

The Center for Local, State, and Urban Policy

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Michigan Public
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Few Michigan jurisdictions have adopted Complete Streets policies, though many see potential benefits

By Debra Horner and Tom Ivacko

This report presents the opinions of Michigan local government leaders regarding “Complete Streets” policies, which encourage local governments to take into account all road users—including pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles—during the planning, design, and construction of public streets. The findings in this report are based on a statewide survey of local government leaders in the Fall 2014 wave of the Michigan Public Policy Survey (MPPS), including a supplementary survey of county road commissions and departments.

>> The Michigan Public Policy Survey (MPPS) is a census survey of all 1,856 general purpose local governments in Michigan conducted by the Center for Local, State, and Urban Policy (CLOSUP) at the University of Michigan in partnership with the Michigan Municipal League, Michigan Townships Association, and Michigan Association of Counties. The MPPS takes place twice each year and investigates local officials’ opinions and perspectives on a variety of important public policy issues. Respondents for the Fall 2014 wave of the MPPS include county administrators, board chairs, and clerks; city mayors and managers; village presidents, managers, and clerks; and township supervisors, managers, and clerks from 1,356 jurisdictions across the state.

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Key Findings

- Overall, a majority of Michigan local officials (54%) are mostly or completely unfamiliar with Complete Streets policies, while 38% say they are somewhat or very familiar with the policies.
 - » Familiarity with Complete Streets is strongly associated with jurisdiction size; as might be expected, officials from more populous communities that may have greater multi-modal transportation demands are more aware of the Complete Streets initiative. For example, while only 23% of officials from the state’s smallest jurisdictions (those with fewer than 1,500 residents) report they are somewhat or very familiar with it, over 74% of officials from the largest Michigan jurisdictions (those with more than 30,000 residents) say the same.
- Among officials with at least some familiarity with the concept of Complete Streets, almost half (46%) would support adoption of Complete Streets policies in their own jurisdictions, while only 9% would oppose them. Support increases to 75% among leaders from the largest jurisdictions.
- Many officials are also optimistic about potential positive impacts of Complete Streets on a variety of factors affecting their communities, including pedestrian and/or cyclist safety and quality of life, while few rate the potential impacts of Complete Streets as mixed or negative. However, despite positive views on specific Complete Streets impacts, just 8% of jurisdictions have enacted and implemented Complete Streets policies to date, while 5% have adopted policies but not yet implemented them. Another 21% of jurisdictions take into account Complete Streets goals but have no formal policies on them, while 28% say they might consider action in the future, and 19% say they are unlikely to ever implement Complete Streets approaches.
- A simultaneous supplementary survey of the leaders of Michigan’s special purpose county road commissions and departments found that they are more familiar with—but also less supportive of and optimistic about—Complete Streets approaches, compared to the leaders of the state’s general purpose counties, cities, townships, and villages.
 - » For example, among leaders of general purpose counties, cities, townships and villages familiar with Complete Streets, 31% think Complete Streets policies have a positive impact on the cost-effectiveness of road spending. By comparison, among leaders of county road commissions and departments, just 3% see positive impacts while 62% see negative impacts on road spending effectiveness from Complete Streets policies.

Background

Road policy issues have been at the forefront of public debate in Michigan for many months, as the state struggles to adopt a plan for raising additional funds to fix and maintain roads and bridges. And while road design issues get less attention compared to the ongoing debate over the basic question of how to fund Michigan's roads, nonetheless road design issues are a key concern at the local level. One relatively new approach to road design—and the focus of this report—is known as “Complete Streets.”

A primary goal behind the Complete Streets initiative is to expand the focus when designing, constructing, and rebuilding local streets to think beyond automobiles and to take into account many different kinds of residents using many different modes of transport (such as walking, driving, bicycling, or taking public transportation). It argues for the importance of safe and easy access to streets for all users, not just automobiles.

The first laws that fostered a complete streets-approach came in Oregon in 1971,¹ but the nationwide Complete Streets movement consolidated in 2004 under a group called the National Complete Streets Coalition (NCSC), which is part of the non-profit, non-partisan organization, Smart Growth America.² This group encourages adoption of multi-modal, multi-user approaches to road design and development. According to the NCSC, Complete Streets:

...are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.... There is no singular design prescription for Complete Streets; each one is unique and responds to its community context. A complete street may include: sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more. A Complete Street in a rural area will look quite different from a Complete Street in a highly urban area, but both are designed to balance safety and convenience for everyone using the road.³

Although federal legislation promoting the Complete Streets initiative proposed in 2009 failed to become law,⁴ the U.S. Department of Transportation issued a policy statement in 2010 that expressed support for “the development of fully integrated active transportation networks” and encouraged other entities and local jurisdictions to “go beyond minimum design standards and requirements to create safe, attractive, sustainable, accessible, and convenient bicycling and walking networks” as would be consistent with the Complete Streets agenda.⁵



Looking at states across the country, it is estimated that more than 700 jurisdictions have enacted Complete Streets policies, including 30 states, Puerto Rico, and the District of Columbia.⁶

In Michigan, former governor Jennifer Granholm signed into law bipartisan legislation regarding Complete Streets on August 1, 2010, which gave project planning and coordination responsibilities to local governments and the Michigan Department of Transportation (MDOT) to develop “roadways planned, designed, and constructed to provide appropriate access to all legal users...whether by car, truck, transit, assistive device, foot or bicycle.”⁷ The bill’s passage was promoted by the efforts of the Michigan Complete Streets Coalition, a partnership of the League of Michigan Bicyclists, Michigan Environmental Council, AARP Michigan and other organizations.⁸ According to this legislation, local jurisdictions are not required to adopt Complete Streets policies, rather it establishes a Complete Streets Advisory Council within MDOT and encourages local units to take into account Complete Streets goals such as interconnectivity and all forms of transportation when planning and constructing roads.⁹

In a 2013 analysis of existing state legislation on Complete Streets conducted by AARP Livable Communities and the NCSC, Michigan’s law received the 5th highest score nationwide for meeting ideal elements of a Complete Streets policy.¹⁰ Michigan scored well in terms of defining Complete Streets comprehensively for users of all ages and abilities, for applying the concepts to new projects as well as reconstruction projects, and for noting a need for an interconnected network of Complete Streets across urban, suburban, and rural areas. However, the report views Michigan’s legislation as inadequate in the ways it allows exceptions to the construction of non-motorized facilities, which the report argues makes it too easy for project planners and designers to avoid incorporating Complete Streets features in new construction or in rebuilding existing roadways.

Since 2010, dozens of Michigan’s local and regional governments have signed ordinances or developed plans for implementing Complete Streets,¹¹ but it has not been clear how widespread the support for the policy is among local leaders. To learn more about this, the Fall 2014 MPPS asked local leaders several questions regarding their awareness of the concept of Complete Streets, as well as their jurisdictions’ current implementation—or lack thereof—of Complete Streets practices in road planning and development.

Most local leaders are unfamiliar with the Complete Streets initiative

The Fall 2014 MPPS asked Michigan’s local leaders about their familiarity with the Complete Streets initiative and found only 11% are very familiar with Complete Streets and “know a great deal about it.” Another 27% are somewhat familiar and “have heard of it, and understand it fairly well, but don’t know many details” (see *Figure 1a*). Meanwhile, nearly a quarter of local leaders (24%) are mostly unfamiliar and “know very little” about Complete Streets policies, and a full 30% are completely unfamiliar with it.

Local leaders’ familiarity with the Complete Streets initiative is strongly associated with the size of their jurisdictions (see *Figure 1b*). Among officials from the state’s smallest communities—those with less than 1,500 residents—41% have never heard of Complete Streets while another 24% are mostly unfamiliar with the initiative. By contrast, among those from the state’s largest communities—those with more than 30,000 residents—only 22% are mostly unfamiliar or have never heard of Complete Streets, while nearly three-quarters of officials are very familiar (30%) or somewhat familiar (44%) with the initiative.

It may not be surprising that officials from larger, and thus more urban, areas would be more aware of the Complete Streets movement, given the more complex transportation infrastructure, including mass transit services, in densely populated communities. Still, some proponents argue that Complete Streets policies should be considered not just for urban areas, but for other areas too. For example, the NCSC notes that rural communities and small towns “tend to have higher concentrations of older adults and low-income citizens, two populations that are less likely to own cars or drive,”¹² and thus Complete Streets goals may also be relevant in these small communities.

When looking by jurisdiction type, officials from Michigan cities (75%) are the most likely to say they are either somewhat or very familiar with Complete Streets (see *Figure 1c*). Meanwhile, fewer than half of county (45%), village (43%), or township (27%) officials report they are somewhat or very familiar with the initiative.

Figure 1a
Local leaders’ familiarity with Complete Streets initiative

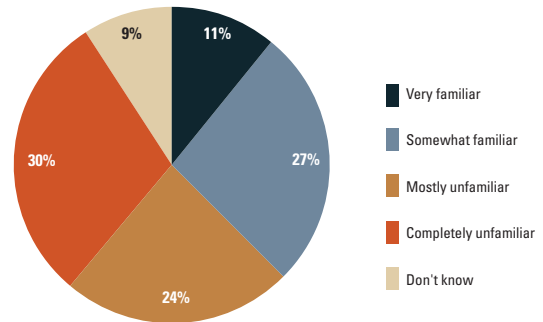


Figure 1b
Local leaders’ familiarity with Complete Streets initiative, by population size

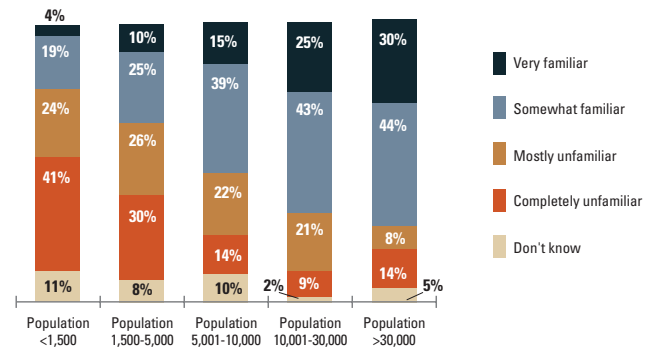
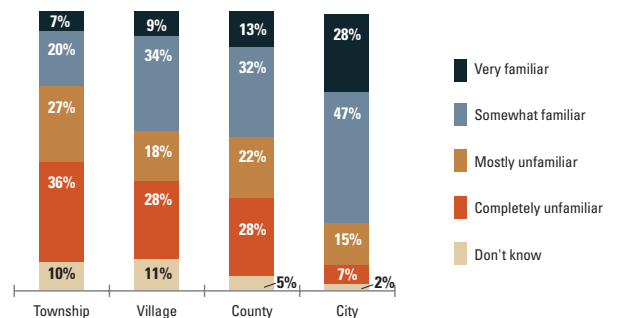


Figure 1c
Local leaders’ familiarity with Complete Streets initiative, by jurisdiction type





More support than opposition for local implementation of Complete Streets among officials who are familiar with it

The remainder of the MPPS questions on Complete Streets excluded local leaders who are completely unfamiliar with the Complete Streets initiative. However, among all other respondents, the survey asked whether they support or oppose pursuing Complete Streets policies in their own jurisdictions and found that almost half (46%) would somewhat or strongly support implementing Complete Streets policies locally, while just 9% would oppose them (see *Figure 2a*).

The strongest support for Complete Streets comes from officials in larger jurisdictions. Three-quarters (75%) of officials from the state's largest communities support pursuing Complete Streets policies in their own jurisdictions, compared with just a third (33%) of those from the smallest jurisdictions (see *Figure 2b*). Still, it's important to note that there is little (10% or less) outright opposition to Complete Streets among officials from any type of jurisdiction.

As shown in *Figure 2c*, city officials are again the most likely to support pursuing Complete Streets locally (72%) from among those with at least some familiarity with Complete Streets). By contrast, just over a third of township officials (35%) support Complete Streets for their own jurisdictions, although only 11% actually oppose it.

Figure 2a

Local leaders' support or opposition to pursuing Complete Streets policies in their own jurisdictions (among officials having at least some familiarity with Complete Streets)

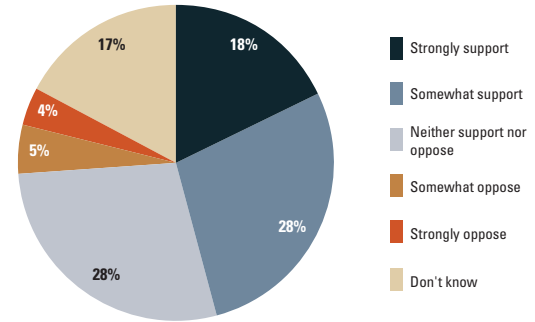


Figure 2b

Local leaders' support or opposition to pursuing Complete Streets policies in their own jurisdictions (among officials having at least some familiarity with Complete Streets), by jurisdiction size

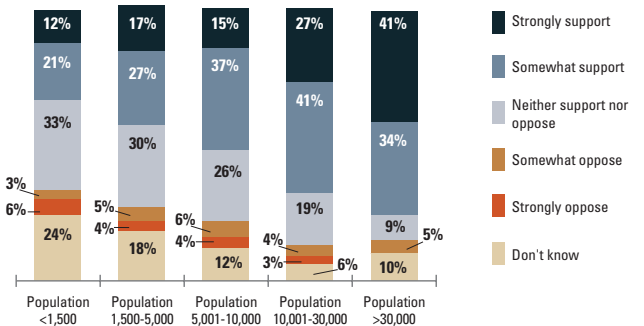
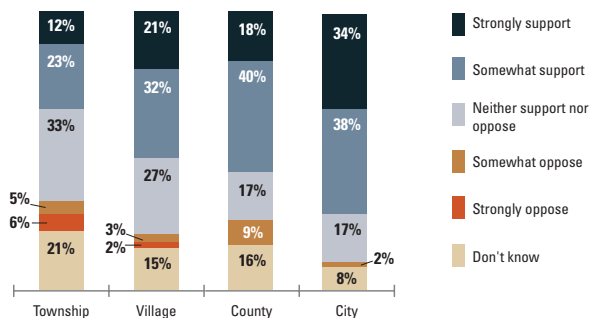


Figure 2c

Local leaders' support or opposition to pursuing Complete Streets policies in their own jurisdictions (among officials having at least some familiarity with Complete Streets), by jurisdiction type



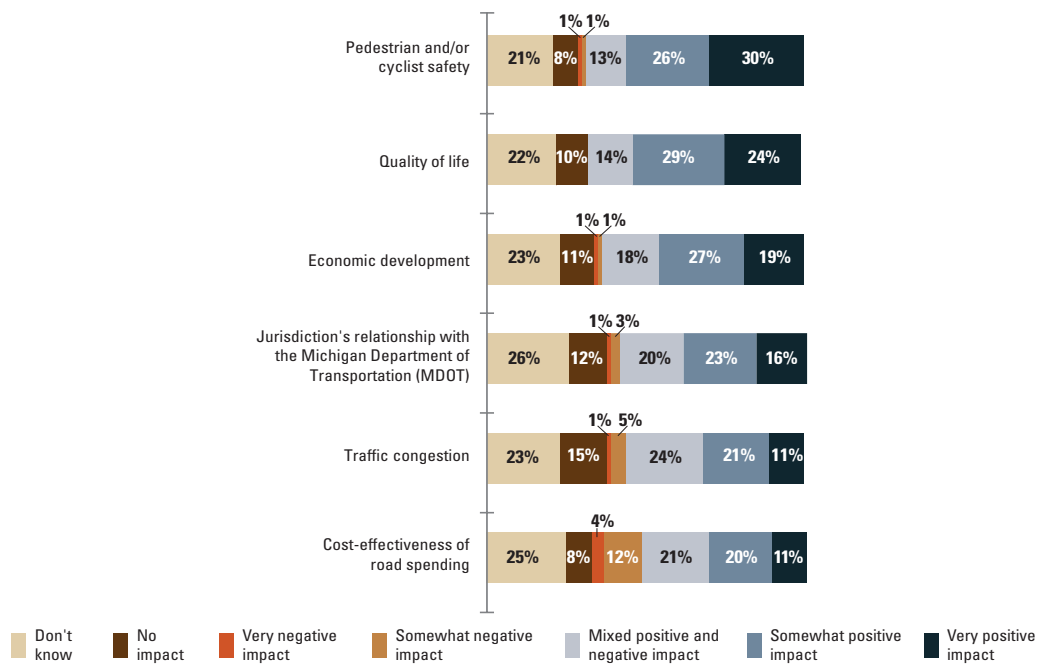
A majority believes Complete Streets would improve pedestrian and cyclist safety and quality of life in their communities

Whether or not their jurisdictions have implemented Complete Streets policies, the MPPS asked local officials who have at least some familiarity with Complete Streets if they thought the approach would have a positive impact, negative impact, mixed impact, or no impact on a variety of factors in their local communities. Overall, more than half of all these local officials believe the approach does, or would, have positive impacts on pedestrian and/or cyclist safety (56%) and on quality of life (53%) in their own jurisdictions (see *Figure 3*). Officials from the state’s largest jurisdictions, and from cities (see *Appendices A* and *B*, respectively), are particularly optimistic about the positive impacts of Complete Streets in their jurisdictions. For example, 47% of these officials from the largest jurisdictions believe Complete Streets do, or would, have a very positive impact on pedestrian and/or cyclist safety and another 27% believe it would have a somewhat positive impact. Among city leaders the percentages are 48% and 29%, respectively.

Few officials identify areas where they believe Complete Streets would have a primarily negative impact on their jurisdictions. For example, just 16% of officials overall believe the cost-effectiveness of road spending would be negatively affected by Complete Streets policies, and only 6% believe traffic congestion would be negatively affected.

However, it is worth noting that substantial numbers of local leaders are unsure of what they think Complete Streets impacts would be on these various factors in their communities, and many others believe the policies would have no particular impacts at all.

Figure 3
Current or predicted impacts of Complete Streets initiative on local jurisdictions
(among officials having at least some familiarity with Complete Streets)





Despite widespread support for Complete Streets policies, few local jurisdictions have enacted them

Although legislation promoting the Complete Streets initiative in Michigan was passed nearly five years ago, to date, only 8% of local officials statewide (among those with at least some familiarity with Complete Streets) report that their jurisdictions have enacted and implemented a formal Complete Streets policy, and just 5% say they have enacted such a policy but have not yet begun implementing it (see *Figure 4a*). Another fifth of local jurisdictions (21%) take into account Complete Streets goals in their road planning and design approaches, but have no formal policy regarding it. Among the nearly half (47%) of local officials that report their jurisdictions have taken no action on Complete Streets, 28% say they might consider taking action in the future. However, 19% are unlikely to consider action in the future.

In addition, even among these local officials who have some familiarity with the concept of Complete Streets, nearly one in five (19%) say they don't know what their jurisdictions' approach to the policy is.

Not surprisingly, larger jurisdictions are the most likely ones to report having enacted and/or implemented local Complete Streets policies, but even among those groups only about a third (29%) report having done so (see *Figure 4b*). Similarly, about a third of cities report that they have implemented (20%) or at least enacted (10%) Complete Streets policies, while significantly fewer officials from other jurisdiction types say the same (see *Figure 4c*).

Figure 4a
Local leaders' reports of jurisdictions' responses to Complete Streets initiative (among officials having at least some familiarity with Complete Streets)

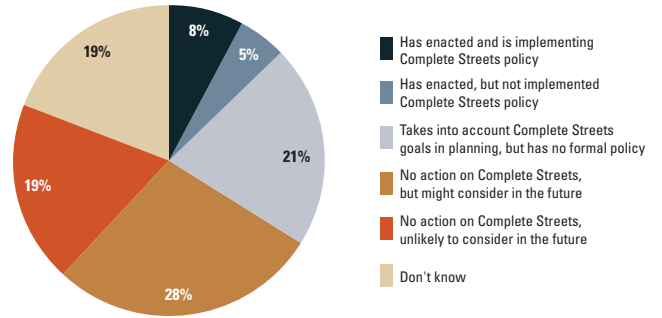


Figure 4b
Local leaders' reports of jurisdictions' responses to Complete Streets initiative (among officials having at least some familiarity with Complete Streets), by jurisdiction size

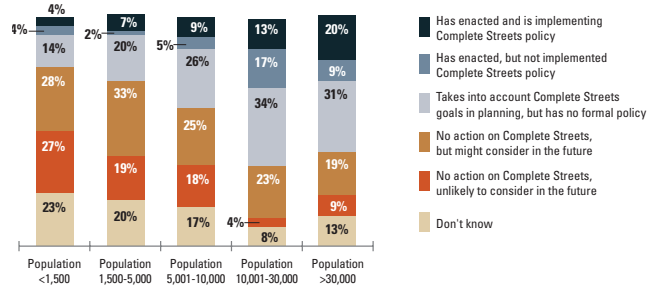
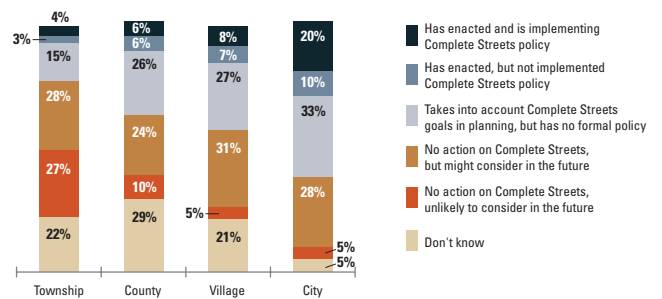


Figure 4c
Local leaders' reports of jurisdictions' responses to Complete Streets initiative (among officials having at least some familiarity with Complete Streets), by jurisdiction type



County road commission leaders are more familiar with, but less supportive of, the Complete Streets initiative

In Michigan, the construction and maintenance of county primary and township local roads are mostly the responsibility of independent special purpose county road commissions. This is the case in 78 of Michigan's 83 counties. Meanwhile, these duties have been transferred to road departments within the general purpose county governments in five of Michigan's counties: Calhoun, Ingham, Jackson, Macomb, and Wayne. (For more information about county road commissions, see the recent MPPS report entitled "Michigan local leaders have positive views on relationships with county road agencies, despite some concerns"¹³) During the fall of 2014, the MPPS conducted a supplementary survey of the elected and appointed leaders of these 78 special purpose road commissions and five general purpose county road departments, and in it asked about their views on Complete Streets.

Since these leaders deal only with road issues, it is not surprising that they report being more familiar with the Complete Streets initiative, compared to the leaders of Michigan's general purpose local governments (counties, cities, townships, and villages). For example, 85% of the leaders of Michigan's county road commissions and departments are very (31%) or somewhat (54%) familiar with Complete Streets, compared to just 38% of county, city, township, and village leaders who are very (11%) or somewhat (27%) familiar with the initiative.

However, these county road commission and department leaders are also significantly less supportive of the initiative. For example, just 21% of county road commission and department leaders strongly support (8%) or somewhat support (13%) implementation of Complete Streets approaches in their counties, compared to 46% of general purpose county, city, township and village leaders who strongly support (18%) or somewhat support (28%) implementation of Complete Streets in their own jurisdictions.

When it comes to their views on the current or predicted impacts of Complete Streets, the leaders of Michigan special purpose county road commissions and departments tend to be less optimistic (see *Appendix C*) compared to the leaders of general purpose counties, cities, townships and villages overall. For example, the greatest differences in these views can be found in regard to the perceived cost effectiveness of road spending for Complete Streets approaches. Among leaders from the road commissions and departments, just 3% believe Complete Streets policies have a positive impact on the cost-effectiveness of road spending while 62% believe the policies have a negative impact. By comparison, among the leaders of general purpose counties, cities, townships and villages, 31% see positive impacts on cost-effectiveness of road spending and just 16% see negative impacts from Complete Streets approaches.

Conclusion

Although legislation supporting the Complete Streets initiative was passed in Michigan five years ago, more than half (54%) of the state's local leaders are mostly or completely unfamiliar with the policy. Meanwhile, among those officials that have at least some familiarity with Complete Streets, only 13% report their jurisdictions have enacted and/or implemented their own local Complete Streets policies, with larger jurisdictions more likely to have done so, compared to smaller communities.

However, there is widespread support for Complete Streets policies among local officials who have at least heard of the initiative, with almost half (46%) statewide reporting they would support adopting Complete Streets policies in their own jurisdictions, while only 9% say they would oppose them. In addition, many officials believe Complete Streets would have a wide variety of positive impacts on their jurisdictions, particularly when it comes to pedestrian and cyclist safety and quality of life in their communities.



Notes

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13. Crawford, M. and Ivacko, T. (2015, May). *Michigan local leaders have positive views on relationships with county road agencies, despite some concerns*. Ann Arbor, MI: Center for Local, State, and Urban Policy at the Gerald R. Ford School of Public Policy, University of Michigan. Retrieved from <http://closup.umich.edu/files/mpps-fall-2014-county-road-agencies.pdf>

Survey Background and Methodology

The MPPS is a biannual survey of each of Michigan's 1,856 units of general purpose local government, conducted once each spring and fall. While the spring surveys consist of multiple batteries of the same "core" fiscal, budgetary and operational policy questions and are designed to build-up a multi-year time-series of data, the fall surveys focus on various other topics.

In the Fall 2014 iteration, surveys were sent by the Center for Local, State, and Urban Policy (CLOSUP) via the internet and hardcopy to top elected and appointed officials (including county administrators and board chairs; city mayors and managers; village presidents, clerks, and managers; and township supervisors, clerks, and managers) from all 83 counties, 278 cities, 255 villages, and 1,240 townships in the state of Michigan. A supplementary survey was conducted at the same time as the standard fall MPPS, with surveys sent to the leaders of Michigan's 83 county road commissions and road departments.

The Fall 2014 wave was conducted from October 6 to December 11, 2014. A total of 1,356 jurisdictions in the Fall 2014 wave returned valid surveys (64 counties, 210 cities, 177 villages, and 905 townships), resulting in a 73% response rate by unit. The margin of error for the survey for the survey as a whole is +/- 1.4%. The supplemental survey returned valid surveys from 73 county road agencies, resulting in an 88% response rate by unit and a margin of error for the survey as a whole of +/- 4%. The key relationships discussed in the above report are statistically significant at the $p < .05$ level or below, unless otherwise specified. Missing responses are not included in the tabulations, unless otherwise specified. Some report figures may not add to 100% due to rounding within response categories. Quantitative data are weighted to account for non-response. "Voices Across Michigan" verbatim responses, when included, may have been edited for clarity and brevity. Contact CLOSUP staff for more information.

Detailed tables of the data analyzed in this report broken down three ways—by jurisdiction type (county, city, township, or village); by population size of the respondent's community, and by the region of the respondent's jurisdiction—are available online at the MPPS homepage: <http://closup.umich.edu/mpps.php>.

The survey responses presented here are those of local Michigan officials, while further analysis represents the views of the authors. Neither necessarily reflects the views of the University of Michigan, or of other partners in the MPPS.



Appendix A

Current or predicted impacts of Complete Streets initiative on local jurisdictions (among those officials having at least some familiarity with Complete Streets), by jurisdiction size

		Population <1,500	Population 1,500-5,000	Population 5,001-10,000	Population 10,001-30,000	Population >30,000	Total
Pedestrian and/or cyclist safety	Positive Impact	43%	55%	57%	79%	74%	56%
	Negative Impact	2%	2%	3%	3%	0%	2%
	No Impact	13%	7%	7%	1%	1%	8%
Quality of life	Positive Impact	40%	53%	52%	79%	74%	53%
	Negative Impact	0%	1%	1%	0%	0%	0%
	No Impact	16%	11%	9%	1%	2%	10%
Economic development	Positive Impact	31%	46%	50%	68%	65%	46%
	Negative Impact	2%	2%	3%	1%	0%	2%
	No Impact	16%	10%	10%	7%	4%	11%
Jurisdiction's relationship with the Michigan Department of Transportation (MDOT)	Positive Impact	37%	39%	35%	45%	38%	39%
	Negative Impact	3%	4%	5%	4%	2%	4%
	No Impact	13%	11%	13%	13%	11%	12%
Traffic congestion	Positive Impact	21%	32%	32%	47%	45%	32%
	Negative Impact	4%	5%	8%	15%	7%	6%
	No Impact	21%	13%	14%	8%	7%	15%
Cost-effectiveness of road spending	Positive Impact	23%	31%	31%	43%	38%	31%
	Negative Impact	13%	16%	19%	18%	21%	16%
	No Impact	11%	8%	8%	4%	2%	8%

Appendix B

Current or predicted impacts of Complete Streets initiative on local jurisdictions (among those officials having at least some familiarity with Complete Streets), by jurisdiction type

		Counties	Townships	Cities	Villages	Total
Pedestrian and/or cyclist safety	Positive Impact	66%	47%	77%	58%	56%
	Negative Impact	0%	3%	1%	2%	2%
	No Impact	0%	10%	2%	8%	8%
Quality of life	Positive Impact	68%	41%	79%	59%	53%
	Negative Impact	0%	1%	0%	0%	0%
	No Impact	3%	14%	1%	9%	10%
Economic development	Positive Impact	62%	37%	70%	44%	46%
	Negative Impact	0%	2%	1%	2%	2%
	No Impact	0%	15%	3%	10%	11%
Jurisdiction's relationship with the Michigan Department of Transportation (MDOT)	Positive Impact	40%	32%	51%	45%	39%
	Negative Impact	2%	3%	4%	6%	4%
	No Impact	5%	15%	8%	9%	12%
Traffic congestion	Positive Impact	40%	25%	50%	31%	32%
	Negative Impact	5%	6%	10%	5%	6%
	No Impact	12%	17%	8%	17%	15%
Cost-effectiveness of road spending	Positive Impact	34%	25%	46%	29%	31%
	Negative Impact	24%	16%	13%	16%	16%
	No Impact	0%	11%	4%	6%	8%



Appendix C

Current or predicted impacts of Complete Streets initiative on local jurisdictions (among those officials having at least some familiarity with Complete Streets), by Michigan County Road Commission/Road Department Officials

		County Road Commission/ Road Department Officials
Pedestrian and/or cyclist safety	Positive Impact	58%
	Negative Impact	11%
	No Impact	3%
Quality of life	Positive Impact	42%
	Negative Impact	4%
	No Impact	15%
Economic development	Positive Impact	28%
	Negative Impact	6%
	No Impact	11%
Jurisdiction's relationship with the Michigan Department of Transportation (MDOT)	Positive Impact	32%
	Negative Impact	3%
	No Impact	18%
Traffic congestion	Positive Impact	16%
	Negative Impact	16%
	No Impact	12%
Cost-effectiveness of road spending	Positive Impact	3%
	Negative Impact	62%
	No Impact	0%

Previous MPPS reports

Michigan local leaders have positive views on relationships with county road agencies, despite some concerns (May 2015)

Michigan local government leaders say transit services are important, but lack of funding discourages their development (April 2015)

Michigan local leaders see need for state and local ethics reform (March 2015)

Local leaders say Michigan road funding needs major increase, but lack consensus on options that would raise the most revenue (February 2015)

Michigan local government leaders' views on employee pay and benefits (January 2015)

Despite increasingly formal financial management, relatively few Michigan local governments have adopted recommended policies (December 2014)

Most Michigan local officials are satisfied with their privatized services, but few seek to expand further (November 2014)

Michigan local governments finally pass fiscal health tipping point overall, but one in four still report decline (October 2014)

Beyond the coast, a tenuous relationship between Michigan local governments and the Great Lakes (September 2014)

Confidence in Michigan's direction holds steady among state's local leaders (August 2014)

Wind power as a community issue in Michigan (July 2014)

Fracking as a community issue in Michigan (June 2014)

The impact of tax-exempt properties on Michigan local governments (March 2014)

Michigan's local leaders generally support Detroit bankruptcy filing despite some concerns (February 2014)

Michigan local governments increasingly pursue placemaking for economic development (January 2014)

Views on right-to-work legislation among Michigan's local government leaders (December 2013)

Michigan local governments continue seeking, and receiving, union concessions (October 2013)

Michigan local government fiscal health continues gradual improvement, but smallest jurisdictions lagging (September 2013)

Local leaders evaluate state policymaker performance and whether Michigan is on the right track (August 2013)

Trust in government among Michigan's local leaders and citizens (July 2013)

Citizen engagement in the view of Michigan's local government leaders (May 2013)

Beyond trust in government: government trust in citizens? (March 2013)

Local leaders support reforming Michigan's system of funding local government (January 2013)

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Local government fiscal and economic development issues (October 2009)

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The **Center for Local, State, and Urban Policy (CLOSUP)**, housed at the University of Michigan's Gerald R. Ford School of Public Policy, conducts and supports applied policy research designed to inform state, local, and urban policy issues. Through integrated research, teaching, and outreach involving academic researchers, students, policymakers and practitioners, CLOSUP seeks to foster understanding of today's state and local policy problems, and to find effective solutions to those problems.

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