of-way converted to bike trails Increase in number of miles of bike trails funded through outside funding sources 	
		Identify streets suitable for on-street bike lanes or designated bike routes, to provide a fully connected trail and bicycle network where off-street trails cannot be implemented.	6	1	In-Progress					
		Provide bicycle parking at all public facilities within the City including City Hall, community centers, the Flint Public Library, and schools.	6	1	No					
		Require bicycle and pedestrian amenities to be incorporated into all new development.	6	1	Yes					
		Aggressively pursue funding opportunities from a range of sources including Federal, State, and local grants to assist with land acquisition, easements, and trail construction.	6	1	No					
		Continue to develop and expand the Flint River Trail including fixing existing gaps and disconnects, and extending it west of Downtown.	6	1	In-Progress					
		Complete the Grand Traverse Greenway along the abandoned CSX Railroad Line from Downtown Flint to Hemphill Road.	6	1	In-Progress					
		Evaluate the feasibility and benefit of a City-wide bike sharing program.	6	1	No		X			
	Coordinate with the Genesee County MPO as the Long Range Transportation Plan is being updated to add/modify the City's bike routes.	6	1	No						
	Education, Awareness, & Safety	Promote the utilization of multi-use trails as a means of both recreation and transportation.	6	1	No		X		<ul style="list-style-type: none"> City of Flint Transportation Division Environmental Advocacy Organizations Health and Fitness Advocacy programs and organizations 	<ul style="list-style-type: none"> Increase in the number of people subscribing to or joining local bicycle groups and students that visit UM-Flint's Bicycle Road Skills Course Decrease number of accidents or crime along trails and bike lanes Increase in residents bike safety programs
		Improve the safety of the City's trail network by installing lighting and emergency call boxes where necessary.	6	1	No					
		Continue to work with, and support the efforts of bicycle advocacy groups and organizations dedicated to improving bicycling within the City and surrounding area, including the Safe & Active Genesee for Everyone (SAGE), the League of Michigan Bicyclists, Friends of the Flint River Trail, and Crim Fitness Foundation.	6	1	No					
		Develop a pedestrian and bicycle plan to complement the Genesee County Regional Trail Plan by improving pedestrian and bicycle circulation and safety throughout the City of Flint.	6	1	No					
		Partner with the University of Michigan-Flint Walk/Bike Work Group, and promote their Bicycle Road Skills Course as an opportunity to establish a comprehensive bike safety educational program for the community.	6	1	No					
	Signage, Information, & Wayfinding	Expand the existing pedestrian/cyclist scaled wayfinding signage throughout the entire trail system, including directing trail users to key community facilities, retail and office destinations, employment centers, and other trail connections.	6	1	In-Progress				<ul style="list-style-type: none"> City of Flint Transportation Division Environmental Advocacy Organizations Health and Fitness Advocacy programs and organizations 	<ul style="list-style-type: none"> Increase number of new trail wayfinding signs posted Increase in the number of hits for websites or maps that provide information regarding Flint trails
		Consider posting trail signage in other locations within the City, such as Downtown, directing people to trail entrances and promoting the trail networks' availability and connectedness.	6	1	No		X			
		Promote the use and availability of the City's trail and bike route system by publishing and distributing trail maps at public venues, the City's website, bicycle shops, and other visible locations.	6	1	No					
Objective 2: Provide a safe pedestrian network that is well connected and well maintained	Pedestrian Infrastructure & Accessibility	Work with the community's schools to create safe walk to school routes, and ensure they are serviced by a complete sidewalk network and defined pedestrian crossings.	6	2	No			<ul style="list-style-type: none"> City of Flint Transportation Division MDOT Genesee County Roads Commission Flint Community Schools 	<ul style="list-style-type: none"> Decrease in pedestrian gaps in designated priority zones Decrease in the percentage of non-ADA accessible sidewalks and intersections Decrease in the ratio of commercial square footage to curb cuts within a given geographic area Increase in amount of outside funding secured for improvements to the pedestrian network 	
		Implement ADA compliant infrastructure at all intersections whenever a pre-ADA street or sidewalk is altered, consistent with the requirements of the ADA.	6	2	In-Progress					
		Preemptively implement ADA compliant infrastructure at all busy pedestrian intersections, including curb ramps and detectable warnings.	6	2	In-Progress					
		Consolidate access points and curb cuts along the City's commercial corridors to improve walkability and pedestrian safety.	6	2	No					
		Ensure that all new development provides sidewalks and sufficient street lighting to promote pedestrian circulation and enhance pedestrian safety.	6	2	Yes					
		Budget for on-going maintenance and repairs of the City's sidewalks as part of the Capital Improvement Plan.	6	2	No					
		Aggressively pursue funding opportunities from a range of sources including Federal, State, and local grants to assist with improvements to the sidewalk network.	6	2	Yes					
		Maintain City sidewalks in good condition, and ensure they are level and clear of debris and overgrown vegetation.	6	2	In-Progress					

connected and well maintained to support active living and walking as a viable transportation option in the City of Flint.		Conduct a walkability audit of the City and identify primary pedestrian paths, physical barriers to walking and accessing transit, and locations of Americans with Disabilities Act	6	2	In-Progress				
		Based on the results of the walkability audit, develop a sidewalk gap and improvement program to systematically upgrade sidewalk infrastructure, eliminate physical barriers, and prioritize sidewalk projects.	6	2	No				
		Where appropriate, modify or retrofit existing blocks with mid-block sidewalks, to provide pedestrian links at reasonable dimensions.	6	2	No	X			
	Health, Safety, & Traffic Calming	Increase public awareness of the health benefits of walking.	6	2	No	X		<ul style="list-style-type: none"> • City of Flint • Transportation Division • MDOT • Genesee County Roads Commission • Health and Fitness Advocacy programs and organizations 	<ul style="list-style-type: none"> • Decrease in the number of accidents involving pedestrians • Increase in the number of locations using pedestrian-oriented signalization and technology • Increase in the number of miles walked annually by Flint residents for recreation, fitness, or as a means of transportation
		Promote walking as a pro-active way to reduce vehicle emissions.	6	2	No	X			
		Consider the use of HAWK (High-Intensity Activated crossWALK) beacons to provide safe crossings along busy/high speed roads, such as South Saginaw Street or Dort Highway.	6	2	No				
		Implement passive and active traffic calming measures to slow traffic along primary pedestrian routes and busy pedestrian crossings.	6	2	In-Progress				
Provide for pedestrian crossings with pedestrian activated signal buttons at all signalized intersections within the City.	6	2	No						
Based on the results of the walkability audit, develop a streetscape improvement plan along primary pedestrian routes to provide additional pedestrian scaled lighting, signalizations and enhanced crosswalks.	6	2	No						
Objective 3: Support the Mass Transportation Authority (MTA) as a leader in the provision of high-quality public transit.	Transit Service, Infrastructure, & Facilities	Encourage the MTA to consider altering existing routes or adding additional routes and multi-modal links, to provide service to areas of the City currently beyond walking distance to transit.	6	3	No	X	<ul style="list-style-type: none"> • City of Flint • Transportation Division • MDOT • MTA 	<ul style="list-style-type: none"> • Increase in the number of jobs and residents within 1/4-mile of transit services • Increase in the amount of bus shelters and signage • Increase in transit ridership • Increase in amount of outside funding secured for transit service, facility, or infrastructure improvements 	
		As the City undertakes road diets and the implementation of Complete Streets, work with the MTA and appropriate jurisdictions to consider infrastructure, such as bus bays, to improve transit operations as part of the roadway improvements.	6	3	No				
		Encourage the MTA to inventory and regularly assess the condition and location of all transit shelters in the City through technical standards and user surveys, assessing the structural integrity, signage and scheduling provisions, and connections to the sidewalk network.	6	3	No				
		Work with MTA to aggressively pursue funding opportunities from a range of sources including Federal, State, and local grants to assist with transit operations, including an expansion of the Your Ride service.	6	3	No				
		Work with local employers, hotels, and businesses to identify locally-sponsored services that could fill gaps in MTA service, including carpools, employer sponsored vanpools, and local shuttles.	6	3	No	X			
		Work cooperatively with the MTA to develop a Comprehensive Transit Plan, identifying priority destinations and traffic generators within the City, and ensure they are adequately served by MTA routes.	6	3	No				
	Transit Marketing & Promotion	Increase public awareness of the environmental benefits of public transportation and promote transit use as a pro-active way to reduce vehicle emissions.	6	3	Yes		<ul style="list-style-type: none"> • City of Flint • Transportation Division • Health and Fitness Advocacy programs and organizations • Major employers 	<ul style="list-style-type: none"> • Increase in participation in employee-sponsored transit incentive programs • Increase in hits to the MTA website, paper maps, or other tools made available in the future 	
		Encourage employers to offer incentives for transit use by employees under the US Internal Revenue Code section 132(a), which allows transit passes and van pooling expenses (up to \$245/mo) to be exempted from taxable income.	6	3	No				
		Promote the MTA's comprehensive array of services and programs throughout the City by making route maps and schedules available at City facilities and events, maintaining a link to the MTA's website on the City's website, and other reasonable methods.	6	3	No	X			
		Assist with the development of a mobile app that includes schedules, route, and fare information.	6	3	No	X			
	Transit-Supportive Development & Intermodal Coordination	Promote compact land use patterns such as transit-oriented development that foster residential densities capable of supporting transit operations.	6	3	No		<ul style="list-style-type: none"> • City of Flint • Transportation Division • MTA • Genesee Region Trail Commission 	<ul style="list-style-type: none"> • Increase in the amount of commercial square footage or residential units located within 1/4-mile of transit stops • Increase in the number of multi-modal non-motorized trips 	
Work cooperatively with the MTA to coordinate bus stops with trail entrances and promote the availability of bike racks on MTA busses.		6	3	No					
Objective 4: Continue to provide a world-class multi-modal transportation network to retain and attract business, industry, and employment	Rail Infrastructure	Support the provision of adequate and necessary railroads and railroad infrastructure to support and attract industrial businesses to the City.	6	4	No		<ul style="list-style-type: none"> • City of Flint Transportation Division • Major rail companies 	<ul style="list-style-type: none"> • Decrease in the amount of accidents involving trains and motorists, pedestrians, and cyclists 	
		Continue to work with railroad companies to ensure rail crossings are safe, properly maintained, or improved whenever necessary.	6	4	No				
	Bishop International Airport	Support the continued expansion of Bishop International Airport operations.	6	4	Yes		<ul style="list-style-type: none"> • City of Flint • Transportation Division • Bishop International Airport Authority • MTA 	<ul style="list-style-type: none"> • Increase in the number of commercial trips or freight tonage served through Bishop International Airport • Increase in the number of outbound and inbound airport passengers 	
		Promote commercial flights from Bishop Airport throughout the State of Michigan as an alternative to the Detroit Metropolitan Airport (DTW).	6	4	In-Progress				
		Support the implementation of Bishop Airport's Capital Improvement Plan.	6	4	No				
		Strengthen connections between Bishop Airport and other areas of the City through public transit and wayfinding signage.	6	4	No				
	Work with the Michigan Department of Transportation (MDOT) to ensure the City of Flint maintains necessary and appropriate access to the interstate system.	6	4	No		<ul style="list-style-type: none"> • City of Flint • Transportation Division • MDOT • MTA 	<ul style="list-style-type: none"> • Increase in ridership for MTA's regional transit services • Increase in the number or frequency of regional or national transit runs 		
	Work with the Michigan Department of Transportation (MDOT) to provide wayfinding signage along I-69, I-75, and I-475, promoting key destinations and businesses within the City of Flint.	6	4	No					

industry, and employment.	Regional Mobility	Identify and continue to support roadway improvement projects that enhance Flint's regional connections to Genesee County, the Detroit Metro area, and beyond.	6	4	No		• Regional and national transit providers	serving Flint
		Work with appropriate agencies to determine the feasibility of establishing train service to Detroit and other major locations in the State of Michigan not currently accessible by existing Amtrak service.	6	4	No			
		Promote the availability of Amtrak train service and Greyhound bus service in the City of Flint and support their continued operation as a benefit to City residents and businesses.	6	4	No			
		Promote the availability of the MTA's Regional Service to Livingston, Saginaw, and Oakland Counties.	6	4	Yes	X		
		Identify regional transit options between Flint and surrounding cities, including Detroit, Toledo, Grand Rapids, Chicago, Indianapolis, etc.	6	4	Yes	X		
Objective 5: Develop a well-maintained and efficient network of roads and streets to facilitate the safe and efficient movement of vehicles.	Roadway Infrastructure	Reinforce the existing hierarchy of the City's street network of interstates, arterials, collectors, and local roads through roadway design, land use planning, and access management.	6	5	In-Progress		• City of Flint Transportation Division • MDOT • Genesee County Road Commission	• Increased percentage of roadways designated as fair or good condition according to the PASER rating system • Increase in the number of commercial square footage linked by vehicular cross-access • Increase in number of miles of roadway reconstructed through road diets • Increase in the miles of roadway maintained through the Adopt-a-Road program
		Implement access management strategies along arterial streets, and to a lesser extent collector streets, including eliminating excessive or redundant curb cuts and providing for cross access between adjacent commercial properties.	6	5	In-Progress			
		Budget for on-going maintenance and repairs of City-owned streets as part of the Capital Improvement Plan.	6	5	No			
		Coordinate with Genesee County and the Michigan Department of Transportation (MDOT) as they work to enhance their roadways within and outside of the City's jurisdiction.	6	5	No			
		Consider a road diet on every four-lane street within the City that has an average daily traffic volume (ADT) of less than 20,000.	6	5	No			
		Develop and adopt a binding Complete Streets policy for the City's streets in an effort to safely accommodate all motorists, pedestrians, and bicyclists.	6	5	No			
		Ensure adequate right-of-way is preserved or dedicated to the City as new development occurs.	6	5	No			
		Continue to identify and eliminate problematic intersections throughout the City through roadway realignment	6	5	No			
		Consider the use of a modern traffic circle as an alternative to traffic signals.	6	5	No			
		Establish an Adopt-a-Road program and partner with local agencies, organizations, and groups, enlisting their help in collecting litter along the City's streets.	6	5	No			
	Consider block consolidation to alleviate roadway maintenance by the City.	6	5	No	X			
	Traffic, Connectivity, & Safety	Consider reconnecting cul-de-sac streets to the street grid.	6	5	No	X	• City of Flint Transportation Division • MDOT • Genesee County Road Commission	• Increase in the number of lane miles with sustained or increased traffic counts, and improved levels of service through signalization and traffic management techniques
		Enhance mobility by reconnecting neighborhoods isolated by I-475 and reopening Leith Street.	6	5	No			
		Convert one-way streets to two-way wherever feasible.	6	5	In-			
		Work with the Michigan Department of Transportation (MDOT) to improve traffic flow and circulation along routes under its jurisdiction.	6	5	No			
		Continue to implement the City's Wayfinding Plan to ensure motorists are directed to Downtown Flint, Bishop Airport, educational and cultural institutions, and other key destinations within the City.	6	5	No	X		
		Maintain current traffic counts along the City's arterial and collector streets.	6	5	No	X		
	Signalization & Technology	Develop a comprehensive parking management plan.	6	5	No		• City of Flint Transportation Division • MDOT • Genesee County Road Commission	• Decrease in the ratio of traffic signals per capita to reflect national standards • Decrease in response times based on signal technology upgrades
		Install and maintain intelligent traffic signals and systems along key corridors and routes to facilitate the efficient movement of vehicles throughout the City.	6	5	No			
Audit each of the City's 288 signalized intersections and remove unwarranted traffic signals.		6	5	No				
Objective 6: Involve the public in all key transportation decision	Public Input	Install and maintain emergency signal preemption devices along key corridors and routes to assist emergency vehicles.	6	5	No	X	• City of Flint Transportation Division • MDOT • Genesee County Road Commission	• Increased community attendance and participation in public meetings • Increased hits in web-based outreach, including the downloading of
		Install and maintain vehicle detection systems along the City's arterial streets to optimize traffic flow throughout the City.	6	5	No			
		Ensure an open line of communication between transportation policy/planning officials and the general public.	6	6	No			
		Hold hearings with opportunities for public comment before all key transportation policy decisions.	6	6	No			
		Utilize neighborhood partnerships to solicit feedback regarding major transportation projects.	6	6	No			

7: Environmental Features, Open Space & Parks

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reword?	Notes on implementation (including barriers)	Implementor(s) from 2013 Plan	Progress Indicator
Objective 1: Improve the ecological health of Flint's natural systems through responsible planning and development.	Preservation & Restoration	Monitor local water quality of the Flint River, related tributaries, and lakes through regular water testing.	7	1	Yes			City of Flint Parks & Recreation • City of Flint Planning & Development Department • Environmental Advocacy Organizations • Genesee County Parks Commission • MDNR • MDEQ	Increase in Flint River water quality measurements • Increase in square feet of native vegetation on City property • Increased amount of grant funding received for preservation projects Require appropriate setbacks and buffering from creeks and floodways to minimize flooding issues and surface runoff contamination.
		Require appropriate setbacks and buffering from creeks and floodways to minimize flooding issues and surface runoff contamination.	7	1	Yes		Could be improved.		
		Establish local ordinances, regulations, and development standards to preserve and protect Flint's high-quality vegetation and wooded areas from new development.	7	1	Yes				
		Aggressively pursue funding opportunities from a range of sources including Federal, State, and local grants, to assist with preservation and restoration of natural areas to improve the health of the City's ecosystem.	7	1	Yes				
		Replace city-owned turf areas where appropriate with native grasses, trees, and shrubs to reduce long-term maintenance costs while promoting environmental sustainability.	7	1	In-Progress				
		Create a city-wide guide book on appropriate street tree maintenance and native vegetation planting.	7	1	No				
	Green Development	Develop a green construction incentive program to encourage green development and retrofits to existing buildings.	7	1	No			City of Flint Planning and Development Department • Genesee County Land Bank • MDEQ	Increase in percentage of developments using BMPs • Increase in number of permits issued for green retrofits • Increase in Flint air quality measurements • Increase in acreage of brownfields remediated or redeveloped
		Revise zoning and applicable development regulations to support and permit best management practices (BMPs) consistent with Low Impact Design technologies to reduce runoff, including innovation in water catchment, swales, and groundwater retention.	7	1	In-Progress				
		Promote the use of Best Management Practices (BMPs) for new development and redevelopment sites.	7	1	In-Progress				
		Establish city-wide air quality policies and implement clean air standards for new development.	7	1	No				
		Support the development of brownfield sites for uses that protect and promote the environmental health of the community, including minimizing environmental impacts of new uses to local air, water, and soil quality.	7	1	Yes				
	Education & Outreach	Actively promote the Green Innovation Place Type to prospective companies focused on "green" jobs, businesses, and technologies.	7	1	No		X	• City of Flint Planning and Development Department • Flint & Genesee Chamber of Commerce	• Increased number of CBAs signed • Increase in number of public and private events that promote Flint's environmental leadership
		In partnership with resident stakeholders, develop and ensure implementation of Community Benefit Agreements (CBAs) for any new developments that are likely to result in adverse environmental impacts (e.g. manufacturing, transportation-heavy industries, etc.)	7	1	In-Progress				
		Cultivate awareness among City officials, community leaders, residents, and potential investors about the benefits and opportunities of green urban planning, low-impact development, renewable energy, and climate adaptation	7	1	No				
		Optimize opportunities to showcase Flint's environmental leadership by hosting conferences, workshops, and events through local and national partnerships.	7	1	No				
Objective 2: Protect, enhance, and promote the Flint River and its watershed, along with other tributary lakes and streams, as valuable community assets.	Quality & Condition	Take reasonable actions to protect the Flint River and its tributary lakes and streams from pollution, impairment, and destruction.	7	2	In-Progress			• City of Flint Parks and Recreation • City of Flint Utility Division • Environmental Advocacy Organizations • MDEQ	• Increased number of miles of the Flint River improved or naturalized Increase improvement in Flint River water quality measurements
		Restore water quality, natural flows, eroding stream-banks, and other improvements to water bodies for the benefit of fish, wildlife, and present and future generations.	7	2	No				
		Where appropriate, naturalize the banks of the Flint River and other streams and creeks to provide a continuous riparian corridor, minimize erosion, and increase access for both wildlife and people	7	2	Yes				
		Restore existing streams and waterways through daylighting methods to create naturalized open channels.	7	2	In-Progress				
	Access	Replace existing Flint River dam structures in the Downtown area with a series of rock cascades and fish passage features as detailed in the Flint River Riverfront Restoration Plan.	7	2	In-Progress			• City of Flint Parks and Recreation • City of Flint Utility Division • MDEQ	• Increase in number of recreational water access points • Increase in number of designated Flint River vista points • Increase in number of dams replaced or removed
		Provide recreation access to all water bodies through the strategic installation of kayaking/canoe launches, fishing piers, and related trail heads and park amenities.	7	2	In-Progress				
		Improve visual and physical access along the Flint River and provide opportunities for public gatherings and outdoor entertainment.	7	2	In-Progress				
	Stewardship	Market the Flint River and other water bodies as city-wide and regional recreational amenities.	7	2	No			• City of Flint Parks and Recreation • Environmental Advocacy Organizations • Genesee County Parks	• Increase in acreage of preserved riverbank land • Increase in number of wayfinding signs to Flint River recreational areas • Increase in amount of promotional
		Establish a singularly-focused organization, such as a conservancy, to acquire and maintain the land along the Flint River.	7	2	No				
		Explore with Michigan Department of Natural Resources (MDNR) the development of a state park along the Flint River.	7	2	Yes				

Objective 3: Create, integrate, and maintain blue/green infrastructure centered around the Flint River system.	Acquisition, Construction & Management	Preserve and acquire adequate land around the Flint River, its streams, and lakes to allow for the future construction of bicycle and pedestrian trails and paths.	7	3	No		<ul style="list-style-type: none"> • City of Flint Parks and Recreation • City of Flint Planning and Development Department • Environmental Advocacy Organizations • Genesee County Land Bank • MDNR 	<ul style="list-style-type: none"> • Increase in acreage of land available for blue/green infrastructure • Increase in miles of planned and completed bicycle and pedestrian trails • Increase in number of planned and completed trailheads
		Work with the Land Bank to create a new category of land banked properties for future blue/green infrastructure and remove it from lands available for redevelopment and public auction	7	3	No			
		Encourage temporary uses of land in this category such as community gardens, ballfields, non-structural seasonal uses, and related temporary uses.	7	3	Yes			
		Create a system for offers of first refusal and incentives for voluntary sale of lands within blue/green infrastructure areas to the Land Bank.	7	3	No	Good idea.		
		Connect existing trails and paths to new blue/green infrastructure as it is created.	7	3	Yes			
		Examine the costs and benefits of alternative methods for the maintenance and operation of the waterfront, open spaces, and parks along blue/green infrastructure, such as designating a City agency, a County agency, a new metropolitan parks authority, or a combination of public and non-profit entities as manager	7	3	No			
Objective 4: Provide parks, open space, and recreation infrastructure that both meets the needs of the community and is maintainable by the City and its non-profit community partners	Service Standards	Refine the City's existing parks and open space classification system to better align with the classification system supported by MDNR.	7	4	No		<ul style="list-style-type: none"> • City of Flint Parks and Recreation • City of Flint Planning and Development Department 	<ul style="list-style-type: none"> • Decrease in the number of households outside park service areas • Decrease in parkland and recreation facility shortage based on NRPA
		Further define park types within the City based on their location within the established "Place Types" specified in the Land Use Plan.	7	4	Yes			
		Endorse and utilize the widely accepted "10-acre" standard (10 acres of parkland for every 1,000 people) as a means of determining appropriate amounts of active and passive parkland throughout the City	7	4	No			
		Endorse and utilize the National Recreation and Parks Association's (NRPA) 2-mile service area for the City's Community Parks.	7	4	Yes			
		Endorse and utilize the NRPA's 1/4 -mile service area, uninterrupted from pedestrian barriers, for the City's Neighborhood Parks, Mini-parks, and other neighborhood-based open space	7	4	Yes			
		Establish population-ratio standards for the City's recreation facilities (i.e. 1 softball field per 10,000 residents).	7	4	No			
		Calibrate established National Recreation and Parks Association (NRPA) standards to better fit the recreation habits and desires of the Flint community.	7	4	No			
	Accessibility	Identify physical barriers in the community that impact safe pedestrian access to parks, including railroads, inadequate sidewalks, the Flint River, arterial streets, and Interstates 69, 75, and 475.	7	4	Yes		<ul style="list-style-type: none"> • City of Flint Parks and Recreation • City of Flint Planning and Development Department • City of Flint Facilities Maintenance • Disability Network 	<ul style="list-style-type: none"> • Increase in number of parks that have direct access by bike trails, transit, and sidewalks • Increase in number of parks that are ADA compliant
		Using the endorsed NRPA standards, conduct a detailed analysis of the park service levels within the City to identify service gaps and surpluses to help ensure equitable access to parks within the City of Flint.	7	4	No			
		Develop an Americans with Disabilities Act (ADA) transition plan, identifying physical barriers limiting access to recreation programs and facilities and an action program to address them.	7	4	Yes			
		Maintain safe lighting in parks.	7	4	No			
	Critical Partnerships	Establish and maintain partnerships with other community, corporate, and other organizations, including schools and churches, to help supplement identified shortages of parks and open space.	7	4	Yes	X	<ul style="list-style-type: none"> • City of Flint Parks and Recreation • City of Flint Planning and Development Department • City of Flint Police Department • Area foundations and institutions • Community groups/organizations • Active living 	<ul style="list-style-type: none"> • Increase in the amount of outside funding secured for park maintenance and improvements • Decrease in emergency response times to parks • Increase number of programming options within Flint parks
		Establish funding partnerships with local institutions, organizations, and businesses to update and enhance park signage throughout the community.	7	4	No			
		Establish funding partnerships with local institutions, organizations, and businesses to implement public art throughout the City's parks.	7	4	Yes			
		Forge a partnership between parks and recreation staff, planning staff, and the City's police force to create a strategic plan for public safety and emergency response within the City's parks, blue/green infrastructure corridors, and bicycle trails and pedestrian pathways.	7	4	No			
		Work with community to establish a "Friends of Flint Parks" advocacy and conservancy group to help fund, maintain, and program parks.	7	4	No			
	Park Management	Implement and update (every 5 years) the Parks and Recreation Master Plan and the Mini-Parks Plans.	7	4	No		<ul style="list-style-type: none"> • City of Flint Parks and Recreation • City of Flint Facilities Maintenance • City of Flint Utility Division 	<ul style="list-style-type: none"> • Increase in parks maintenance funding • Regular review of 5-year Parks and Recreation Plan
		Budget for on-going maintenance and repairs of recreation amenities as part of the Capital Improvement Plan.	7	4	No			
Guided by a needs assessment and adopted standards, create a parks and recreation capital improvement plan to install new recreation facilities.		7	4	No				
Develop, implement, and periodically review a comprehensive plan for the maintenance of community centers ensuring the use of best practices and cost effective strategies.		7	4	No				
Neighborhood Initiatives	Work towards reducing Flint's carbon footprint by promoting transit use, bicycling, clean energy, and cleaner industry.	7	5	No		<ul style="list-style-type: none"> • City of Flint Parks and Recreation • City of Flint Planning and Development Department • City of Flint Utilities Division 	<ul style="list-style-type: none"> • Increase in percentage of energy used that is generated by renewable sources • Increase number of households participating in neighborhood recycling programs • Increased number of trees planted 	
	Encourage neighborhood recycling through tax credits, grants, and other incentives.	7	5	No				
	Work with businesses, institutions, and other partners to build neighborhood-scale renewable energy systems.	7	5	No				
	Encourage the construction of regional renewable energy sources through tax credits, grants, and other incentives.	7	5	No				

Objective 5: Reduce the City's overall carbon footprint.		Implement current urban forestry plans and develop new ones to manage and maintain the City's tree canopy and coordinate planting new trees.	7	5	No		<ul style="list-style-type: none"> City of Flint Transportation Division Genesee County Conservation District 	<ul style="list-style-type: none"> Decrease in the overall carbon footprint of City Increase in number of LEED-rated buildings in Flint Increase in number of public and private events related to climate change awareness Increase in public participation levels in City climate change programs and meetings Increase in number of green jobs Increase in variety and number of native plant species in parks and open spaces Increase in savings in park maintenance budget Increase in number of businesses and organizations participating in the Adopt-a-Park program Increase in number of participants in the Parks Volunteer Corps Increase in public and private organizations assuming park maintenance responsibilities Increase in number of joint-use agreements Increase in funding from Federal, State, and local sources Increase in financial or staff commitment of local non-for-profits or community partners Increased public participation levels in City parks programs and meetings Increase in number of community partners Increased number of residents participating in needs assessment surveys
		Review and implement current street tree ordinances to encourage planting along commercial corridors.	7	5	No			
	Government Initiatives		Strive to be a carbon-neutral City government and commit to leading by example to foster behavioral change throughout Flint.	7	5	No		
			Conduct studies to determine a 2015 baseline calculation for the carbon footprint of City operations, as well as for Flint as a whole.	7	5	No		
			Develop a greenhouse gas and carbon footprint reduction strategy to establish benchmarks for reducing the carbon footprint of the City of Flint, and report annual progress to the community.	7	5	No		
			Incentivize construction of energy efficient buildings using the LEED tax abatement and reduce building permit fees for LEED-rated buildings.	7	5	No		
			Work with community partners to develop a carbon footprint rating system for residential dwellings.	7	5	No		
	Education & Outreach		Work with the Flint Community Schools to promote innovative programs to educate the public about climate change.	7	5	No		
			Develop a Green Award program highlighting "green achievements" that include residents, businesses, commercial, and non-profit organizations.	7	5	No		
			Develop a climate change adaptation plan, particularly considering the needs of vulnerable populations such as the elderly, youth, and low-income community members.	7	5	No		
Through public and private partnerships, develop green jobs training and hiring programs to attract businesses that hire underserved or formerly-incarcerated Flint residents.			7	5	Yes			
Objective 6: Establish a new park management framework and secure resources necessary to maintain the City's parks and open spaces.	Park Management	Develop and implement an equitable naturalization plan for converting under-utilized park areas to naturalized open space to reduce maintenance costs and attract a variety of birds, butterflies, and other animals.	7	6	No			
		Develop, implement, and periodically review a comprehensive maintenance plan for the City's parks, open space, and rights-of-way, ensuring the use of best practices and cost effective strategies and addressing effective trash removal and park cleanup.	7	6	No			
		Establish a joint maintenance plan between the Parks and Recreation Department and Transportation Department for the City of Flint's trails and bike routes.	7	6	No			
		Explore the transfer of large City parks that draw users from the larger region to Flint, allowing them to become State, County, or Regional parks and remain as perpetual open space.	7	6	Yes			
	Citizen Engagement		Create and fund a City Parks Liaison position to actively seek potential grant opportunities, oversee a parks advisory council, and coordinate with community parks and recreation organizations.	7	6	No		
			Strengthen the "Adopt-a-Park" program, encouraging stronger City support while enlisting additional help from the community in maintaining City parks.	7	6	Yes		
			Establish a Parks Volunteer Corps to create opportunities for youth volunteers to engage in maintaining City parks and operate parks programs.	7	6	Yes		
	Critical Partnerships		Establish and maintain a list of parks and facilities where formal agreements with State and County partner organizations are needed to properly maintain and secure assets.	7	6	Yes		
			Maintain communication with Flint Community Schools and other institutions and organizations regarding the shared use of facilities and maintenance of parks and recreational amenities bordering school properties.	7	6	No		
			Remove restrictions currently preventing other agencies from assisting in the maintenance and improvement of existing parks and recreation facilities.	7	6	Yes		
	Funding Sources		Aggressively pursue funding opportunities from a range of sources including Federal, State, and local grants, to assist with parkland acquisition and maintenance.	7	6	Yes		
			Jointly pursue grants and other alternative funding sources with other local institutions or organizations to assist the City in meeting local-match requirements, or identify in-kind services the City can provide in lieu of a local match when permitted.	7	6	Yes		
			Continue to develop joint funding strategies with other community stakeholders, including athletic leagues and recreational affiliates, leveraging private and non-government investment hen essential to maintain or develop existing park spaces.	7	6	Yes		
	Objective 7: Engage the Flint community to support the	Citizen Engagement	Re-establish a citizen's park advisory council responsible for advocating and addressing parks and recreation issues, using an equitable process to determine representation from throughout the City.	7	7	No		
			Conduct biannual town hall style meetings to celebrate achievements, identify opportunities, and gather feedback from the community on issues and challenges related to the City's parks and recreation.	7	7	No		
Continue to work closely with local community groups and other voluntary organizations in the provision of recreational services.			7	7	Yes			
		Annually conduct a needs assessment survey of residents to identify the community's satisfaction with existing parks and recreation and the types of facilities and improvements that they desire.	7	7	Yes			

Community to support the programming and use of the park and recreation facilities.	Departmental Responsiveness	Develop and implement a programming strategy for community centers that includes youth programming sponsored through partnerships with local institutions, community organizations, and businesses.	7	7	Yes			• City of Flint Planning and Development Department	• Increase in the number of youth participating in recreation programming • Increase in number of community partners
		Partner with community organizations, recreation affiliates, and youth and adult recreation leagues to expand recreation programs and activate the City's open spaces and connect residents with the City's natural resources	7	7	No				
	Departmental Innovation	Identify and promote educational seminars and other opportunities for parks and recreation staff and advisory council members to generate new ideas for improvements or maintenance of the community's facilities.	7	7	No			• City of Flint Parks and Recreation Department • City of Flint Public Safety Department	• Increased number of City officials participating in Parks and Recreation education programming • Increased participation in CPTED training courses
		Train staff in Crime Prevention through Environmental Design (CPTED) and incorporate CPTED concepts in the design and management of City parks.	7	7	In-Progress				

8: Infrastructure and Community Facilities

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reward?	Notes on implementation (including barriers)	Implementor(s) from 2013 Plan	Progress Indicator
Objective 1: Repair and right-size key neighborhood infrastructure to increase resident safety, quality of life, and efficiency.	Access & Infrastructure	Evaluate existing traffic patterns and densities on City streets to implement "road diets," or the narrowing of less traveled streets to reduce maintenance costs, increase visual appeal, and promote walkability.	8	1	No	X		• City of Flint Transportation Division • MDOT	• Decrease in the number of lane miles of roadway • Increase in number of miles of sidewalks improved or installed • Increase in number of ADA-compliant crosswalks
		Partner with neighborhood groups to identify sidewalks in need of repair or replacement and develop a streamlined system of prioritization and implementation.	8	1	No				
		Construct new and repair existing crosswalks in key areas to promote walkability and safe passage.	8	1	No				
	Neighborhood Facilities	Re-evaluate existing community centers and City park structures to ensure prioritization based on proximity to residents, overall demand, and location relative to other parks.	8	1	Yes	X		• City of Flint Parks and Recreation • Flint Community Schools	• Increase in investment per capita in community centers and park structures relative to the population within a given service area • Increase in square footage of former school structures re-purposed for active uses
		Increase structural quality of neighborhood service centers (formerly police mini-stations).	8	1	No Data/UnMeasurable	X			
		Partner with the Flint Community School District to market and repurpose vacant school sites for uses consistent with the Land Use Plan.	8	1	No	X			
Objective 2: Ensure longevity, reliability, and efficiency of City utilities.	Long-term Planning	Modify infrastructure, design standards and landscaping palettes to reflect anticipated changes in climate.	8	2	No			• City of Flint Utility Division • City of Flint Parks and Recreation	• Decrease in the ratio of linear feet of active infrastructure to the population of Flint • Linear feet of utility lines or facilities analyzed, inspected, and recorded within the past 12 months
		Continue proactive development and execution of long-term infrastructure goals, capital improvement plans, and budgeting strategies.	8	2	No				
		Coordinate gradual implementation of green spaces and lower density neighborhoods with the City utilities department in order to reduce fixed infrastructure costs and "right size" water and sewage piping.	8	2	No	X			
		Leverage latest computer technologies to map all utilities and public services and make information readily accessible in a central database to City departments and key stakeholders for informed decision-making.	8	2	In-Progress				
	Service Coordination & Infrastructure Planning	Work with Consumers Energy to assess existing lighting footprint and reorient light placement to meet current and expected future needs.	8	2	No	X		• City of Flint Utility Division • Private Utility Companies • Karagondi Water Authority (KWA)	• Decrease in the cost per unit for the delivery of energy, water, and other utilities • Increase in the amount of permeable surface throughout the City • Decrease in the number of reported incidents of utility breaches caused by demolition or excavation
		Explore the viability of local energy or hot water districts that provide efficiencies to users and integrate green technologies for the creation and distribution of resources and services.	8	2	No				
		Implement new policies, in concert with the state, to diversify opportunities for managing rainwater.	8	2	No	X			
		Continue development of the KWA pipeline and make necessary upgrades in water infrastructure -- such as water treatment, pumping, and transmission piping -- to maximize benefits of the new partnership and ensure adequate water access for residents.	8	2	Yes				
		Evaluate options from KWA development for moving towards a coordinated regional water distribution network.	8	2	No				
		Strengthen coordination between demolition entities and City utilities, gas, and power companies.	8	2	No	X			
		Establish a Solid Waste Authority with Genesee County as a way to reduce garbage costs.	8	2	No				
	Coordinate with neighboring communities, Genesee County, and service providers to explore new infrastructure opportunities.	8	2	No	X				
	Preventative Maintenance	Develop a comprehensive plan to address the City's six failing and/or obsolete dams along the Flint River.	8	2	In-Progress			• City of Flint Utility Division	• Decrease on the linear footage of dams designated as hazardous • Decrease in the percentage of manholes impacted by inflow and infiltration • Increase in the total acreage of private properties that utilize innovative stormwater management techniques
		Implement corrective actions for the City's sewer system -- as prescribed in the December 2011 Sewer System Evaluation Study, funded by the Michigan Department of Environmental Quality -- and continue planned repairs and upgrades over time.	8	2	No				
Identify and implement techniques to divert some portion of rainwater from City infrastructure, such as rain barrels, on-site detention, permeable surfaces, etc.		8	2	No					
Maintenance & Reuse	Coordinate all upgrades and repairs of City facilities such as City Hall, the Police Department, and the Fire Department with detailed priorities outlined in the Capital Improvement Plan.	8	3	No			• City of Flint Utility Division • Police Department • Fire Department	• Decrease in energy and water usage for publically-owned facilities and properties • Decrease in the total number of days public facilities remain vacant or inactive	
	Develop a City property disposition procedure to ensure the sale of unused City properties to responsible partners with a priority given to buyers and projects with a demonstrated public benefit.	8	3	In-Progress					
	Recognize the public library as a key community asset and work with a wide range of partners to ensure its long-range sustainability.	8	3	Yes	X				
Objective 3: Modernize City and community facilities.	Modernization & Performance	Embrace best practices in school design and the learning environment shown to increase academic capabilities of students.	8	3	No Data/UnMeasurable	X		• City of Flint Utility Division • Flint Community Schools • Local Non-profit organizations	• Increased investment in improved or expanded public facilities • Increase in the number of households or square feet of businesses with access to free wi-fi • Increased square feet of public buildings and properties that attain LEED Silver
		Partner with the county and key local stakeholders to fund the re-opening, repair, or expansion of select community centers, City pools, and recreational facilities, as necessary.	8	3	Yes				
	Work to develop free wireless internet accessibility in key community areas.	8	3	No					

		Implement green building techniques in public facilities in order to minimize reliance on infrastructure and respond to long-term climate change.	8	3	No				certification or better • Increase in ADA-compliant community facilities	
		Development and implement an ADA Transition Plan for community facilities and infrastructure.	8	3	No	X				
Objective 4: Leverage green technology to reduce energy costs, improve air quality, and increase long-term sustainability.	Supporting Systems & Programs	Transition street lights from high-pressure sodium or mercury vapor bulbs to LEDs and utilize off-grid, solar power for generation in extremely low-density/high-vacancy areas.	8	4	No	X		<ul style="list-style-type: none"> • City of Flint Utility Department • City of Flint Transportation Division • MTA • Private Utility Companies 	<ul style="list-style-type: none"> • Decrease in the percentage of purchased power used to service municipal facilities and infrastructure • Increase in the percentage of households and businesses that have access to curbside recycling programs • Increased percentage of MTA and City 	
		Expand participation in recycling and composting programs to reduce waste and strain on City garbage services.	8	4	Yes					
		Increase awareness of water-conservation options in both City facilities and in the home.	8	4	No	X				
		Work with MTA to expand their bus fleet using alternative energies.	8	4	Yes					
		Partner with energy companies and local stakeholders to develop new creative financing opportunities for implementing green technologies that have high up-front costs but pay back savings over time.	8	4	No	X				
	Development Practices	Retrofit City and institutional properties, and use the latest in on-site energy generation such as geothermal, solar, and/or wind to reduce City energy costs.	8	4	No	X			<ul style="list-style-type: none"> • City of Flint Planning & Development Department • Local Colleges & Non-profit Organizations • City of Flint Utility Department 	<ul style="list-style-type: none"> • Decrease in the percentage of purchased power used to service municipal and institutional facilities and infrastructure • Increase in the total square footage of white or green roofs
		Provide a toolbox for residents and business owners highlighting techniques for on-site stormwater management, energy reduction, reduced water usage, green building techniques, etc.	8	4	No					
Promote white topping of roofs & development of rooftop gardens.		8	4	No	X					
		Encourage green site selection, site development, and building practices, as defined in the Land Use Plan.	8	4	No					
Objective 5: Expand opportunities for blue infrastructure development.	Water Management	Utilize open spaces and surplus land, as defined in the Land Use Plan, for targeted absorption of rainwater to lessen stress on City sewers.	8	5	No		<ul style="list-style-type: none"> • City of Flint Utility Department • Karagondi Water Authority (KWA) 	<ul style="list-style-type: none"> • Per capita increase in the amount of stormwater collected and managed on-site 		
		Capture and clean stormwater.	8	5	In-Progress					
		Leverage creation of KWA pipeline to develop innovative blue infrastructure spin-offs and economic development opportunities.	8	5	No	X				
Objective 6: Develop and execute a coordinated City network of street trees.	Urban Tree Canopy	Establish a list of appropriate plant materials that are resilient to anticipated climate change, and reference the plant list in public works standards and zoning regulations.	8	6	Yes		<ul style="list-style-type: none"> • City of Flint Planning & Development Department • City of Flint Transportation Division • MDOT 	<ul style="list-style-type: none"> • Increased number of climate-adaptive trees and landscape installations planted annually • Increased number of trees planted annually within 100' of highways and railroads 		
		Implement carbon forest infrastructure around highways and railroads to minimize neighborhood air pollution and noise.	8	6	No					
		Plant trees along main corridors to increase visual appeal, reduce pollution, mitigate storm water runoff, and counter blight.	8	6	No					
Objective 7: Provide municipal services consistent with the Master Plan.	Coordination & Collaboration	Respond to place-specific needs based on the Future Land Use Plan.	8	7	In-Progress		<ul style="list-style-type: none"> • City of Flint Planning & Development Department • City of Flint Utility Department • Local Non-profit organizations 	<ul style="list-style-type: none"> • Increase in the number of "hits" for on-line or printed information regarding the performance of City services • Decrease in the total cost of providing a continued level of services through consolidation or cooperation 		
		Improve citizen access to performance information and complaint resolution related to City services.	8	7	No					
		Simplify the City's departmental structure around Finances, Infrastructure, Planning and Development, and Public Safety.	8	7	In-Progress					
		Identify and examine opportunities for shared services.	8	7	No Data/UnMeasurable					
Objective 8: Work with residents, businesses and other stakeholders to foster development of the City and its infrastructure in a manner	Organization & Information	Provide Flint residents and community volunteers with information and training that enables the capacity to create change in neighborhoods.	8	8	Yes		<ul style="list-style-type: none"> • City of Flint Planning & Development Department • Local Non-profit organizations 	<ul style="list-style-type: none"> • Increase in the number of trained neighbors 		
		Establish a City of Flint Planning and Development Department responsible for leading and sustaining long-term planning, blight elimination, building safety, permitting/licensing and community/economic development.	8	8	Yes	X				
Objective 9: Operate in an open and financially stable manner, including improving citizen access, focusing on measurable results, improving the City's financial position, and eliminating accumulated deficits.	Responsibilities & Accountability	Establish a revenue estimating process that assures integrity in the budgeting process.	8	9	No Data/UnMeasurable		<ul style="list-style-type: none"> • City of Flint Planning & Development Department • City of Flint Utility Division 	<ul style="list-style-type: none"> • Decrease in annual discrepancy between budgeted and actual costs for various services or projects • Increase in the City's municipal bond rating 		
		Update and expand the City's financial information available online for public review.	8	9	Yes					
		Establish a 2-Year Budget along with a 5-Year Financial projection and a 5-Year Strategic Plan.	8	9	No Data/UnMeasurable					
		Review the City's Public Improvement Fund capacity for general infrastructure improvements, deficit elimination and bond financing.	8	9	No					
		Support State Law changes to municipal financing in order to close the gap in the trajectories of future State revenue and local government revenue projections, including the option for an increase in the local income tax.	8	9	No	X				

9: Economic Development

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reword?	Notes on implementation (including barriers)	Implementor(s) 2013	Progress Indicator
Objective 1: Strengthen educational attainment of youth	Education & Youth Development	Re-institute a sustainable form of community education through K-12 schools, community centers, and early learning sites.	9	1	No			<ul style="list-style-type: none"> Flint Community Schools Youth employment service providers Summer youth program service providers Area colleges & universities 	<ul style="list-style-type: none"> Increase in percent of pre-school aged children in pre-school Increase in percent of Flint youth who graduate from high school Increase in percent of Flint youth graduating from college Increase in number of college/grade-school partnership programs Increase in number of job opportunities and/or training positions available to students Decrease in unemployment rates for youth, people with disabilities, African Americans, men, and others with disproportionately high rates Increase in participation in WIC, Medicaid, Head Start, SNAP, & other programs serving low-income children/families
		Bolster both academic and social linkages between City's high schools and the four area colleges to better prepare students for higher education.	9	1	No				
		Encourage youth participation in skill-building opportunities and vocational education.	9	1	No				
		Encourage area employers to offer summer employment opportunities, internships, and apprentice-ships to students—particularly in the fields of science, technology, engineering, and mathematics.	9	1	No				
		Promote the expansion of existing mentoring programs of at-risk children in coordination with local non-profit organizations, such as Big Brothers/Big Sisters, and churches.	9	1	No				
		Find ways to expand and maximize impact of successful young adult development and family outreach programs that prepare disconnected youth and their parents for societal re-engagement.	9	1	No				
		Create a Mayor's office liaison for education policy who will be responsible for interfacing between the general public, the school board, and the State and Federal governments.	9	1	No				
		Promote policies that address childhood poverty and ensure children and families benefit from all programs for which they qualify.	9	1	No				
		Develop a program and funding mechanism that allows all of Flint's children to attend a public college or university for free, similar to the Kalamazoo Promise or a Promise Zone.	9	1	No				
		Create a formal partnership of stakeholders committed to increasing college readiness, participation, and completion, especially among low-income students.	9	1	No				
		Develop "two-generation" strategies by working to ensure at-risk young people are able to participate in early childhood education while simultaneously working to improve the skills of their parents.	9	1	No				
Objective 2: Provide adults with opportunities to gain additional education, skills, and training	Adult Education	As part of a new community education initiative, include adult learning programming with workforce development, General Educational Development (GED) courses, English as a Second Language (ESL), apprenticeships, and vocational training.	9	2	Yes			<ul style="list-style-type: none"> Genesee County Literacy Coalition Adult literacy service providers Genesee and Shiawassee County office of the 2005 Michigan Prisoner ReEntry Initiative (MPRI) Key non-profit organizations & foundations Area colleges & universities 	<ul style="list-style-type: none"> Decrease in Adult illiteracy rate Increase in number of GED certificates obtained Increase in percent of residents with a 4-year degree Increase in enrollment in adult education programs
		Build strong educational and career pathways with clear, achievable milestones that articulate from adult education to GED to a postsecondary credential.	9	2	Yes				
		Reduce the illiteracy rate by increasing access to literacy programs.	9	2	No				
		Strengthen and raise the profile of existing "prisoner re-entry" programs that connect ex-offenders with resources, employment opportunities, and mentoring services.	9	2	Yes				
		Advocate for greater investment and expansion of key workforce development programs—especially those for veterans—to federal representatives and state officials.	9	2	No				
		Open basic skills learning labs that are neighborhood based and offer online learning that can be tailored to the needs of each learner, supported by skilled instructors/tutors.	9	2	No				
		Expand "bridge" programs that ease the path to post-secondary education by integrating basic skills instruction with occupational training.	9	2	Yes				
		Teach basic skills in the context of careers, providing both clear application for skills being mastered and clearer "line of sight" to the end goal of good jobs.	9	2	No	X			
		Accelerate the pace of delivery so that learners can advance into career path post-secondary courses faster.	9	2	No	X			
		Create a common assessment and advising capacity so that low-skill learners can obtain an accurate picture of their needs and help in building a learning plan - with a quality that is consistent across all Network partners.	9	2	No	X			
		Build a network of support so that learners can obtain the backing and help needed from their families, social networks, and agencies in overcoming barriers that inhibit successful learning	9	2	No	X			
Measure and publicize results so that the community can see the progress being made and that we build community-wide accountability for making large-scale improvements in basic skills.	9	2	No						
Make strong basic skills a community imperative that diverse stakeholders commit to collaboratively solving across the next several years.	9	2	No						
Objective 3: Increase access to employment opportunities	Workforce Development	Leverage relationships with all community organizations to improve access to reliable and affordable childcare services.	9	3	No			<ul style="list-style-type: none"> Michigan Economic Development Corporation Key non-profit organizations & foundations Mott Community College Adult Worker Program and Dislocated Worker Program Sylvester Broome Jr. Training Technical Center 	<ul style="list-style-type: none"> Increased number of local hire jobs Increased number of workforce development/training program participants
		Re-evaluate and adapt public transit schedules to maximize efficiency and reliability to central places of employment.	9	3	No				
		Enhance access to and participation in local job training programs.	9	3	Yes				
		Work with employers to identify gaps in skill sets so schools and work programs can help students, recent graduates and unemployed or underemployed residents receive the proper training.	9	3	Yes				
		Ensure that workforce development services and programs meet the needs of the market.	9	3	No	X			
		Designate a liaison to work with local businesses to promote available programs to match individuals with job opportunities.	9	3	Yes				

to employment opportunities	Hiring Practices	Work with universities and local employers to facilitate internships and cooperative education opportunities.	9	3	Yes		• Michigan Works! and employment agencies	• Increased number of job postings at diverse locations and through diverse organizations
		Secure commitments from and provide incentives for Flint businesses to hire local.	9	3	Yes		• City of Flint Economic Development Corporation	
		Invest in the cultural competence of economic development and employment organizations, employers, schools and decision-makers to improve their ability to serve culturally diverse populations and raise awareness/limit the effects of implicit bias in education and economic development.	9	3	Yes	X	• MEDC Community Ventures	
		Improve the use of inclusive employment practices such as posting openings in diverse publications and limiting reliance on personal networks to advertise jobs.	9	3	Yes	X	• Universities & colleges with human resource curriculum specializations	
Objective 4: Ensure viable business ventures have access to capital and coaching, especially historically underrepresented groups.	Business Development	Add sexual orientation & gender identity to protected classes with respect to employment.	9	3	Yes			• Small Business and Technology Development Center • Flint and Genesee Chamber of Commerce • City of Flint Economic Development Corporation • Michigan Credit Union Small Business Financing Alliance • Michigan SmartZone Network • Business development service providers • Faith-based organizations • Financing service providers
		Encourage private investors and financial institutions to provide venture or "angel capital" for startup businesses.	9	4	Yes			
		Encourage local universities and investors to create a joint venture capital fund and incubator for faculty and students to grow new tech companies.	9	4	Yes			
		Capitalize on Flint's new "innovation district" by facilitating research and development partnerships between area colleges.	9	4	No			
		Work with faith based organizations and non-profit organizations to strengthen microloan or seed grant programs for neighborhood-based entrepreneurs.	9	4	Yes			
		Provide a centralized source and database of resources and locations where entrepreneurs and startup businesses can receive assistance.	9	4	Yes			
		Connect local entrepreneurs to resources, technical assistance, and toolkits at business incubators.	9	4	Yes			
		Facilitate networking and mentoring relationships between established and prospective business owners.	9	4	Yes			
		Work to expand business incentives to local neighborhood entrepreneurs and monitor participation in incentive programs to ensure women and people of color are being served.	9	4	Yes			
Objective 5: Reverse leakage in underserved neighborhoods	Retail	Leverage opportunities with local events to assist entrepreneurs in showcasing their goods or services.	9	4	Yes			• Decrease in amount of retail leakage • Increase in percent of residents who live within a certain radius of important amenities like banks, grocery stores, pharmacies, etc. • Increase in number of new retailers in underserved areas
		Conduct regular and ongoing reviews of programs and services to ensure that they are meeting the needs of the community.	9	4	Yes			
		Promote development and incentivize creation of neighborhood business centers to house small businesses and ensure consumer dollars stay local.	9	5	No			
		Conduct annual market analyses to gauge market potential and identify opportunities.	9	5	No			
		Encourage Flint employers to provide relocation incentives (rental or down-payment assistance) to their commuting employees, thus increasing population in key neighborhoods and making them more attractive to retailers.	9	5	Yes			
		Meet with retailers that have sites elsewhere in the region to encourage them to open a Flint location.	9	5	Yes			
		Work to ensure that all neighborhoods are served by quality retailers, particularly as it relates to grocery stores.	9	5	No			
Objective 6: Utilize business clusters to develop opportunities for small business ventures	Small Business Entrepreneurs	Ensure that residential areas have safe and efficient connections to local retail options.	9	5	No	X		• Flint and Genesee Chamber of Commerce • Business Incubators • Business development service providers
		Target underperforming retail nodes and commercial corridors for reinvestment or potential repositioning if necessary.	9	5	Yes			
		Encourage foreign born immigrants to relocate to Flint and open small businesses in underserved areas.	9	5	Yes			
		Encourage growth and local placement of spin-off companies resulting from university research and development.	9	6	Yes			
		Leverage buying power of large City institutions (government, universities, hospitals etc.) to promote local business purchasing arrangements with local small businesses.	9	6	Yes			
		Increase the economic impact of the growing daytime population by encouraging workers and students to eat, play, and shop at Flint's small businesses.	9	6	Yes			
		Identify the businesses and organizations related and important to each defined cluster.	9	6	No	X		
Regularly meet with representatives of each cluster to readily respond to retention issues and expansion opportunities.	9	6	Yes	X				
Objective 7: Reposition Flint's land, natural resources, and	Reposition Assets	Facilitate regular meetings and create the structure for representative businesses to meet, share ideas and strengthen relationships.	9	6	Yes			• Increase in number of new small businesses • Increase in number of identified and organized clusters
		Develop a program for existing clusters to work with and mentor representatives of emerging clusters.	9	6	Yes	X		
		Capitalize on Flint's existing infrastructure and well-connected transportation network, including rail spurs to facilitate redevelopment of brownfield sites in alignment with the land use plan.	9	7	No Data/Unmeasurable			
Objective 7: Reposition Flint's land, natural resources, and	Reposition Assets	Support the long-term vision for Bishop International Airport with the goal of increasing both freight and passengers to/from the region.	9	7	Yes		• Flint and Genesee Chamber of Commerce • Bishop International Airport	• Increase in number of new businesses along I-69 • Increase in amount of freight moved through Bishop International Airport
		Leverage cross-jurisdictional I-69 Trade Corridor "Next Michigan Development Corporation" to ensure maximum eligibility for economic incentives and redevelopment opportunities.	9	7	No		• I-69 International Trade Corridor Next Michigan Development Corporation	

infrastructure for sustainable economic growth.	Reposition Assets	Identify "blue economy" opportunities arising from construction of the Karegnondi Water pipeline, especially water intensive opportunities or those requiring raw water.	9	7	No				
		Promote Flint's location including close proximity to interstates and access to air and rail for distribution and logistics.	9	7	Yes				
		Establish Green Innovation areas and offer incentives to businesses specializing in renewable and sustainable technologies.	9	7	No				
		Leverage the Flint River, parks, and City open spaces to create a recreational economy including hiking, biking, running, canoeing, and kayaking.	9	7	No				
Objective 8: Diversify Flint's economic base.	Diverse Economy	Focus energies on supporting and attracting industries in seven central growth sectors: (a) life sciences, (b) transportation, distribution, and logistics, (c) automotive and transportation equipment manufacturing, (d) machinery manufacturing, (e) information technology, (f) food manufacturing and (g) blue or green industries.	9	8	In-Progress	X		<ul style="list-style-type: none"> Flint and Genesee Chamber of Commerce Michigan Emerging Technologies Fund through the Michigan Strategic Fund Major employers Area colleges & universities 	<ul style="list-style-type: none"> Increase in distribution of redevelopment incentives across the City and among businesses/ property owners, including the % that go to women and minority-owned businesses
		Strengthen ties between Flint's colleges/universities and those in East Lansing, Ann Arbor, and Detroit to further catalyze technology development.	9	8	No				
		Continue economic partnerships with and support the growth of the area's largest employers and emerging sectors.	9	8	Yes				
		Seek businesses/employers that offer a diverse range of wage levels and skill set requirements.	9	8	Yes				
		Continuously evaluate the health and sustainability of business clusters to ensure that they are responding to evolving needs of the economy.	9	8	Yes				
		Regularly evaluate missing and/or underrepresented businesses within targeted sectors and implement programs and initiatives for attraction and recruitment.	9	8	No				
Objective 9: Highlight positive assets to change existing perceptions	Marketing & Outreach	Promote Flint's College Cultural district as a top regional entertainment destination.	9	9	Yes			<ul style="list-style-type: none"> Local, state, and national media Area colleges & universities Flint and Genesee Chamber of Commerce - Convention and Visitors Bureau Downtown Development Authority 	<ul style="list-style-type: none"> Increase in number of annual visitors Increase in positive regional and national stories about Flint
		Increase recognition of Flint's burgeoning grassroots art community in addition to its long-standing cultural institutions.	9	9	Yes				
		Brand Flint as a regional knowledge hub, building upon assets and attributes of local colleges and universities, key businesses, and cultural institutions.	9	9	No				
		Promote the affordability of doing business and living in Flint.	9	9	No				
		Champion Flint's unique geographic position for the intermodal transportation industry.	9	9	No				
		Continually reassess national and regional marketing efforts to maximize effectiveness.	9	9	No				
		Reduce negative perceptions by working with the local and national media to promote the positive aspects and changes taking place in Flint.	9	9	No				
		Working with business leaders, prepare a coordinated marketing strategy/campaign promoting the City of Flint.	9	9	No				
Market Flint's trails, parks, lakes, and river for recreational opportunities.	9	9	In-Progress						
Objective 10: Foster reinvestment by strengthening the visual appeal of targeted areas.	Visual appeal	Embrace and execute targeted "placemaking" strategies such as high-density growth, mixed use development, parking lot beautification, bike lanes, and pedestrian friendly streets.	9	10	No			<ul style="list-style-type: none"> Michigan Community Revitalization Program Downtown Development Authority City of Flint Department of Planning and Development 	<ul style="list-style-type: none"> Increase in number of adaptive reuse projects Increase in number of demolished and greened vacant properties Increase in commercial property values Decrease in commercial vacancy rates (comparison between commercial areas across the City)
		Continue to advocate for federal and state demolition funding for blighted properties where appropriate.	9	10	In-Progress				
		Ensure that walkability and safety is facilitated in all targeted areas.	9	10	No				
		Protect historic and architecturally significant buildings that provide character to neighborhoods and commercial areas.	9	10	In-Progress				
		Provide façade and/or site improvement assistance to business and property owners.	9	10	Yes				
		Facilitate public/private partnerships for maintaining neighborhood appearance.	9	10	Yes				
		Work to reduce the negative impact of large surface parking areas, such as the Flat Lot.	9	10	Yes				
Adapt existing City zoning, permitting, ordinances, site plan review, and redevelopment site capacity to reflect best practices in other cities as well as those highlighted in the MEDC's Redevelopment Ready Communities Plan.	9	10	In-Progress						
Objective 11: Encourage and incentivize residential growth into the City	Attracting residents	Make Flint a top destination for foreign born immigrants by working with immigration organizations and resettlement groups along with local businesses and higher education stakeholders.	9	11	No			<ul style="list-style-type: none"> Major Employers City of Flint Economic Development Corporation Down payment assistance program service providers Immigrant service providers 	<ul style="list-style-type: none"> Increase in growth of City population Increase in percent of local graduates who remain in Flint Increase in participation numbers in LiveFlint
		Support existing housing programs targeting veterans, public safety and health personnel, and other key fields to ensure maximum participation in all of Flint's neighborhoods.	9	11	Yes				
		Maximize higher education's presence to generate increased demand for student rental housing around campuses.	9	11	No				
		Work with key employers and stakeholders to create a "Live Flint" program, which would provide initial rent or down payment assistance as incentives for residential growth.	9	11	No				
		Work with development community to ensure that processes and regulations are conducive to providing quality residential development.	9	11	No				
		Provide training for elected and appointed officials, multi member bodies, and City staff to enhance sound economic development decision-making and City policies.	9	12	In-Progress			<ul style="list-style-type: none"> City Hall Flint and Genesee Chamber of Commerce Retention and Expansion Program Michigan Economic 	<ul style="list-style-type: none"> Increase in number of regulations streamlined Decrease in wait time for permits Increase in number of business permits issued Increase in monthly number of website
		Adapt existing City zoning, permitting, ordinances, site plan review, and redevelopment site capacity to reflect the best practices highlighted in Michigan Economic Development Corporation's (MEDC) "Redevelopment Ready Communities" Plan.	9	12	In-Progress				

Objective 12: Increase efficiency of City of Flint's business-related services	Business-Friendly Climate	Apply for evaluation and certification under MEDC's "Redevelopment Ready Communities" program.	9	12	In-Progress		Development Corporation • City of Flint Economic Development Corporation • Business service providers	"hits" • MEDC Redevelopment Ready
		Work with business leaders to identify and eliminate unnecessary impediments or delays in permitting and business related processes.	9	12	Yes			
		Institute a coordinated program for communication with existing and prospective businesses.	9	12	Yes			
		Enhance the City's economic development web presence and use of social media.	9	12	Yes			
		Create a primarily web based permit process to expedite review time.	9	12	Yes			
		Promote equitable investment in commercial nodes throughout the City and assist diverse local businesspeople in accessing capital	9	12	Yes			
Objective 13: Utilize public programs and tools to assist Flint's business	Development Incentives	Advocate for tax incentives for historic buildings and under-utilized properties including areas outside of the Downtown.	9	13	No		• Flint and Genesee Chamber of Commerce • City of Flint Economic Development Corporation • Business service providers • Financial Institutions • Major employers (Hurley Medical Center, McLaren Regional Medical Center, General Motors, Great Lakes Medical Technology Center,	• Increase in amount of business funding from public sources • Increase in number of businesses participating in Neighborhood Center and City Corridor incentive programs
		Support developers in utilization of multiple funding streams	9	13	Yes			
		Where applicable and feasible, provide local financial incentives to facilitate desired development.	9	13	Yes			
		Coordinate infrastructure improvements with redevelopment of targeted sites.	9	13	Yes			
		Work closely with developers and prospective businesses to identifying funding gaps for desired and/or potential development.	9	13	Yes			
		Continually monitor state and federal grant and loan programs that may benefit Flint businesses and development.	9	13	Yes			
		Identify and implement the appropriate economic development incentive, such as a Business Improvement Zone, to encourage the redevelopment of Neighborhood Centers and City Corridor in under-served areas of the City.	9	13	Yes			
Base redevelopment incentives on local benefit agreements to provide construction jobs and other opportunities to local people.	9	13	No					

10: Public Safety, Health, & Welfare

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reword?	Notes on implementation (including barriers)	Implementor(s) from 2013 Plan	Progress Indicator
Objective 1: Eliminate environmental contributions to crime.	Codes, Ordinances & Policies	Implement a streamlined, proactive code enforcement strategy in partnership with the Flint Police Department.	10	1	No			<ul style="list-style-type: none"> Neighborhood Organizations Neighborhood Safety Officers Flint Police Department City of Flint Planning Department City of Flint Law Department Michigan State Police City of Flint Planning & Development Department City of Flint Facilities Maintenance City of Flint Transportation Division Flint Community Community and faith-based groups Flint Police Department Flint Fire Department City of Flint Planning & Development Department Michigan State Police Flint Community Schools Volunteers Neighborhood Groups Block Clubs Flint Police Department Flint Fire Department Genesee County Sheriff Michigan State Police US Department of Justice Flint Community Schools After school programs Resource Genesee Flint Police Department Genesee County Park Flint Police Department Flint Fire Department Genesee County Sheriff Michigan State Police Michigan Department of Corrections US Department of Justice 9-1-1 Area Colleges & Universities Genesee County Park Rangers 	<ul style="list-style-type: none"> Decrease in code violations Decrease in blighted properties city-wide Decrease in number of non-compliant businesses Decreased number of liquor stores per capita Decreased number of structures that represent arson and crime hotspots Decrease in malfunctioning lights city-wide Increased number of active neighborhood watch and block club groups Increased number of Blue Badge volunteers Increased number of fire education events Decrease in neighborhood arsons Increase in number of staffed service stations Increase staff levels at special events Increase in neighborhoods with public safety action plans Decrease in neighborhood based crime Increase level of Police Department Staffing Increased participation in IT training sessions for law enforcement Increase amount of law enforcement data collected
		Develop a "Blight Court" to prosecute blight and code enforcement violations.	10	1	Yes				
		Strengthen existing City ordinances and advocate strengthening State laws regarding salvaging scrap material from homes.	10	1	No				
		Amend the zoning code to reflect the best practices in Crime Prevention through Environmental Design (CPTED).	10	1	No Data/Unmeasurable				
	Work with the State to revoke the business and/or liquor licenses of establishments not complying with the law.	10	1	No					
	Safety & Infrastructure	Continue to evaluate the existing street lighting system to ensure it meets current needs and that all lights are fully functioning.	10	1	Yes				
Develop "safe routes" to schools by implementing the recommendations of the Transportation and Mobility Plan.		10	1	No					
Take spatial analysis of violent criminal activity and arson into account when prioritizing demolitions.		10	1	No Data/Unmeasurable	?				
Objective 2: Build trusting relationships between police and residents that empower citizens to contribute to the safety of their own neighborhoods.	Neighborhood Initiatives	Strengthen neighborhood watch capabilities with accepted protocols, standards of performance, and incorporation of youth into watch activities.	10	2	No Data/Unmeasurable	?			
		Promote the cooperation and technological integration of watch groups.	10	2	No Data/Unmeasurable	X			
		Expand opportunities for community fire prevention and safety training.	10	2	In-Progress				
		Embrace best practices in community policing.	10	2	No Data/Unmeasurable	?			
		Expand the Police Department's "Blue Badge" volunteer program.	10	2	No				
		Increase the number of block clubs by offering training toolkits and mini-grants.	10	2	In-Progress				
	Police/Community Collaboration	Increase law enforcement presence at school, after-school, and community organization activities.	10	2	No				
		Hold community conversations between police officials and residents regularly throughout the year.	10	2	No				
		Develop neighborhood public safety action plans in partnership with law enforcement, community groups, faith-based organizations, and local businesses.	10	2	No				
		Expand the role of neighborhood service centers (formerly police mini-stations), including the staffing of assigned community policing personnel to each location and the incorporation of service centers into other programs	10	2	Yes	?			
Establish a joint Citizen and Police Committee to instill citizen confidence in local law enforcement.	10	2	No						
Objective 3: Develop a state-of-the-art, efficient, and proactive	Efficiency & Capacity	Increase Flint Police and Fire Departments staffing levels.	10	3	Yes				
		Explore creation of an auxiliary or reserve force to assist full-time officers.	10	3	Yes	X			
	Innovation & Technology	Participate in regionalization and shared services, such as 9-1-1 consolidation and unification of the Flint area's two district courts.	10	3	No Data/Unmeasurable	?			
		Implement a modern computerized crime statistics system to drive strategy, adapt staffing levels, and promote officer accountability.	10	3	No Data/Unmeasurable	?			
		Increase opportunities for officer training in information technology.	10	3	No Data/Unmeasurable	?			
		Centralize data and reporting in a user-friendly website where residents can obtain up-to-date crime statistics, crime maps, and communications from the Flint Police Department.	10	3	No Data/Unmeasurable	?			

state-of-the-art, efficient, and proactive public safety departments..		Work with the Flint Police Department, Michigan State Police, Genesee County Sheriff 's Office, and other law enforcement partners to develop uniform, shared data protocols.	10	3	No Data/U nmeasu rable	?				
		Build upon efforts of the Criminal Justice System Advisory Council to provide continuous assistance to the Police Department on state-of-the-art operations and technology.	10	3	Yes					
	Building & Establishing Partnerships	Encourage residents to report low-priority crimes either online or at neighborhood service centers in order to keep more officers on the street.	10	3	Yes			<ul style="list-style-type: none"> • Flint Police Department • Flint Fire Department • 9-1-1 • Area Colleges and Universities 	<ul style="list-style-type: none"> • Decrease in improper 9-1-1 calls • Increase in the percentage of low-priority incident reports filed on-line or at service stations 	
		Increase coordination and communication between EMTs and law enforcement when responding to 9-1-1 calls.	10	3	No Data/U nmeasu rable	?				
		Reduce 9-1-1 misuse by educating the public about proper emergency protocols.	10	3	No Data/U nmeasu rable	?				
Objective 4: Reduce gun violence, violent crime, and arson.	Police Presence & Effectiveness	Strengthen participation in and resources for multi-jurisdictional task forces.	10	4	No	?		<ul style="list-style-type: none"> • Flint Police Department • City of Flint Planning Development Department • Genesee County Sheriff • Genesee County Land Bank • Michigan State Police • US Department of Justice 	<ul style="list-style-type: none"> • Increased number of beat patrols • Increased frequency of parole and probation violator sweeps • Decrease in number of violent crimes • Decrease in outstanding warrants 	
		Expand the street presence of federal law enforcement agencies.	10	4	No					
		Deepen patrol partnerships with the Michigan State Police and the Genesee County Sheriffs to more effectively prevent crime.	10	4	Yes					
		Develop a regional investigative bureau to utilize best practices in case preparation and court participation.	10	4	No	?				
		Increase the frequency of parole and probation violator sweeps.	10	4	No Data/U nmeasu rable	?				
		Develop tough, equitable, data-driven, and consistent gun crime prosecution policies with the United States Attorney General, the Michigan Attorney General, and the County	10	4	No Data/U nmeasu rable	?				
			Ensure City lockup remains open.	10	4	No	X			
	Program Integration & Strengthening		Re-establish pre-trial and probation services in the District Court serving Flint.	10	4	No	X		<ul style="list-style-type: none"> • Genesee County Courts • Flint Housing Commission • Flint Police Department • US Department of Justice • Resource Genesee • Flint Lifeline (CeaseFire FLINT) 	<ul style="list-style-type: none"> • Decrease in public housing agencies without public safety plans • Increase in number of guns taken off the streets • Increase in percentage of participants in ex-offender programs • Decrease in gang-related crime • Decrease in the annual number of violent crimes
			Create comprehensive public safety plans for public housing agencies.	10	4	No Data/U nmeasu rable				
			Implement an ongoing gun buyback program to reduce the number of illegal guns.	10	4	Yes				
			Raise the awareness and capacity of prisoner re-entry programs, which would connect ex-offenders with a variety of employment opportunities, mentoring services, housing options, and other resources.	10	4	Yes				
			Develop a gang violence prevention strategy that aims to educate youth about the risks of gang participation.	10	4	No Data/U nmeasu rable	?			
			Support existing and develop new research-driven programs of "focused deterrence," such as the Flint Lifelines program.	10	4	No	X			
	Arson Awareness & Prevention		Create and maintain a comprehensive data base to record potential arson trends around the City.	10	4	No	?		<ul style="list-style-type: none"> • Flint Area Reinvestment Office • Flint Fire Department • Flint Community Schools • Community Centers 	<ul style="list-style-type: none"> • Increased participation in arson awareness and prevention programs • Decrease arsons
			Pursue grant funding from the United States Fire Administration (USFA) to fund Fire Department activities.	10	4	No Data/U nmeasu rable	?			
			Participate in Arson Awareness Week to provide all residents with strategies to combat arson in their neighborhoods.	10	4	No Data/U nmeasu rable	?			
			Encourage the Fire Department to participate in USFA arson prevention programs to decrease the number of annual arsons.	10	4	No Data/U nmeasu rable	?			
			Work with the Fire Department to implement in-school fire prevention programs to educate children about the danger of fires.	10	4	No Data/U nmeasu rable	?			
		Work with Resource Genesee and other health partners to expand the existing clearing house for all public health information, with special emphasis on reaching homeless populations.	10	5	No Data/U	?	<ul style="list-style-type: none"> • Health & Fitness advocacy programs 	<ul style="list-style-type: none"> • Increase in "hits" on health related websites 		

Objective 5: Ensure universal access to quality healthcare services and facilities.	Outreach & Awareness	Participate in collaborative partnerships with faith based institutions and community groups to promote awareness of or provide key health services such as Medicaid enrollment or immunization.	10	5	No Data/Unmeasurable	?	and organizations • Flint Area Congregations Together • Hospitals and Providers	• Increase in the number of eligible Flint residents enrolled in Medicaid and WIC • Increase in the percentage of residents with health insurance	
		Develop a broad marketing and outreach campaign to ensure all community members see and hear about all available healthcare resources.	10	5	No Data/Unmeasurable	?			
	Access & Availability	Establish strategically located community centers to provide entry points for health and human services.	10	5	No Data/Unmeasurable	?	• City of Flint Planning & Development Department • Healthcare providers • Greater Flint Health Coalition • MTA • Community-based organizations • Flint Community Schools	• Increase number and frequency of bus routes that provide access to healthcare facilities • Increased number of people using Flint health care facilities for preventative services	
		Encourage pharmacies, treatment facilities, and urgent care clinics to locate in underserved neighborhoods.	10	5	No	X			
		Support policies, practices, and funding opportunities that expand healthcare services and increase accessibility of facilities to residents.	10	5	No Data/Unmeasurable	?			
		Work with the MTA to evaluate and modify public transit schedules for convenience and reliability in traveling to healthcare locations.	10	5	No Data/Unmeasurable	?			
	Quality & Care	Work with relevant stakeholders to enact structural changes in healthcare delivery reimbursement models.	10	5	No Data/Unmeasurable	?	• Flint Community Schools • Michigan Department of Corrections • Healthcare providers • Social service providers • Health & Fitness advocacy programs and organizations	• Decrease of child poverty rate • Increase in number of schools offering healthy food options • Decrease in the amount of known buildings or sites containing lead	
		Increase collaboration between hospitals, Michigan Department of Corrections, mental health organizations, and housing services to ensure a continuum of care.	10	5	No Data/Unmeasurable	?			
		Ensure that reduction of child poverty remains a key metric and central consideration for all new and existing social services.	10	5	No Data/Unmeasurable	?			
		Reduce the amount of lead in buildings and soil by education, remediation, and/or mitigation.	10	5	Yes				
		Work with schools and community centers to promote healthy food offerings.	10	5	No				
	Objective 6: Develop a local food system.	Food Production	Revise the City's zoning ordinance to align with the Land Use Plan, facilitating local food production, distribution, and retail sales in appropriate areas.	10	6	Yes		• Flint Community Schools • Michigan Department of Corrections • Healthcare providers • Social service providers • Health & Fitness advocacy programs and organizations	• Increased acreage of land dedicated to food production • Increased number of school garden programs • Increase in the percentage of produce in grocery store provided by local growers • Increased number of municipal composting sites throughout the City
			Streamline and/or ease the acquisition process for parcels intended for urban agriculture, community gardens, food production, distribution, and local food businesses.	10	6	No			
			Adopt an urban agriculture policy that supports local growing, provides recommendations to improve access to local food, and ensures compatibility with adjoining uses.	10	6	No	X		
Promote the development of community gardens and other agricultural uses consistent with the Land Use Plan's place types, based on the availability of land banked parcels in these areas.			10	6	Yes				
Evaluate opportunities for municipal composting.			10	6	No	X			
Support local food planning efforts by linking local growers with merchants, markets, convenience stores, restaurants, and grocery stores.			10	6	No	X			
Encourage the establishment of school gardens.			10	6	No	X			
Access to Food		Support efforts of the State, County, and non-profit organizations to encourage fresh food retailers to accept public food assistance programs.	10	6	Yes		• City of Flint Planning & Development Department • Social service providers • Area Farmers Markets • Local businesses • Urban agriculture organizations	• Increased number of fresh food retailers accepting public food assistance programs • Increase in the percentage of produce in restaurants from local growers	
		Promote neighborhood composting and post-demolition clean-fill enforcement within appropriate place types consistent with the Land Use Plan.	10	6	No	X			
		Create strategies and provide incentives for restaurants and stores throughout the City to utilize locally grown and harvested produce.	10	6	No				
		Create strategies and provide incentives to foster healthy convenience stores in neighborhood centers throughout the City.	10	6	No				
		Strengthen satellites of the Flint Farmers Market in underserved neighborhoods.	10	6	No Data/Unmeasurable	X			
Community Engagement		Maintain an inventory of local food production sources, including community gardens, urban agriculture, and other activities.	10	6	No		• City of Flint Planning & Development Department • Flint Community Schools • Health & Fitness advocacy programs	• Increased number of food production sites in the City • Increased number of schools participating in the Farm-to-School Program	
		Increase public awareness of the individual benefits of fresh, healthy, and local food.	10	6	Yes	X			
	Facilitate a community engagement process to create a Food System Plan for the City of Flint.	10	6	No					
	Partner with schools to establish a Farm to School program to connect the City's schools and local growers to serve healthy meals in school cafeterias.	10	6	No	X				
	Establish a Food Policy Council	10	6	No	X				
	Revise the City's zoning ordinance to incentivize the development of walkable mixed use neighborhoods.	10	7	In-Progress		• City of Flint Planning & Development	• Increased amount of new bicycle infrastructure and facilities		

Objective 7: Promote exercise and active lifestyles.	Personal Mobility	Support bicycling through bike lanes, trails, storage, signage, active transportation campaigns, and other recommendations from the Transportation and Mobility Plan.	10	7	In-Progress		Department • Flint Transportation Division • Health & Fitness advocacy programs and organizations	• Increase in ADA-compliant intersections • Decrease in the percentage of Flint's population considered at risk of obesity, hypertension, etc. • Increase of Genesee County health rankings as compared to other Michigan counties
		Enhance walkability by ensuring Americans with Disabilities Act (ADA) compliance for all sidewalks and crosswalks, repairing and maintaining sidewalks, instituting clear street signage, increasing crosswalks in priority and high-traffic corridors, and other recommendations from the Transportation and Mobility Plan.	10	7	In-Progress			
	Active Health & Welfare	Leverage unique natural assets such as the Flint River and associated trails to increase biking, jogging, walking, kayaking, and other healthy activities.	10	7	Yes		• Flint River Watershed Coalition/Corridor Alliance • City of Flint Planning & Development Department • Healthcare providers • Flint Parks and	• Increased percent of residents who participate in active exercise programs • Increased number of employers sponsoring wellness programs and strategies
		Maximize recreational opportunities for citizens through public pools, parks, and gymnasiums.	10	7	Yes	X		
		Collaborate with existing community-based health improvement campaign to maximize exposure to exercise and healthy lifestyles.	10	7	Yes	X		
		Implement comprehensive workplace wellness strategies, starting with major employers.	10	7	No			
Ban smoking in City-owned buildings, parks, and other properties, and encourage voluntary participation from other institutions and major employers.	10	7	Yes	X				
Objective 8: Provide youth with a safe and healthy upbringing.	Early Intervention	Increase capacity for mentoring services for at-risk children in coordination with local non-profit organizations and churches.	10	8	Yes		• Flint Police Department • City of Flint Planning & Development Department • Flint Community Schools • Flint Area Congregations Together • Urban agriculture organizations • Priority Children • Conflict Resolution Center • Community-based and faith-based	• Decrease in child poverty rate • Increased number of business "safe havens" • Increased participation in youth mentoring and conflict resolution programs • Decrease in the number of violent crimes
		Expand mediation and conflict resolution services to ensure disputes end non-violently.	10	8	In-Progress			
		Ensure that reduction of child poverty remains a key metric and central consideration for all new and existing social services.	10	8	No Data/Unmeasurable	X		
		Develop, in partnership with law enforcement, health, education, and social service stakeholders, a comprehensive strategy to prevent at-risk youth from criminal activity.	10	8	No Data/Unmeasurable	?		
		Work with the business community to identify and market businesses that are safe places to go in a crisis or get access to help.	10	8	No	X		
	Education & Employment	Encourage area employers to offer summer employment opportunities, internships, and apprenticeships to students.	10	8	Yes		• Universities & colleges • Healthcare providers • Social service providers • Greater Flint Health Coalition • Business community • Flint & Genesee Chamber of Commerce and TeenQuest • Genesee Intermediate School District	• Increase in youth summer employment • Increased participation in youth development programs • Increase in grant funding for early childhood programs
		Bolster linkages between City youth and the area's four colleges to promote aspirations for higher education.	10	8	Yes	X		
		Expand successful youth development programs which prepare disconnected youth for societal re-engagement.	10	8	No Data/Unmeasurable	X		
		Pursue funding opportunities from a range of sources, including Federal, State, and local grants, for expanded prenatal services and early childhood education.	10	8	No Data/Unmeasurable	?		
	Health & Wellness	Work with schools and community centers to promote healthy food offerings.	10	8	No	X	• City of Flint Planning & Development Department • City of Flint Facilities Maintenance • Flint Community Schools • Health & Fitness advocacy programs	• Increased funding for lead remediation • Increased number of schools with healthy food options • Decrease in the number of liquor stores per capita
		Work with coordinated school health teams, school districts, parent-teacher organizations, student groups, and community partners to expand opportunities for youth physical activity both during and outside of school hours.	10	8	Yes	X		
		Promote awareness of the risk factors for sexually transmitted infections (STI) and teen pregnancy through increased partnerships with schools, churches, and other community organizations.	10	8	No			
		Reduce the amount of lead in buildings and soil by education, remediation, and/or mitigation.	10	8	Yes	X		
Bring the number of liquor licenses into line with the City's population, as defined by State law.		10	8	No				
Enact City ordinances restricting signage for adult uses, alcohol, and cigarettes.		10	8	Yes	X			

11: Arts & Culture

Objective	Strategy	Task	Chapter	Objective	Yes/No	Remove/Reword?	Notes on implementation (including barriers)	Implementor(s) from 2013 Plan	Progress Indicator
Objective 1: Use art and cultural programming to create dynamic public spaces.	Underutilized Spaces	Establish a program to allow registered artists to scavenge vacant, City-owned properties for re-usable materials	11	1	No	X	Will need to determine liability with legal before this can be considered.	<ul style="list-style-type: none"> Community-Based Organizations City of Flint Planning & Development Department Business Community Genessee County Land Bank Authority 	<ul style="list-style-type: none"> Increase in the number of arts related businesses in Flint Increase in the number of art installations Increase in the number of vacant spaces and underutilized buildings reclaimed for artistic or cultural purposes
		Encourage pop-up cultural spaces in underutilized storefronts	11	1	No	X	Zoning Code amendments may be needed to make this easier?		
		Empower local residents to reclaim vacant spaces utilizing community arts projects	11	1	No	X			
		Partner with community artists to create temporary art installations in brown fields, along fences, overpasses, viaducts and other spaces in the City	11	1	No	X			
		Work with partners to reclaim houses and convert to artist housing.	11	1	No	X			
		Create community art centers throughout Flint by reusing closed schools and/or other abandoned buildings	11	1	No	X			
	Select and install art in public places.	11	1	Yes	X				
	Revitalization Guidelines	Create a plan to employ local artists in helping re-imagine and revitalize Flint's 67 parks.	11	1	No	X		<ul style="list-style-type: none"> Community-Based Organizations Arts Council City of Flint Planning & Development 	<ul style="list-style-type: none"> Increase in the number of art installations in the City's parks Increase in the number of proposals for
Create guidelines and incentive programs to convert underutilized spaces for cultural uses		11	1	No	X				
Develop policy guidelines for the maintenance of future public art.		11	1	No	X				
Objective 2: Integrate arts and culture into Flint's neighborhoods	Neighborhood Involvement	Work with local artists and creative professionals to help neighborhoods express their local identity and increase citizen involvement and pride.	11	2	No		<ul style="list-style-type: none"> Community-Based Organizations Community Artists and Creative Professionals Arts Council Downtown Development Authority Neighborhood Associations & Block Clubs 	<ul style="list-style-type: none"> Increase in the number of art installations in each of the City's neighborhoods Increase in number of culturally relevant art, events, and programming 	
		Develop arts and cultural opportunities that are representative of our City's demographics and cultural heritage	11	2	No				
		Ensure cultural events are appealing and accessible to, and inclusive of all residents of Flint.	11	2	No	Data/Unmeasurable			
	Neighborhood Centers	Work with local partners to advocate for arts, facilities and programs throughout the City.	11	2	Yes	X	<ul style="list-style-type: none"> Community-Based Organizations Arts Council Downtown Development Authority Local Businesses Neighborhood Associations & Block Clubs 	<ul style="list-style-type: none"> Increase in the number of residents engaging in arts and cultural related activities Increase in the number of neighborhoods housing artists or artist 	
		Encourage private businesses to integrate arts and culture into their space and provide a platform for cultural activities.	11	2	No	X			
		Develop neighborhood based arts and cultural programming located in multi-purpose community centers.	11	2	No	X			
Objective 3: Expand access to and involvement in arts and cultural activities.	Access & Involvement	Work with major cultural institutions and the Arts Council to increase accessibility and provide arts and cultural programming for a wide range of interests	11	3	No	X	<ul style="list-style-type: none"> Community-Based Organizations Arts Council Local Funders City of Flint Genessee County Mass Transit Authority 	<ul style="list-style-type: none"> Increase in the number of diverse arts and cultural programs and activities Increase in annual revenues of grassroots, community-based organizations Increase in residents engaging in arts and cultural related activities 	
		Build the capacity of grassroots, community-based providing arts and cultural programming for underserved populations.	11	3	No	X			
		Increase involvement in arts and cultural activities by addressing other challenges to access such as safety in public spaces, zoning and policy, effective communication, geographic distribution, and transportation.	11	3	No	X			
Objective 4: Increase youth participation in arts and cultural programming.	Arts Involvement	Provide youth arts exhibit spaces with curated exhibitions featuring youth-only art.	11	4	Yes	X	<ul style="list-style-type: none"> Flint Community Schools Local Colleges & Universities Community-Based Organizations Arts Council Youth Serving Agencies Religious Institutions 	<ul style="list-style-type: none"> Increase in the number of children participating in arts and cultural activities and visits to art and cultural venues Increase in the number of youth only artworks on display 	
		Advocate for the creation of artistic and cultural venues for youth and their families	11	4	No	X			
		Encourage collaboration among the community's many colleges, universities, and public schools	11	4	No	X			
		Ensure cultural events are appealing and accessible to, and inclusive of all Flint residents, particularly youth.	11	4	No	Data/Unmeasurable			
		Create internships and externships opportunities for aspiring, young artists.	11	4	No	X			
	Arts Education	Invite regionally and nationally acclaimed artists to give lectures, demonstrations, and critiques with local artists	11	4	No	X	<ul style="list-style-type: none"> Flint Community Schools Local Colleges & Universities Flint Public Library Children's Museum Sloan Museum and Longway Planetarium Flint Institute of Arts Flint Institute of Music Community-Based Organizations Arts Council Parent Teacher Organizations 	<ul style="list-style-type: none"> Increase in the number of visiting artists at local institutions Increase in the number of arts related courses for grades K-12 Increase in the number of before and after school arts programs Increase in the number of K-12 and higher education graduates choosing arts related career paths. 	
		Forge partnerships between the education and arts to integrate arts into the S.T.E.M. (Science, Technology, Engineering, and Math) education model	11	4	No	X			
		Assist Flint Community Schools in integrating arts and cultural education into the curriculum.	11	4	No	X			
		Work with Parent Teacher Organizations to encourage active parent involvement in the arts and their children's artistic endeavors.	11	4	No	X			
		Partner with community organizations to initiate arts and cultural programming for pre-K-12 during and after school.	11	4	No	X			
Objective 5: Develop a thriving local "creative economy" of artists, creative professionals, and cottage arts industries	Creative Business Enterprise	Provide low and/or no-cost loans to creative enterprises.	11	5	No	X	<ul style="list-style-type: none"> ArtServe Michigan Chamber of Commerce Local Funders Arts Council Community-Based Organizations 	<ul style="list-style-type: none"> Increase in the number of new art or cultural startup businesses Increase in the number of performances given by local artists Increase in the number of art related 	
		Work with the Downtown Development Authority to develop a plan to support artist related businesses in Downtown.	11	5	No	X			
		Revise zoning and building codes to encourage artist live/work, incubator, and retail spaces.	11	5	Yes	X			
		Create an online artist marketplace for opportunities to sell artwork	11	5	No	X			
	Artist Resources	Create incentives to encourage artists to move into areas seeking reinvestment.	11	5	No	X	<ul style="list-style-type: none"> ArtServe Michigan Chamber of Commerce Local Funders Arts Council Community-Based Organizations Downtown Development Authority Planning & Development Department 	<ul style="list-style-type: none"> Increase in the number of new arts or cultural startup businesses Increase in the number of artists utilizing low-cost health insurance Increase in the number of performances given by local artists Increase in the number of art related employees Decrease in industrial waste going into 	
		Work with local partners to provide low-cost portable equipment rental for mobile stage productions.	11	5	No	X			
		Provide low-cost health insurance programs for self-employed artists	11	5	No	X			
		Provide more opportunities for artists to exhibit and perform their work in public spaces and buildings.	11	5	No	X			
		Make City Hall Dome available for use by local artists and equip with equipment resources for artists	11	5	No	X			The Dome doesn't seem designed to support this use. Much of the space is taken up by seating.
		Create an artist resource center to provide equipment, workspace, and general information to local artists.	11	5	No				

	Arts & Culture Appreciation	Invite artists and creative professionals to perform or display artwork at public events and public meetings	11	5	Yes	X		<ul style="list-style-type: none"> Neighborhood Associations & Block Clubs 	<ul style="list-style-type: none"> Increase in the number of performances and displays by local artists
		Encourage artists and creative professionals to serve on City Commissions, Neighborhood Associations, and Block Clubs.	11	5	No	X		<ul style="list-style-type: none"> Community-Based Organizations Arts Council City of Flint 	<ul style="list-style-type: none"> Increase in the percentage of artists serving on the City Commissions, Neighborhood Associations, and Block Clubs
		Support networks to connect neighborhoods with community-wide arts and culture resources	11	5	No	X			
Objective 6: Brand Flint as a regional art hub and market Flint's cultural offerings both internally (to residents) and externally (to tourists, prospective residents, and businesses).	Information Access	Improve and maintain a comprehensive and publicly available database of artist and art infrastructure including professional and informal artists, arts organizations, art galleries, and performing spaces	11	6	No			<ul style="list-style-type: none"> Arts Council, Chamber of Commerce Downtown Development Authority Flint Public Library ArtServe Michigan 	<ul style="list-style-type: none"> Increase in the number of visitors to Flint's arts and cultural facilities Increase in the number of cataloged public art work Increase in number of people utilizing arts and cultural information
		Catalog current public art work in Flint.	11	6	No				
		Establish a single portal of art and cultural information to better promote Flint's rich arts and cultural assets.	11	6	No				
	Advertising & Marketing	Improve wayfinding and signage to create stronger access between the community cultural institutions.	11	6	No	X		<ul style="list-style-type: none"> Local Media, Chamber of Commerce Arts Council 	<ul style="list-style-type: none"> Increase in the number of visitors to Flint's arts and cultural facilities and events
		Create a multi-media marketing campaign to promote the City's major arts and cultural institutions	11	6	No	X		<ul style="list-style-type: none"> Community-Based Organizations Downtown Development Authority 	
		Share data and arts and cultural stories with local and national media to highlight the strength of Flint's Arts and Culture Community	11	6	No	X			
		Use the vibrant local arts scene as a selling point in all advertising.	11	6	No	X	Maybe not "all".		
	Advertise City history and traditions through public art installments and local festivals	11	6	No	X				
Objective 7: Develop a sustainable, long-term mechanism to implement the Arts & Culture Plan and create a stable funding source for arts and culture organizations and programming	Funding	Explore the development of a formal coordinating entity such as an Arts Authority to lead the implementation of the Arts & Culture Plan including fund raising.	11	7	No	X		<ul style="list-style-type: none"> Local Funders Arts Council Community-Based Organizations City of Flint Planning & Development Department Genesee County 	<ul style="list-style-type: none"> Increase in the amount of outside funding secured for arts and cultural related programs Increase in the revenue generated from fundraising events Increase in the City revenue generated by arts or cultural related businesses and programs
		Identify ways to increase funding for the arts in Flint, which could include mechanisms such as a United Fund of the Arts or Percent for the Arts.	11	7	No	X			
		Work collaborative with the county on the possible establishment of a city/county arts millage and/or hotel/motel tax fund.	11	7	No	X			
		Use an annual Community Arts Award event to highlight economic impact of arts and culture in the community	11	7	No	X			
		Compile and publish data about the economic impact of arts and culture on the Flint economy	11	7	No	X			
Objective 8: Use the arts and culture to encourage civic discourse and community problem solving	Civic Engagement	Expand the "Artists in Residence" program.	11	8	No Data/Unmeasured	X	Was this ever started? Still active?	<ul style="list-style-type: none"> Arts Council Community Artists ArtServe Michigan 	<ul style="list-style-type: none"> Increase in number of applications to participate as "Artists in Residence" Increase in the number of participants attending "Artists in Residence" programs
		Invite artists to participate in designing community engagement activities and public meetings to facilitate positive dialogue.	11	8	No	X		<ul style="list-style-type: none"> Chamber of Commerce City of Flint 	<ul style="list-style-type: none"> Increase in number of public meetings involving artists to engage community Positive evaluation of public meetings