

The City of Flushing

Master Plan



Adopted: November 15, 2022

City of Flushing Master Plan 2022 - 2042

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Table of Contents

Chapter 1 Community Profile	1-1
Population Analysis.....	1-1
Chapter 2 Existing Land Use.....	2-1
Single Family Residential (SFR)	2-1
Medium Density Residential (MDR).....	2-1
High Density Residential (HDR).....	2-1
Central Business District (CBD)	2-2
Neighborhood Commercial (NC).....	2-2
Commercial (C).....	2-2
Office (O).....	2-2
Light Industrial (LI)	2-2
Parks and Open Space (P/O)	2-2
Public - Quasi Public – Institutional (P)	2-2
Vacant (V).....	2-3
Chapter 3 Community Image.....	3-1
The Flint River	3-1
Downtown.....	3-1
Pierson Road Main Street Corridor	3-2
Neighborhoods	3-2
Chapter 4 Parks and Recreation Inventory 2019-2023.....	4-1
Goals and Objectives.....	4-3
Action Plan	4-4
Chapter 5 Traffic and Parking	5-1
Introduction	5-1
Roadway Functional Classification System	5-1
Traffic Volumes	5-2
Accidents.....	5-2
Problem Areas / Concerns	5-2
Other Areas of Concern	5-3
Parking	5-4
Parking Improvements and Recommendations	5-5

Chapter 6 Utilities and Community Facilities.....	6-1
Water	6-1
Sanitary Sewer	6-3
Storm Sewer.....	6-5
Department of Public Works	6-5
Other Community Facilities	6-5
Chapter 7 Public Engagement.....	7-1
Community Survey.....	7-1
Stakeholder Interviews	7-9
Master Plan Open House.....	7-10
Chapter 8 Goals, Policies, and Action Strategies	8-1
Land Use and Development.....	8-1
The Environment.....	8-3
Recreation and Public Facilities	8-4
Transportation and Corridor Development	8-4
Housing	8-5
Infrastructure and Services.....	8-6
Roles, Responsibilities, and Regulations.....	8-6
Downtown.....	8-6
Chapter 9 Future Land Use Plan	9-1
Future Land Use Plan	9-1
Chapter 10 Zoning Plan.....	10-1
Future Land Use Classifications Comparison to Zoning Districts.....	10-1
Proposed Changes to the Zoning Ordinance	10-1
Chapter 11 Implementation Plan.....	11-1
Plan	11-1
Other Tools	11-1
Parks.....	11-1
Best Practices / Intergovernmental Cooperation	11-2
Strategic Implementation Plan	11-2
Annual Report	11-3
Five Year Review	11-3
Using the Master Plan in Future Zoning Amendment Decisions.....	11-5

List of Tables

Table 1-1: Population Changes, 1970-2020	1-1
Table 1-2: Age Characteristics of City of Flushing and Surrounding Areas, 2019	1-2
Table 1-3: Education Attainment, 2019	1-4
Table 1-4: Industry, 2019	1-4
Table 1-5: House Value, 2019	1-5
Table 1-6: Median Housing Value 1990-2019	1-6
Table 1-7: Gross Rent, 2019	1-6
Table 1-8: Number of Occupied Dwelling Units, 1990-2019	1-7
Table 1-9: Percent of Owner-Occupied Housing with Monthly Housing Costs over 30%	1-7
Table 1-10: Income, 2019	1-7
Table 1-11: Median Household Income, 1990-2019	1-8
Table 2-1: Existing Land Use Summary	2-2
Table 4-1: Parks and Recreation Master Plan Accessibility Rating	4-1
Table 5-1: Roadway Functional Classification Standards	5-1
Table 5-2: Locally Classified Roads	5-2
Table 5-3: Major Road Projects Completed in Flushing in the Last Decade	5-4
Table 7-1: Respondent Characteristics	7-2
Table 7-2: Infrastructure Questions	7-2
Table 7-3: Downtown Questions	7-3
Table 7-4: Land Use Questions	7-5
Table 7-5: Housing Questions	7-6
Table 7-6: Parks and Recreation Questions	7-8
Table 8-1: Goals/Objectives/Action Strategies	8-1
Table 10-1: Zoning/Future Land Use Comparison	10-1
Table 11-1: Strategic Implementation Plan	11-2

List of Figures

Figure 1-1: Population Growth	1-1
Figure 1-2: Age Group Breakdown by Percentage, 2019	1-2
Figure 1-3: Race Breakdown by Percentage, 2020	1-3
Figure 1-4: Ethnic Breakdown by Percentage, 2020	1-3
Figure 1-5: Occupation, 2019	1-5
Figure 2-1: Existing Land Use	2-3
Figure 4-1: Cover of the Flushing Area Five-Year Parks and Recreation Plan	4-1
Figure 7-1: Survey Age Demographic	7-1
Figure 7-2: Important themes that stakeholders loved about Flushing	7-9
Figure 7-3: Important themes that stakeholders wanted to see in Flushing	7-9
Figure 11-1: Decision Tree for Planning Commission Review of a Proposed Text Amendment	11-7
Figure 11-2: Decision Tree for Planning Commission Review of a Proposed Rezoning	11-8



Community Profile

Chapter 1 Community Profile

Population Analysis

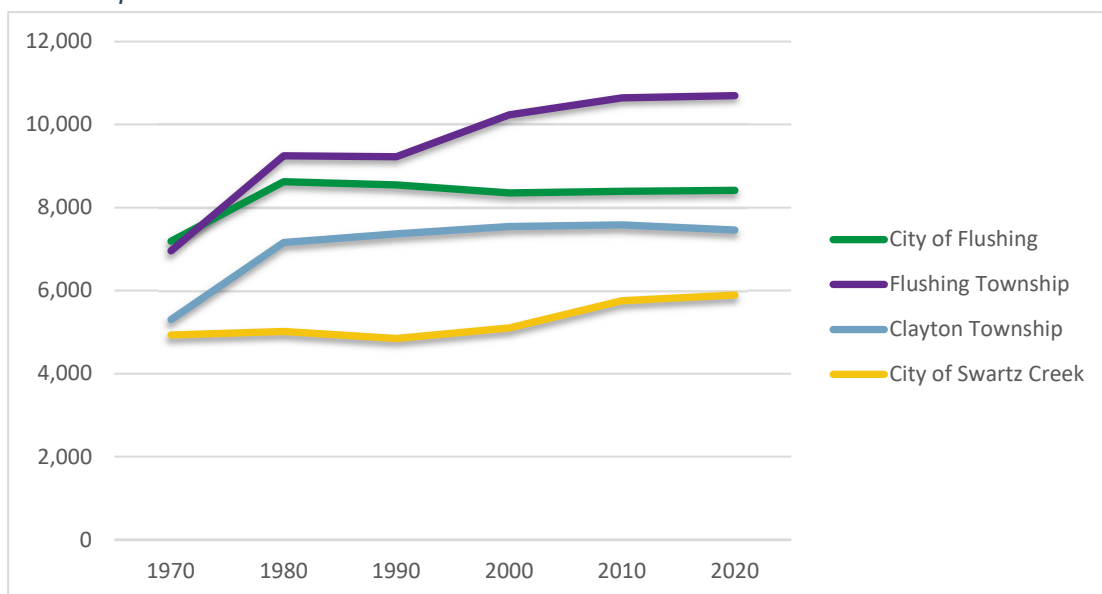
Analyzing population data is important when trying to understand a community. It is important to remember when reviewing this information that the residents of the State of Michigan are also residents of the county in which the city is located, which is reflected in the census data below. The information collected includes population changes, age distribution, median age, race and ethnic breakdown, and educational attainment. Table 1-1 indicates that the City of Flushing’s population increased from 1970 to 1980 and has since fluctuated between 8,348 and 8,542, while Figure 1-1 compares populations changes amongst other municipalities.

Table 1-1: Population Changes, 1970-2020

1970 -2010	City of Flushing		Flushing Township		City of Flint		Clayton Township		City of Swartz Creek		Genesee County		State of Michigan	
Year	Pop.	Chng.	Pop.	Chng.	Pop.	Chng.	Pop.	Chng.	Pop.	Chng.	Pop.	Chng.	Pop.	Chng.
1970	7,190		6,957		193,317		5,305		4,928		444,341		8,875,083	
1980	8,624	19.9%	9,246	32.9%	159,611	17.4%	7,155	34.8%	5,013	1.7%	450,449	1.3%	9,262,078	4.3%
1990	8,542	-0.9%	9,223	-0.2%	140,761	-11.8%	7,368	2.9%	4,851	-3.2%	430,459	-4.4%	9,295,297	0.3%
2000	8,348	2.2%	10,230	10.9%	124,943	-11.2%	7,546	2.4%	5,102	5.2%	436,141	1.3%	9,938,444	6.9%
2010	8,389	0.5%	10,640	4%	102,434	-18.0%	7,581	0.4%	5,758	12.8%	425,790	-2.3%	9,883,640	-0.5%
2020	8,411	0.3%	10,701	0.6%	81,252	-20.68	7,460	-1.6%	5,897	2.4%	406,211	-4.6%	10,077,331	2%

Reference: U.S. Census Bureau Decennial Census 2020

Figure 1-1: Population Growth



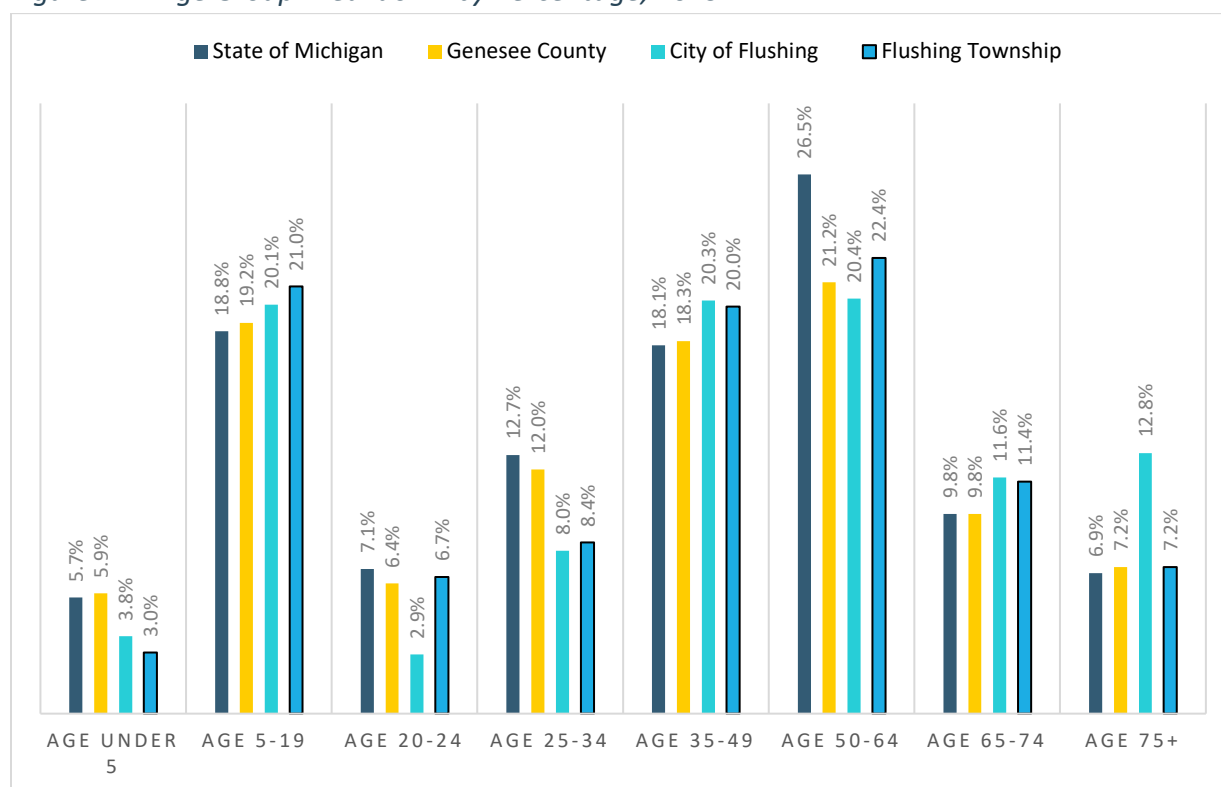


Community Profile

Age Distribution

It is indicated in Figure 1-2, that the City of Flushing’s largest age cohorts were 5-19 (20.1%), 35-49 (20.3%) and 50-64 (20.4%). The cohort with the largest difference in comparison with Flushing Township, the county, and state are the 75+ category. In the city, it represents 12.8 percent of the population, almost twice the percentage of the compared jurisdictions.

Figure 1-2: Age Group Breakdown by Percentage, 2019



Community	Median Age	65+ Years of Age
City of Flushing	46.9	24.4%
Flushing Township	43.8	18.6%
Clayton Township	43.5	20.0%
City of Swartz Creek	40.4	23.6%
City of Flint	35.5	13.5%
Genesee County	40.5	17.0%
State of Michigan	39.7	16.7%

The City of Flushing has a median age that is higher than the surrounding communities. This is consistent with the finding that over 12 percent of its population is age 75+ and the fact that 24.4 percent of the population is 65+. The City of Flushing has a median age of 46.9, whereas the City of Flint has a median age of 35.5, and the City of Swartz Creek is 40.4. The percentage of those 65 and above is also higher when compared to surrounding communities.



Community Profile

Figure 1-3 and Figure 1-4 show that the township and city are similar regarding racial diversity, while the county and the state as a whole are much more diverse. The data does indicate that Flushing Township has 0.4 percent more Asian population than the City of Flushing. It can also be concluded that the State of Michigan and Genesee County have a significantly larger amount of Black or African American residents than Flushing Township and the City of Flushing.

Figure 1-3: Race Breakdown by Percentage, 2020

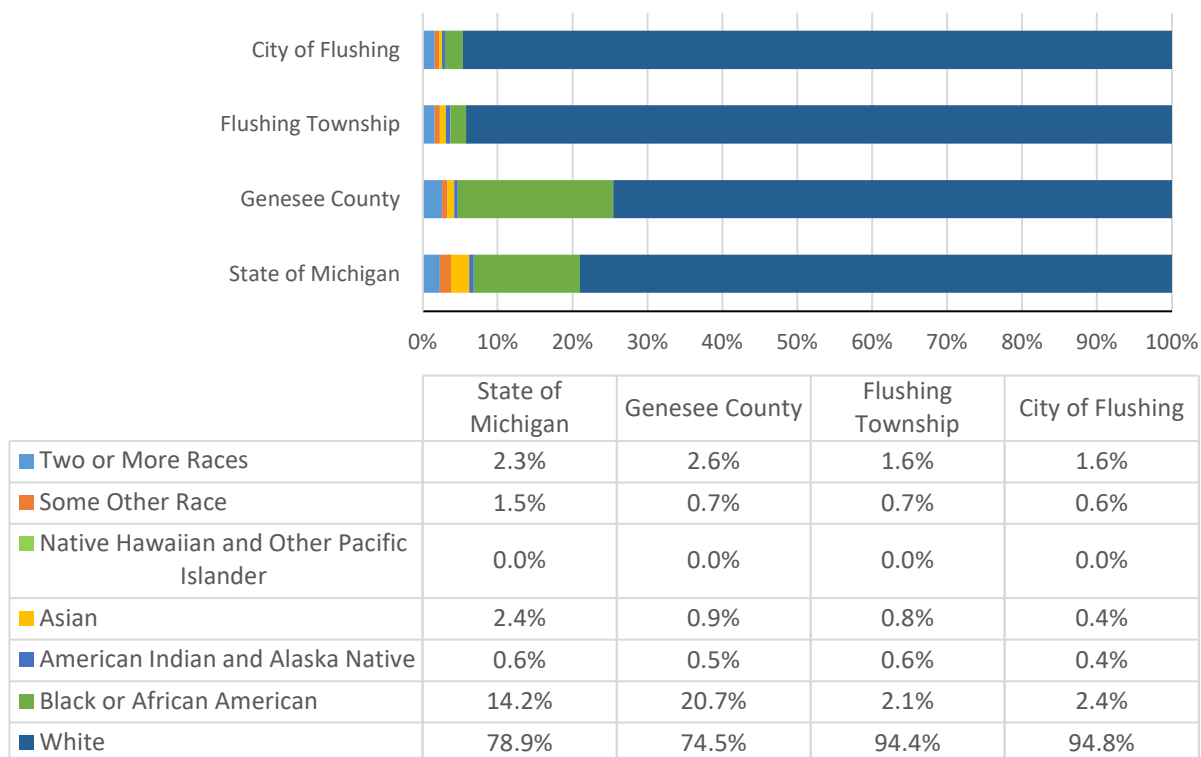
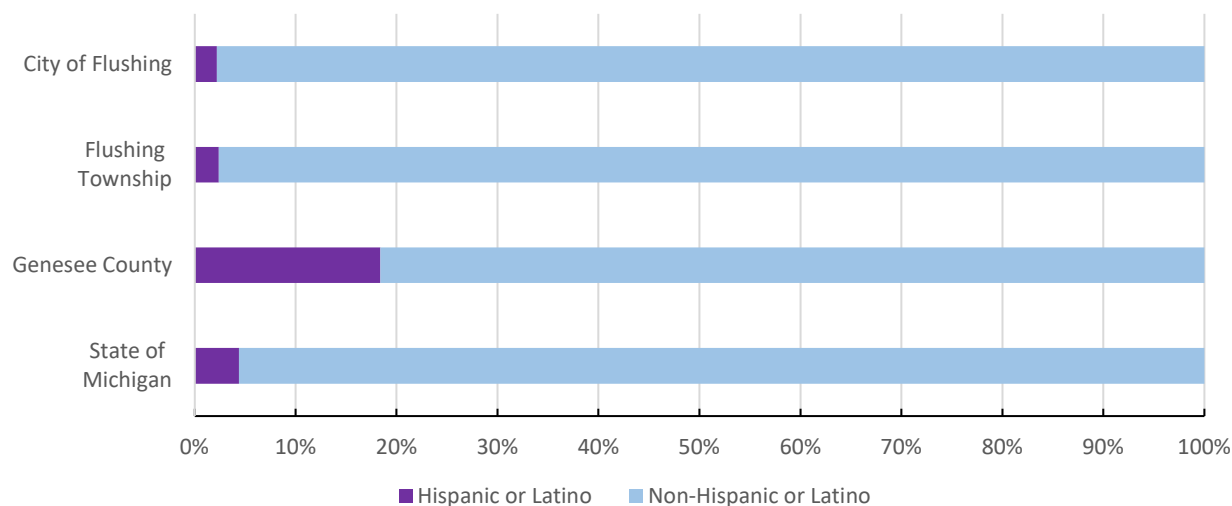


Figure 1-4: Ethnic Breakdown by Percentage, 2020





Community Profile

Table 1-3 shows the estimated 2019 educational attainment for the City of Flushing, Flushing Township, Genesee County, and the State of Michigan. The City of Flushing and Flushing Township have a higher percentage of adults with an associate, bachelor's, masters, or professional degrees (43.0% and 43.7% respectively) than the county or state (32.3% and 38.5% respectively).

Education Level	City of Flushing		Flushing Township		Genesee County		State of Michigan	
	#	%	#	%	#	%	#	%
Population 25 years and over	5,826	100%	7,101	100%	280,937	100%	6,813,480	100%
Less than 9th grade	62	1.1%	68	1.0%	6,141	2.2%	194,755	2.9%
9th to 12th grade, no diploma	190	3.3%	254	3.6%	20,902	7.4%	431,435	6.3%
High school graduate (includes equivalency)	1,726	29.6%	1,981	27.9%	86,307	30.7%	1,967,316	28.9%
Some college, no degree	1,344	23.1%	1,698	23.9%	76,908	27.4%	1,591,358	23.4%
Associate degree	781	13.4%	950	13.4%	30,220	10.8%	643,446	9.4%
Bachelor's degree	1,145	19.7%	1,322	18.6%	37,975	13.5%	1,207,829	17.7%
Graduate or Professional degree	578	9.9%	828	11.7%	22,484	8.0%	777,341	11.4%

Reference: American Community Survey, 2015-2019

Industrial	City of Flushing		Genesee County		State of Michigan	
	#	%	#	%	#	%
Employed civilian population 16 years and over	3,707	100.0%	172,390	100.0%	4,654,930	100.0%
Agriculture, forestry, fishing and hunting, and mining	12	0.3%	759	0.4%	55,008	1.2%
Construction	149	4.0%	10,394	6.0%	249,736	5.4%
Manufacturing	502	13.5%	29,778	17.3%	864,823	18.6%
Wholesale trade	134	3.6%	3,624	2.1%	110,922	2.4%
Retail trade	554	14.9%	22,805	13.2%	504,533	10.8%
Transportation and warehousing, and utilities	100	2.7%	7,725	4.5%	202,787	4.4%
Information	28	0.8%	1,890	1.1%	64,709	1.4%
Finance, insurance, real estate, and rental and leasing	276	7.4%	7,864	4.6%	253,538	5.4%
Professional, scientific, management, administrative, and waste management services	368	9.9%	14,275	8.3%	444,032	9.5%
Educational, health, and social services	945	25.5%	43,401	25.2%	1,087,572	23.4%
Arts, entertainment, recreation, accommodation, and food services	400	10.8%	16,695	9.7%	444,918	9.6%
Other services (except public administration)	120	3.2%	8,314	4.8%	215,874	4.6%
Public administration	119	3.2%	4,866	2.8%	157,478	3.4%

Reference: Estimates from 2015-2019 American Community Survey

Table 1-4 indicates that the largest industry in the City of Flushing is the educational sector (Flushing Community Schools, Early Childhood Center, Springview Elementary, Central Elementary and Flushing High School), health (Heartland Health Care Center), and social services (Fostrian Court Assisted Living



Community Profile

Center) industry. The smallest industry is agriculture, forestry, fishing and hunting, and mining. This trend is also similar in Genesee County and the State of Michigan.

Figure 1-5: Occupation, 2019

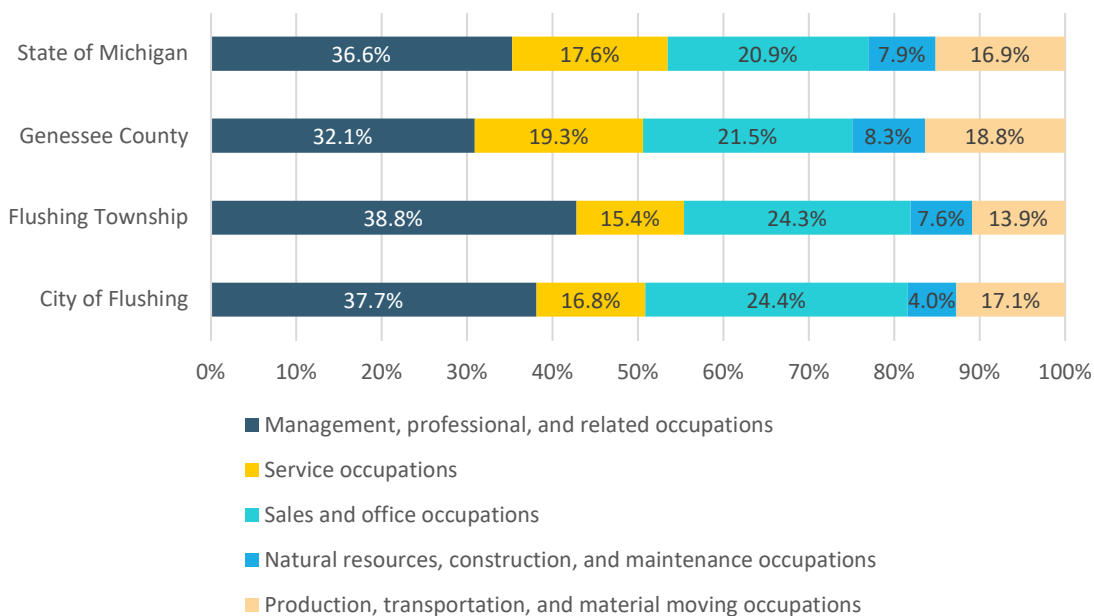


Figure 1-5 is based on occupation data estimates that was compiled from 2015 to 2019. Five of the major occupations are presented in the graph. The findings from this data indicate that both the City of Flushing and Flushing Township have more people in the management, professional, and related occupations, as well as sales and office occupations than the county or state as a whole.

It is indicated in the Table 1-5, that most of the homes in the city over the period 2015 to 2019 were valued at a range between \$100,000 and \$149,999 and that the median home value is \$120,300.

Table 1-5: House Value, 2019

	City of Flushing		City of Fenton		City of Swartz Creek		State of Michigan	
	#	%	#	%	#	%	#	%
Specified owner-occupied units	2,650	100.0%	3,051	100.0%	1,665	100.0%	2,802,699	100.0%
Less than \$50,000	154	5.8%	98	3.2%	210	12.6%	325,113	11.6%
\$50,000 to \$99,999	726	27.4%	452	14.8%	233	14.0%	510,091	18.2%
\$100,000 to \$149,999	928	35.0%	1,071	35.1%	763	45.8%	510,091	18.2%
\$150,000 to \$199,999	617	23.3%	882	28.9%	351	21.1%	479,262	17.1%
\$200,000 to \$299,999	148	5.6%	442	14.5%	87	5.2%	515,697	18.4%
\$300,000 to \$499,999	69	2.6%	82	2.7%	22	1.3%	336,324	12.0%
\$500,000 to \$999,999	5	0.2%	24	0.8%	0	0.0%	106,503	3.8%
\$1,000,000 or more	0	0%	0	0%	0	0.0%	22,422	0.8%
Median (dollars)	\$120,300		\$144,600		\$118,400		\$154,900	

Reference: Estimated from 2015- 2019 American Community Survey



Community Profile

Table 1-6 shows the estimated median housing value from 1990 to 2019. It is notable that the median housing value in all locations identified from 1990 until 2010 increased, with only the City of Grand Blanc and the State of Michigan increasing in value from 2010 to the average value over the period 2015 to 2019. It should be noted that throughout that period, the City of Flushing median value exceeded Swartz Creek, Davison, and Genesee County.

Owner Occupied Units	City of Flushing	City of Swartz Creek	City of Davison	City of Grand Blanc	Genesee County	State of Michigan
1990	\$70,400	\$58,500	\$55,600	\$91,500	\$50,400	\$60,600
2000	\$122,500	\$112,400	\$100,000	\$148,500	\$95,000	\$115,600
2010	\$131,200	\$130,200	\$118,300	\$170,300	\$118,000	\$144,200
2019	\$120,300	\$118,400	\$118,100	\$171,100	\$111,100	\$154,900

Reference: US Census Bureau Decennial Census 1990, 2000 & US Census Bureau American Community Survey 2006-2010 & 2015-2019

Table 1-7 is based on estimated gross rent data for 2015 to 2019. This data indicates that the median rent in the City of Flushing is \$793 per month and is \$871 per month in for the state as a whole. The median rent price in the City of Fenton and the City of Swartz Creek were also higher than Flushing.

	City of Flushing		City of Fenton		City of Swartz Creek		State of Michigan	
	#	%	#	%	#	%	#	%
Specified renter-occupied units	756	100.0%	2,000	100.0%	798	100%	1,074,190	100.0%
Less than \$500	227	30.0%	104	5.2%	125	15.7%	127,829	11.9%
\$500 to \$999	375	49.6%	822	41.1%	495	62.0%	566,098	52.7%
\$1,000 to \$1,499	75	9.9%	926	46.3%	178	22.3%	285,735	26.6%
\$1,500 to \$1,999	79	10.4%	124	6.2%	0	0%	64,451	6.0%
\$2,000 to \$2,499	0	0%	26	1.3%	0	0%	18,261	1.7%
\$2,500 to \$2,999	0	0%	0	0%	0	0%	5,371	0.5%
\$3,000 or more	0	0%	0	0%	0	0%	7,519	0.7%
No rent paid	0		0		789		58,152	
Median (dollars)	\$739		\$1,030		\$789		\$871	

Reference: Estimated from 2012 - 2016 American Community Survey

The data in Table 1-8 shows the change in the number of occupied dwelling units from the years 1990 to 2019. It appears that the number of occupied dwelling units in the City of Flushing increased until 2010, but experienced a small decrease on average between 2015 and 2019.



Table 1-8: Number of Occupied Dwelling Units, 1990-2019

Total Housing Units	City of Flushing		City of Fenton		City of Swartz Creek		State of Michigan	
	#	% Change	#	% Change	#	% Change	#	% Change
1990	3,370						3,847,926	
2000	3,558	5.58%	2,462		1,523		3,785,661	1.62%
2010	3,574	0.45%	5,572	126.3%	2,749	80.5%	3,872,508	2.29%
2019*	3,406	-4.7%	5,051	-9.35%	2,487	-9.53%	3,935,041	1.62%

Reference: U.S. Census Bureau, 2015 - 2019 American Community Survey

Table 1-9 shows the estimated percent of owner-occupied housing with a monthly housing cost of 30 percent and higher on average over the period 2007 to 2011 and 2015 to 2019. These averages show a substantial increase in the percentage of homeowners spending 30 percent or more of their household income on housing. This is significant because federal guidelines define housing affordability as housing costing 1/3 or less of a household’s income.

Table 1-9: Percent of Owner-Occupied Housing with Monthly Housing Costs over 30%

	City of Flushing	City of Swartz Creek	City of Davison	City of Grand Blanc	Genesee County	State of Michigan
2011	9.4%	36.6%	3.2%	11.8%	16.5%	17.1%
2019	21.7%	26.8%	16.7%	11.0%	25.1%	23.0%

Reference: Estimated from 2007-2011 and 2015-2019 American Community Survey.

Table 1-10 shows the estimated 2019 annual household income. It is indicated in this table that the City of Flushing has a higher median household income than the average median household income in Genesee County and the State of Michigan.

Table 1-10: Income, 2019

	City of Flushing		Genesee County		State of Michigan	
	#	%	#	%	#	%
Households	3,406	100.0%	167,902	100.0%	3,935,041	100.0%
Less than \$10,000	116	3.4%	14,440	8.6%	259,713	6.6%
\$10,000 to \$14,999	160	4.7%	9,403	5.6%	173,142	4.4%
\$15,000 to \$24,999	378	11.1%	18,973	11.3%	377,764	9.6%
\$25,000 to \$34,999	238	7.0%	18,469	11.0%	385,634	9.8%
\$35,000 to \$49,999	446	13.1%	25,017	14.9%	531,231	13.5%
\$50,000 to \$74,999	695	20.4%	31,230	18.6%	720,113	18.3%
\$75,000 to \$99,999	593	17.4%	19,477	11.6%	499,750	12.7%
\$100,000 to \$149,999	494	14.5%	19,141	11.4%	558,776	14.2%
\$150,000 to \$199,999	194	5.7%	6,716	4.0%	220,362	5.6%
\$200,000 or more	85	2.5%	5,373	3.2%	204,622	5.2%
Median household income (dollars)	\$62,197		\$48,588		\$57,144	

Reference: Estimates from 2015-2019 American Community Survey



Community Profile

Table 1-11 shows the median household income from the years 1990 to 2019. This chart indicates that household income increased from 1990 to 2010. Between 2010 and 2019, the City of Flushing, the City of Swartz Creek, the City of Davison, and Genesee County all saw decreases in household income where the City of Grand Blanc and the State of Michigan saw increases in household income.

Table 1-11: Median Household Income, 1990-2019

	City of Flushing	City of Swartz Creek	City of Davison	City of Grand Blanc	Genesee County	State of Michigan
1990	\$37,816	\$38,180	\$30,393	\$38,132	\$31,030	\$31,020
2000	\$122,500	\$112,400	\$100,000	\$148,500	\$95,000	\$115,600
2010	\$131,200	\$130,200	\$118,300	\$170,300	\$118,000	\$144,200
2019	\$120,300	\$118,100	\$118,100	\$171,100	\$111,100	\$154,900

Reference: US Census Bureau Decennial Census 1990, 2000 & US Census Bureau American Community Survey 2006-2010 & 2015-2019



Existing Land Use

Chapter 2 Existing Land Use

The City of Flushing is primarily a single-family home residential community. Nearly two-thirds of the city's total area is taken up by some form of residential land use. The largest share of land use in the community is single-family residential, comprising 59 percent of the city. Residential land use also includes single-family, medium-density residential and high-density residential. These sub-classifications consist of a much smaller portion of the community, consisting mostly of condominium, apartment, senior living, and mobile homes. When combined as a consolidated residential land use classification, they cover roughly 66.4 percent of the total land use within the community. The second largest portion of land use is vacant land (14%) which is located primarily in northeastern corner of the city limits and along the Flint River. This leaves under 20 percent of the remaining land for commercial, industrial, governmental, institutional, office, mixed-use, and parks and recreational uses. The following definitions briefly describe the primary land use classifications within the City of Flushing.

Single-Family Residential (SFR)

The single-family homes land use classification consists of low-density housing. In the City of Flushing, the single-family homes classification is, by majority, the largest land use classification. This form of housing can be found almost exclusively south of the Flint River and comprises roughly two-thirds of the land north of the Flint River.

Medium-Density Residential (MDR)

This land use category includes: three-family homes, attached condominiums, and the mobile home park. Developments in this land use category are typically adjacent to a major street, such as the Flushing Mobile Home Park and the condominiums along the south side of Flushing Road overlooking the Flushing Valley Golf and Country Club.

Additional developments in this land use category are found near single-family neighborhoods including:

- Beaumont Townhouses northwest of Flushing/Riverview, 36 units, density of 6.8 units per acre
- Oakbrook Terrace south of Chamberlain Street, 56 units, density 5.7 units per acre
- Beacon Point Parkway Condominiums
- Aberdeen Square Condominiums
- Two small apartment buildings on Hazelton Street
- Flushing Valley Apartments located on W. Henry Street

High-Density Residential (HDR)

High-Density Residential developments include residential with four or more units, elderly housing, nursing homes, and similar institutional uses, apartments, and fraternities. Apartments in the city include Elmcrest Village (3-story with 126 units and 13.1 units per acre), Colonial Apartments, and Somerset Apartments (2-story with 124 units and 16.8 units per acre). Elderly/rehabilitative housing in the city includes Fostrian Manor, Living Joy, and Elmcrest Village. The two fraternities located at the corner of Flushing and Elm Roads, and along Main Street adjacent to the Flushing Valley Apartments are also placed in this category. There are several small townhouse developments interspersed in the suburban neighborhoods along Leland Drive, Cedarwood, and Chamberlain Street.



Existing Land Use

Central Business District (CBD)

This land use category includes the downtown Flushing area bounded by Elm and Mill Streets on the north and south, and McKinley and the Flint River on the east and west. The central business district of Flushing includes typical downtown uses: office, retail, personal service, residential, and public/quasi-public uses such as shopping centers, municipal buildings, senior center, library, and city parking lots.

Neighborhood Commercial (NC)

Neighborhood commercial includes small commercial establishments intended to serve the nearby areas (i.e., convenience stores, florists, etc.), personal service establishments (i.e., beauty/barber shops, banks, etc.), and restaurants.

Commercial (C)

Commercial land uses within the City of Flushing include larger stores, gas stations, and other traffic-oriented developments, and small body shops. Specific locations include Kroger Grocery, Delehanty Ford, Joel’s Cars, AutoZone, etc.

Office (O)

The office land use category includes professional offices, small commercial uses adjacent to offices, insurance, realty, medical offices, etc. These office developments primarily provide services during the daytime hours. Office development is located on Main from McKinley to Beach.

Light Industrial (LI)

This classification includes manufacturing, contractor yards, and storage facilities. This use is only located on Industrial Drive.

Parks and Open Space (P/O)

Parks within the City of Flushing include Mutton, Bonnieview, Eastview Veterans’ Memorial, Riverview, Cornwell, River Road, and Somerset Parks.

Public - Quasi Public – Institutional (P)

This land use category includes public/quasi-public uses outside the downtown including churches, schools, city owned buildings, the water tower, public parking, the wastewater treatment plant (WWTP), and the railroad depot which serves as the site of the Flushing Historical Society.

Table 2-1: Existing Land Use Summary

Land Use	Acreage	Percentage of Total Acreage
Central Business District	15	0.8%
Commercial	85	4.3%
Neighborhood Commercial	1	0.1%
Office	5	0.3%
Parks/Open Space	123	6.2%
High-Density Residential	59	3.0%
Medium-Density Residential	34	1.7%
Single-Family Residential	1,178	59.0%
Urban Core Residential	53	2.7%
Light Industrial	40	2.0%
Public/Quasi-Public/Institutional	122	6.1%
Vacant Land	280	14.0%
Total	1,995	100.0%

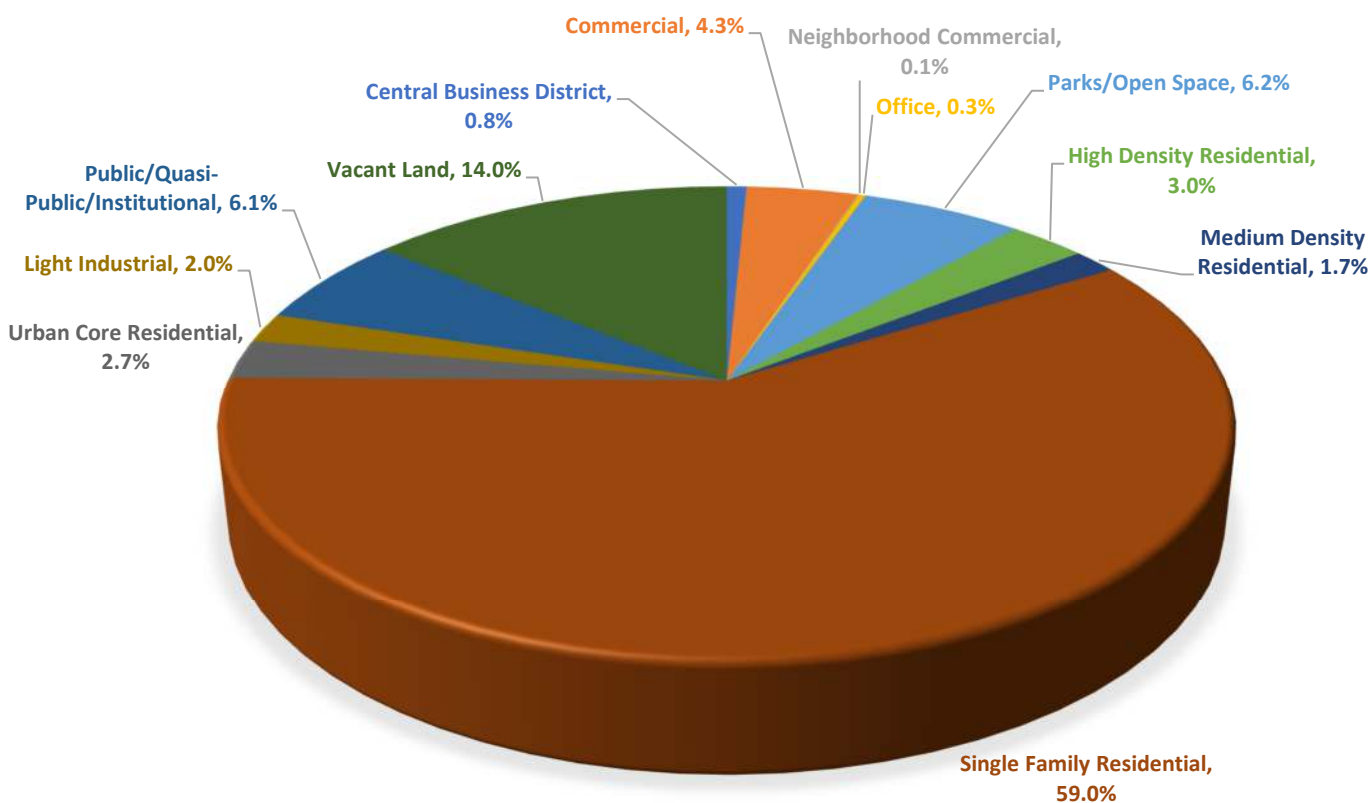


Existing Land Use

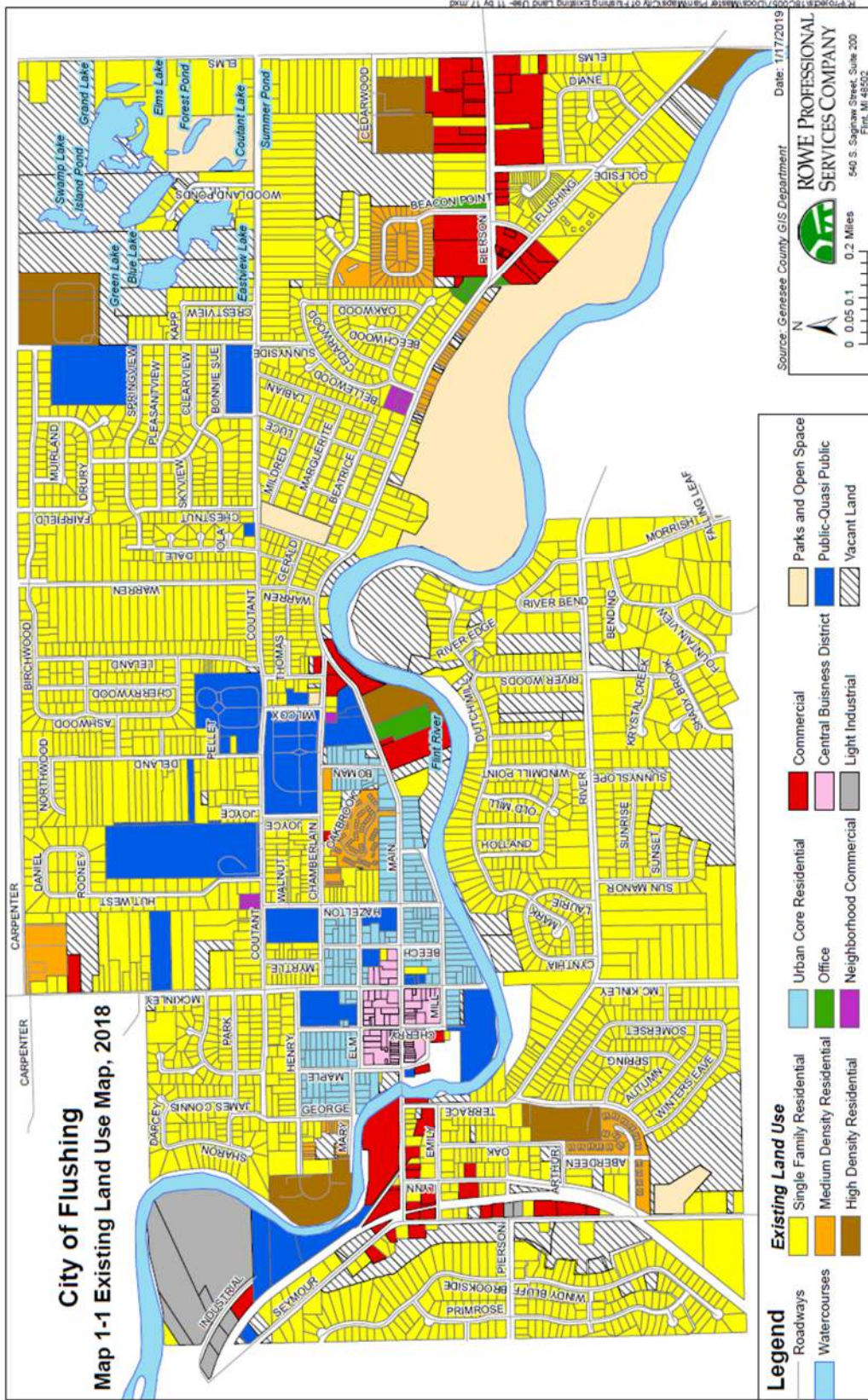
Vacant (V)

This land use category includes vacant land and buildings which are not occupied. The large parcels of vacant land in the city are located adjacent to the Flint River in the northeastern corner of the city, in between individual residential developments, and behind homes which developed along section line roads. Most of the vacant land within the city limits is wooded or covered with brush.

Figure 2-1: Existing Land Use



Existing Land Use





Community Image

Chapter 3 Community Image

The quality of life in a community has historically been based on economic and environmental factors. Aesthetics, when considered, has not played as significant a role. Perhaps in the past, when the pressures of widespread development did not exist, the unique character of a community did not seem to be at risk. However, as urban sprawl continues unabated, cities such as Flushing are in danger of losing their identity by being swallowed up by strip malls and fast-food franchises.

Aesthetics has become an important consideration as citizens seem to seek out places that avoid the monotony of suburban development. Today, in Southeast Michigan, new home buyers and young professionals are increasingly becoming more attracted to the small traditional towns and villages that dot the region. These consumers are looking to embrace the traditional small town feel and often cherish town centers and the village core, highly prizing the historic nature and aesthetic of town life, instead of subdivision life. Towns and villages in the region such as Flushing are becoming sought after places to live because of reasonable housing costs, quality schools, attractive atmosphere, and enjoyable amenities such as the Flint River Trail and kayaking on the river. Many facets of the City of Flushing affect its image. All the elements discussed below must work together to reinforce a sense of identity and improve the quality of life.

The Flint River

The Flint River and related topography are the most important visual assets to the community. Spectacular views of the river valley and tranquility of the water create an identity unique to the region. The City of Flushing does enjoy the scenic Flint River Trail and kayak/canoe launches along the beautiful Flint River. However, the city has not taken full advantage of this resource, especially in the downtown. The river's aesthetic problems and opportunities include:

- The lack of clear visual or physical links to the river in the downtown and along Main Street east of the Central Business District (CBD),
- Riverfront land uses such as the DPW Building further degrade the link between the CBD and the river,
- Riverview Park and the River Walk help strengthen Flushing's identity, but could be developed further,
- River view along Main Street at Chamberlain Avenue is obstructed.

Downtown

Flushing's downtown establishes the central identity of the community. This is where the city began and today remains a center of local government and commerce. The city has made great progress in upgrading the image of the CBD with streetscape improvements and the River Walk; however, significant problems still exist.

- While some facades on Main Street have been updated, several buildings need to be renovated, both front and rear, to restore their original architectural character.
- More clearly defined pedestrian spaces need to be established.
- Service areas such as loading docks and dumpsters need to be screened.



Community Image

- Suburban style strip malls, especially along Pierson and Flushing Roads, which have been designed for the ease of automobile orientation and access, are becoming increasingly more distasteful, and potential home buyers distinguish this sort of development with sprawl and township style suburban development. These developments tend to break the harmony of the traditional character of the CBD.
- Street furnishings such as trash bins, newspaper stands, and benches should be coordinated.
- Oversized and poorly designed lighting and signage detract from the visual comfort of the downtown and should be scaled to the pedestrian and not the automobile.

Pierson Road Main Street Corridor

The aesthetics of the Pierson Road/Main Street Corridor affects the image of the entire community. As the primary connector to the interstate system, most residents and visitors form their first impressions of the city based on what they see along the corridor.

However, as the pressures to redevelop the corridor increase, the city will need to avoid some problems already evident. To prevent a deteriorating image along Pierson Road and Main Street, the following elements should be considered.

Signs need to be simple in message and design and in scale with its surroundings. Streamer and temporary signs add to the general clutter.

Landscaping along a corridor can have a unique influence on the visual image conveyed to motorists. Both Main Street and Pierson Road are lined with an abundance of mature trees. They soften the harshness of the commercial pockets along the street and tend to lessen the impact of development as the intensity of land use increases. The vegetation, particularly at curbside, should be preserved.

Building site design, including both the building architecture and the overall site design, contributes to the visual image; the commercial development is typical for an auto-oriented corridor. While the designs are not particularly noteworthy, the setback and scale of development lessen the negative impacts except in two locations. Firstly, at the Pierson/Flushing/Main intersection, the vast expanses of parking abutting Pierson Road have a harsh, sterile character, at a key intersection. Secondly, the vacant deteriorating building at Main and Chamberlain Streets presents a drab, uninviting image. This is a highly visible intersection due to the road curvature and contains the only pocket of commercial uses in an otherwise residential area.

Clutter includes a variety of elements that may seem minor when viewed separately, but in combination produce a negative emotional response to the corridor and community. Items such as overhead utility lines, exposed dumpsters, and outdoor display of merchandise create an atmosphere of neglect or other negative impressions. Fortunately, apart from overhead lines, there are few situations of visual clutter along the corridor. The situations that do exist, however, should be addressed and the standards proposed in this plan used to diminish the potential for clutter in future development.

Neighborhoods

The largest single land use in the city is residential. While the downtown and the major transportation corridors establish the image for the visitors and shoppers, it is the magic of the neighborhoods that provide an underlying stability to the community. For the most part, the housing is quite good. The



Community Image

abundance of well-kept houses and lawns conveys a sense of pride. To maintain this level of quality, however, several areas of concern will need to be addressed.

The older neighborhoods adjacent to the CBD contain some of the more architecturally significant housing in the city. As pressures build to convert these homes to multi-family dwellings, care should be taken to preserve the quality of the neighborhood. The city will need to address issues such as increased parking, exterior maintenance, and trash disposal. It is of vital importance that the renovations be sensitive to the original character of the building as well as the site.

If the remaining vacant properties in the city are eventually developed for housing, the levels of quality in existing neighborhoods should be maintained in all future development. Attention should be paid to the addition of sidewalks, street facades, and proximity to public parks and playgrounds.

Parks and Recreation Inventory

Chapter 4 Parks and Recreation Inventory 2019-2023

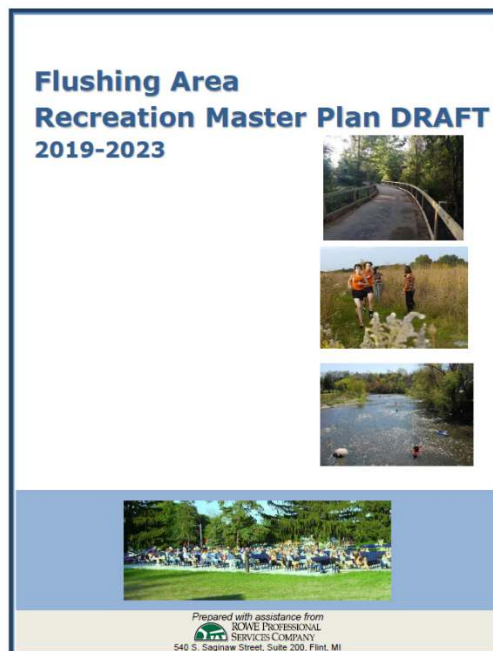
The City of Flushing and Flushing Township developed a Flushing Area Parks and Recreation Master Plan in 2019. This plan was created to enhance the understanding of the Flushing area community’s current recreational resources and its vision for the future. The plan identifies that there are seven parks owned by the City of Flushing as well as a Senior Citizens Center, 1.5 miles of non-motorized trails, one park owned by Flushing Township, one park owned by Genesee County, seven Flushing Community Schools Recreational Facilities, and eleven private recreational facilities.

Figure 4-1: Cover of the Flushing Area Five-Year Parks and Recreation Plan.

Table 4-1: Parks and Recreation Master Plan Accessibility Rating

Accessibility Rating	Definition
1	None of the facilities/park areas meet accessibility guidelines
2	Some of the facilities/park areas meet accessibility guidelines
3	Most of the facilities/park areas meet accessibility guidelines
4	The entire park meets accessibility guidelines
5	The entire park was developed/renovated using the principals of universal design

This table explains the accessibility ratings 1-5 and the corresponding definition.
 Source: Five Year Parks and Recreation Master Plan pg. 22



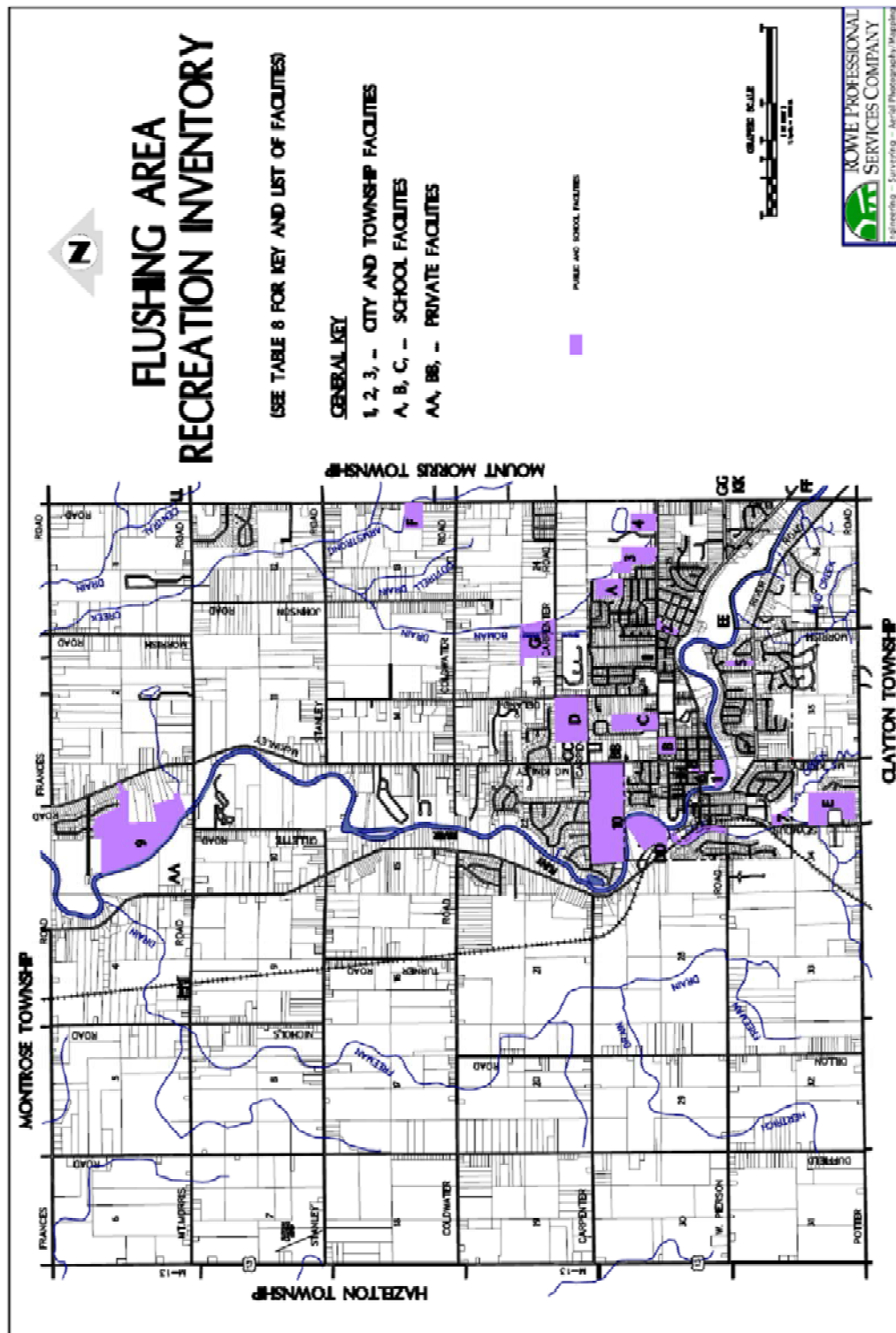
The plan also ranks each park/facility based on an accessibility ranking system that evaluates the barrier-free recreational opportunity based on the compliance with the Americans with Disabilities Act (ADA). According to the accessibility rating system, the City of Flushing has parks with a variety of rankings. The Flushing Riverwalk Trail has a ranking of 5 and the senior center has a ranking of 3. There are also four parks with a ranking of 1, which means that “none of the facilities/park areas meet accessibility guidelines”. The Riverview Park then has an accessibility ranking of 2, which means “some of the facilities/park area meets the accessibility guidelines” and the Cornwell Park has a ranking of 3, which means that “most of the facilities/park areas meet the accessibility guidelines”.

The parks and facilities in the City of Flushing and the larger Flushing area also offer many different amenities. Some of these amenities include an amphitheater (band shell), basketball courts, benches, ice rinks, tennis courts, swimming pool, softball diamonds, picnic areas, playgrounds, volleyball courts, horseshoe pits, canoeing/kayaking, and much more.

The Flushing Community Schools Recreational Facilities are located throughout the Flushing area and provide recreational activities for residents and visitors to the Flushing area. The amenities provided by the Flushing Community Schools include athletic fields, gymnasiums, playgrounds, basketball hoops, multipurpose rooms, nature paths, etc.



Map 6 – Flushing Area Recreation Inventory Map





Parks and Recreation Inventory

Goals and Objectives

The statement of goals and objectives are the heart of the Parks and Recreational Master Plan. The Flushing area plan includes four major goals and several objectives that are listed below. The priorities of the goals and objectives are to maximize on current facilities first, prior to developing new elements.

Goal 1: Pursue grants and develop partnerships and advocates to serve parks and recreation needs.

Continue to seek partnerships with other recreational providers and agencies and with neighboring communities to share ideas to provide non-competing programs and facilities.

- Actively support and model a regional recreation approach; document current successes and missed opportunities. Practice share-use approach and formulate a structure that can sustain this approach.
- Support Chamber of Commerce's role to promote tourism and business growth along 'quality of life' assets in the community through coordination of programs, festivals, community calendar, etc.
- Use grants to develop park facilities with support from various agencies.
- Use local partnerships with Rotary, Lions Club, etc. to provide/leverage donated labor and match for key projects.
- Maintain a clean and safe park environment.
- Involve youth and develop future leadership within the park and recreation community.

Goal 2: Meet community, county, and regional needs for year-round indoor and outdoor recreation opportunities.

Maintain quality of life and retain existing population. Stimulate the area economy through recreation-related tourism and community revitalization.

- Develop an approach to evaluate underserved or maintenance/budget challenged facilities.
- Develop small intensive use facilities balanced by larger passive use/lower maintenance areas.
- Increase accessibility within existing parks.
- Provide for growing senior population (new facility/Senior Center to support preventative health and wellness).
- Analyze key properties with resource value to maximize available resources for development.
- Support ongoing sports programs and facilities (AYSO, disk golf, little league, youth football, etc.)

Goal 3: Provide public access to water bodies, particularly the Flint River, and to facilitate their recreational use.

- Protect the Flushing area's natural recreation resources and provide for their public use and enjoyment.
- Refer to resource agencies and existing studies to recognize limits of flood plain and forested land; outdoor recreation and greenspace; and scenic, historic, educational, and environmental significance. Judicious development should allow a close relationship with natural features without destroying them.
- Acquire key properties of significance as appropriate.



Parks and Recreation Inventory

- Maintain public access to the Flint River.
- Support a regional “water trail” route along the Flint River Corridor.

Goal 4: Promote non-motorized connections within existing facilities.

Build on the assets and successful trail system currently in place.

- Utilize and expand on existing sidewalk/trails to provide linkages to parks, schools, and neighborhoods.
- Increase universal accessibility with emphasis along and to the river.
- Maintain routes as appropriate for all-season use.
- Expand trail network to rural destinations through “complete streets” design, including bike lanes, where appropriate.
- Support the Genesee County Regional Trail Plan.

Action Plan

The Parks and Recreation Plan also includes an action plan that addresses the goals and objectives of the plan. This section of the plan outlines actions that can be made by Flushing Community Schools, Flushing Township, the City of Flushing, and then actions for all agencies. Refer to page 29 of the Flushing Area Recreation Master Plan to read more details regarding the implementation of the goals and objectives.



Traffic and Parking

Chapter 5 Traffic and Parking

Introduction

There are currently approximately 12 miles of major roads and 23 miles of local roads within the city limits. Main Street provides the most centralized and utilized access into town from either the east (via Pierson Road and I-75) or west (from Seymour Road). Given the east/west orientation of the Flint River, there are no roadways that provide a continuous north/south route into or through the city. Seymour Road on the west and Elms Road on the east come the closest to providing this movement.

Three of the four traffic signals in the city are located along the Main Street corridor. These are located along the Main Street intersections with Maple Street, Cherry Street, and Flushing/Pierson Road. The remaining signal is located at the intersection of Pierson/Elms at the city’s eastern boundary. All these signals are maintained by the Genesee County Road Commission.

In general, the city roads are in good condition with the standard improvements needed as the surface deteriorates. Many new road resurfacing projects have taken place in the past several years, notably along Main Street; as well as along Seymour Road and Warren Avenue. Only .15 miles of dirt roads are still located within the city limits which may be paved as needed or as funding priorities permit.

The following sections discuss several traffic-related topics including traffic volumes and accident records as well as identification of a few of the key problem areas in the city and their possible solutions.

Roadway Functional Classification System

Functional classification of roadways can be thought of as a regional waterway system. The smaller creeks drain into streams which feed into small tributaries which drain into large rivers before being deposited into large bodies of water. Roads are the same, they collect traffic from less-dense rural/sub-urban areas and urban neighborhoods which layer by layer funnel traffic into larger capacity highways. Just like waterways, streets and roads are classified into a hierarchical network. These are defined in Table 5-1.

Table 5-1: Roadway Functional Classification Standards

Type	Average Daily Traffic Volume	Typical Posted Speed Limit	Characteristics
Local Streets	<ul style="list-style-type: none"> Fewer than 1,500 annual average daily traffic (AADT) 	<ul style="list-style-type: none"> 25 MPH or less 	<ul style="list-style-type: none"> Typically, 2 lanes Lane width 10 ft. or less On-street parking often available
Collector Streets	<ul style="list-style-type: none"> 1,500 - 5,000 AADT 	<ul style="list-style-type: none"> 25 - 35 MPH 	<ul style="list-style-type: none"> Typically, 2 - 3 lanes Lane width 11 ft. On-street parking sometimes available
Minor Arterial Roads	<ul style="list-style-type: none"> 5,000 - 10,000 AADT 	<ul style="list-style-type: none"> 35 - 45 MPH 	<ul style="list-style-type: none"> Typically, 2 - 4 lanes Lane width 12 ft. minimum On-street parking rarely available
Principal Arterial Roads & Highways	<ul style="list-style-type: none"> Greater than 10,000 AADT 	<ul style="list-style-type: none"> 45 - 55 MPH 	<ul style="list-style-type: none"> Typically, 3 - 5 lanes Lane width 12 ft. - 15 ft. On-street parking usually not available



Table 5-2: Locally Classified Roads

Type	Local Road/Street	
Principal Arterials	<ul style="list-style-type: none"> • Elms Road • Pierson Road • Seymour Road • Flushing Road/Main Street 	
Minor Arterials	<ul style="list-style-type: none"> • McKinley Road 	
Collector Streets	<ul style="list-style-type: none"> • Coutant Street • Deland Road • Terrace Street • Maple Street 	<ul style="list-style-type: none"> • Elm Street • Chestnut Drive • Luce Avenue • River Road
Local Street	<ul style="list-style-type: none"> • All other streets in the city 	

Traffic Volumes

Based upon data collected in over the last several years, the highest volume section of roadway within the city limits is East Main Street in the Central Business District. It carries approximately 10,795 (2015) vehicles on an average weekday. Pierson Road located on the east side of the city is also a major thoroughfare. Pierson Road is an expanding commercial corridor and has an average traffic volume of 9,626 vehicles per day. This is primarily due to the availability of access to I-75 to the east for work-related trips and the commercial nature of the land uses on this corridor. The other major internal roadways in the city carry 24-hour volumes in the 6,000 to 8,000 AADT range.

Accidents

Traffic accident data was obtained from the City of Flushing Police Department. The requested data was for the Main Street/Pierson corridor and covered the last four years. The purpose of reviewing this data was to help identify problem locations within this heavily used corridor and to spot patterns, if any, in the type of accidents. If patterns were discovered, mitigation alternatives may be identified to improve the safety of the intersection.

It should be noted that the intersection of Pierson and Elms is a divided jurisdiction intersection. The east half of this intersection is in Mt. Morris Township and the west half is in the City of Flushing. Our data in reference to this intersection probably reflects less than half the total number of accidents occurring at the intersection of Pierson and Elms for any given year.

Problem Areas/Concerns

Based upon the city-wide roadway reconnaissance and discussions with city staff, several problem areas or areas of concern were identified. These problems included safety concerns, capacity deficiencies, and poor geometrics that add up to inefficient operation of the roadway system and reflect negatively on the City of Flushing.

Downtown Main Street Corridor

This section of Main Street from Seymour Road east to McKinley Road could be reviewed for more efficient traffic movements. A corridor traffic study that looks at turning movements, non-motorized



Traffic and Parking

movements, traffic signal warrants at all intersections, driveway volumes, and safety improvements could benefit the corridor's flow.

Elms Road Corridor (Flushing Road to Coutant Street)

This area is the eastern city border with Mt. Morris Township and is under the jurisdiction of the Genesee County Road Commission. The land use is a mixture of commercial/office and residential. Site planning for new commercial types of development should consider shared access service drives and joint driveways. Elms Road is five lanes wide between Flushing and Pierson Roads and two lanes wide north of Pierson Road. Traffic on Elms Road north of Pierson has grown significantly. The intersection of Elms and Coutant/Kelly backs up at peak times, especially the afternoon/evening peak.

Pierson Road Corridor

The section of Pierson from Main to Elms is experiencing pressures to become more densely commercial. As larger developments come in along this roadway section, the city will have to make sure the safety and efficiency is retained as much as possible. From a traffic operations standpoint, this can be helped by the roadway measures mentioned below.

1. Many of the accidents along the corridor are rear-end or right-angle accidents that could be reduced significantly with a dedicated left turn lane.
2. Develop driveway spacing criteria for the corridor for new developments wishing to access Pierson Road.
3. The city should work with existing and new developments for construction of a service drive parallel to Pierson Road either in the front or rear of the buildings. This service drive would provide reasonable access without an unnecessary number of driveways. The drives of Rite-Aid and AutoZone should be connected if either site comes in for Planning Commission approval in the future.

Main-Flushing/Pierson Intersection

This intersection should be reviewed for improvements to the pedestrian crosswalks. Consideration should be given for walkways to be established southeast off the intersection across Flushing Road and east of the intersection across Pierson Road.

Other Areas of Concern

In addition to the problem areas discussed above, several other locations were identified that need existing or future improvements.

One-Way Cherry Street: The one-way traffic operations along Cherry Street just north of Main Street in the downtown were designed to facilitate church traffic. However, during most hours of the day, the one-way situation seems unnecessary. The Master Plan suggestion to consider moving the traffic signal to McKinley may diminish concerns regarding Cherry Street. If the city proceeds with an intersection analysis at McKinley, the Cherry Street intersection should probably be included.

Table 5-3 outlines recent road improvements in Flushing.



Traffic and Parking

Table 5-3: Major Road Projects Completed in Flushing in the Last Decade

Year Project Completed	Location(s)	Improvement
2012	<ul style="list-style-type: none"> • Main Street (Chamberlain St. to Warren Ave.) • Skyview Drive • Bonnie Sue Drive 	Mill and Resurface
2013	<ul style="list-style-type: none"> • River Woods Drive • Seymour Road (W. Main St. to Cole Creek) • E. Main Street (McKinley Rd. to Boman St.) • Marguerite Street (Frances Ave. to Luce Ave.) 	Mill and Resurface
2016	<ul style="list-style-type: none"> • Pleasant View Drive • Beachwood Court • Laurie Drive • Morrish Road (E. River Road to city limits) 	Mill and Resurface
2017	<ul style="list-style-type: none"> • Joyce Street (north of Coutant St.) • Main Street (Warren Ave. to Frances Ave.) • Hillwood Court • Beaumont Court • Golfside Court • Cedarwood Drive 	Mill and Resurface
2018	<ul style="list-style-type: none"> • Crescent Place • Walnut Street • Deland Road • Leland Road • Thomas Street • Warren Avenue (Coutant St. to halfway between Coutant St. & Birchwood St.) • Luce Avenue (Main St. to Coutant St.) • Frances Avenue (Main St. to Beatrice St.) 	New Water Main (PVC) and Resurfacing
2019	<ul style="list-style-type: none"> • Warren Avenue 	Resurfacing
2020	<ul style="list-style-type: none"> • Seymour Road (S. City limits to S. R/R X-ing) 	Resurfacing

Parking

Parking is a concern for every community, and Flushing is no different. A good goal for a downtown is to have an 85 percent occupancy rate. This is considered a comfortable compromise between not enough parking and evidence of not enough business. Lower rates indicate a poor business climate or over-planning parking. Higher occupancy leads to more frustration and could discourage repeat business.

On-street parking is often viewed as critical to the economic success of a small downtown. In contrast to most similar communities in Michigan, Flushing is fortunate to have jurisdiction over Main Street. In most communities, their Main Street is a state trunk line, and the states prefer to remove on-street parking to improve traffic flow. Flushing does experience peak hour congestion downtown, and the amount of on-street parking is limited. Still, the parking is important both for business and the ambiance it creates.

The parking supply in the downtown is currently located in several areas. These include on-street parking on Main Street and side streets, public parking lots located behind the commercial buildings lining Main Street, and other various private and semi-private parking lots located throughout the downtown area.



Traffic and Parking

Addressing the parking issue downtown is seen as a key to accommodating more business. Although an insufficient supply is the primary problem, there are other factors compounding the problem, including merchants and tenants parking in the prime parking spaces adjacent to their building or in the on-street spaces. These spaces should always be reserved for customer use to improve the accessibility image of this commercial area. Merchants and employees are encouraged to park in the parking lot just north of Riverview Park.

Parking Improvements and Recommendations

The city made major improvements to the Downtown Parking lots in 2021. Both of the 100 block north and south parking lots behind the downtown businesses were reconstructed. In addition to the parking lots, the north 100 block alley was also reconstructed along with the alley sidewalk adjacent to the rear of the buildings. ADA ramp improvements were made in the alley and the Maple Street side of the parking lot.

Downtown parking is a valuable commodity. Some studies estimate a convenient parking space near downtown stores generates \$10,000 in income a year. Again, empty lots are not the goal. The addition of just a few more spaces and a little more control over employee parking could have noticeable impact.

Based upon the review of the existing location and supply of parking spaces downtown, the city should consider the following actions:

1. Encourage owners of adjacent private lots to remove physical barriers and combine the lots into a single parking area. This will result in a much more efficient use of the areas and more usable parking spaces.
2. Encourage owners and their employees to park in non-prime spaces.



Utilities and Community Facilities

Chapter 6 Utilities and Community Facilities

The City of Flushing provides municipal water and sewage services as a public utility. Water is provided by the county and the City of Flushing maintains its own 3.5-million-gallon sewage treatment facility. This facility serves the entire community, the Flushing High School on the corner of Carpenter Road and Deland Road, and two small residential subdivisions, one along Ambleside Drive and the other near the Krystal Creek subdivision. The two subdivision users and the high school are located in Flushing Township. The city operates a Department of Public Works, Police Department, and Fire Department. The Flushing Public School system maintains four facilities within the city limits, the administration building, two elementary schools, and a pre-school/day-care center. There is also a private parochial school located near downtown.

Water

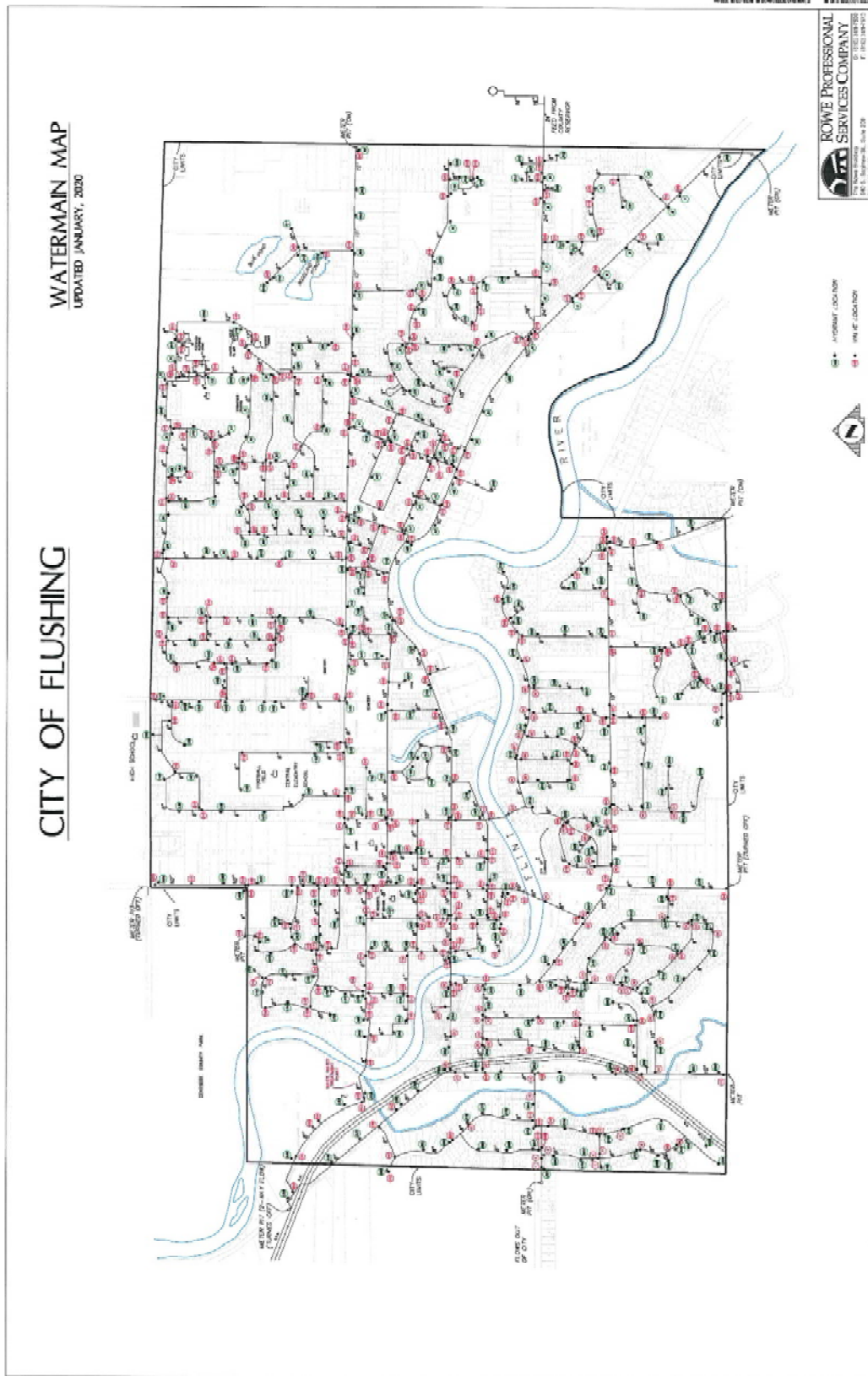
The City of Flushing purchases water from Genesee County, Karegnondi Water Authority. Water enters the city through five active meter pits located both north and south of the Flint River. The city's system does not contain any active wells or pumping systems. All the water supplied from Genesee County is treated prior to supplying the city's distribution system. The City of Flushing does not perform any treatment or other additional operations to its system before consumption by residents.

Water storage is typically necessary to provide adequate supply and flow equalization, fire reserve, and emergency supply. An analysis of peak hour demands and fire flow rate demands performed in 2016 indicated that the city's system is currently operating at full capacity and the system is fully able to meet any expected demands. There is a 500,000-gallon elevated water storage tank located at Sunnyside Drive and Springview Drive that is currently out-of-service and disconnected from the system. Even with this decommissioned storage tank, there is sufficient supply capacity and redundancy in the overall number of supply connections to alleviate concerns of being able to meet demands in the event of a supply connection failure, localized system emergency, or in an increased demand for supply scenarios.

The City of Flushing contains approximately 43 miles of distribution water mains, roughly 20 percent cast iron and 80 percent ductile iron in material construction. The 2016 system evaluation concluded that the existing and future peak hour demand pressures in the city range from 37 to 79 psi, which is above the minimum recommended pressure of 35 psi. The city uses approximately 542,000 gallons of water on an average day (2016), of which, 95 percent serves residential customers and 5 percent commercial customers. A computerized model was created and analyzed which concluded that the existing water system provides recommended fire demands in approximately 83 percent of the city. Future analysis was also calculated to consider future system improvements and concluded that 86 percent of the city's fire water supply demands will be met by 2036. The inadequate coverage is primarily located in commercial/industrial areas or at dead-end mains. The study presented a recommendation to work on updating the old and under-sized mains in the distribution system, while reducing the number of overall dead-end mains. A good portion of the undersized mains were replaced with new 8-inch mains in 2018 to 2019.



Map 6-1: Water System Map





Utilities and Community Facilities

Sanitary Sewer

The City of Flushing maintains its own municipal wastewater treatment plant (WWTP) located on Industrial Drive, at the west side of the city. The treatment plant currently has a treatment capacity of 3.5 million gallons per day. The previous most recent expansion to this facility was completed and brought on-line in 1990. The city is making significant improvements to the WWTP in 2021 to 2022.

The sanitary sewer system throughout the city has had issues with infiltration of ground water at broken joints and cracks in material and inflow from other outside sources such as runoff from stormwater during heavy precipitation events. These troubles can lead to an overflow of sewer and treatment capacity and lead to backups in both the streets and residential homes. This is a typical problem with older sewage treatment systems, found often throughout cities in Michigan.

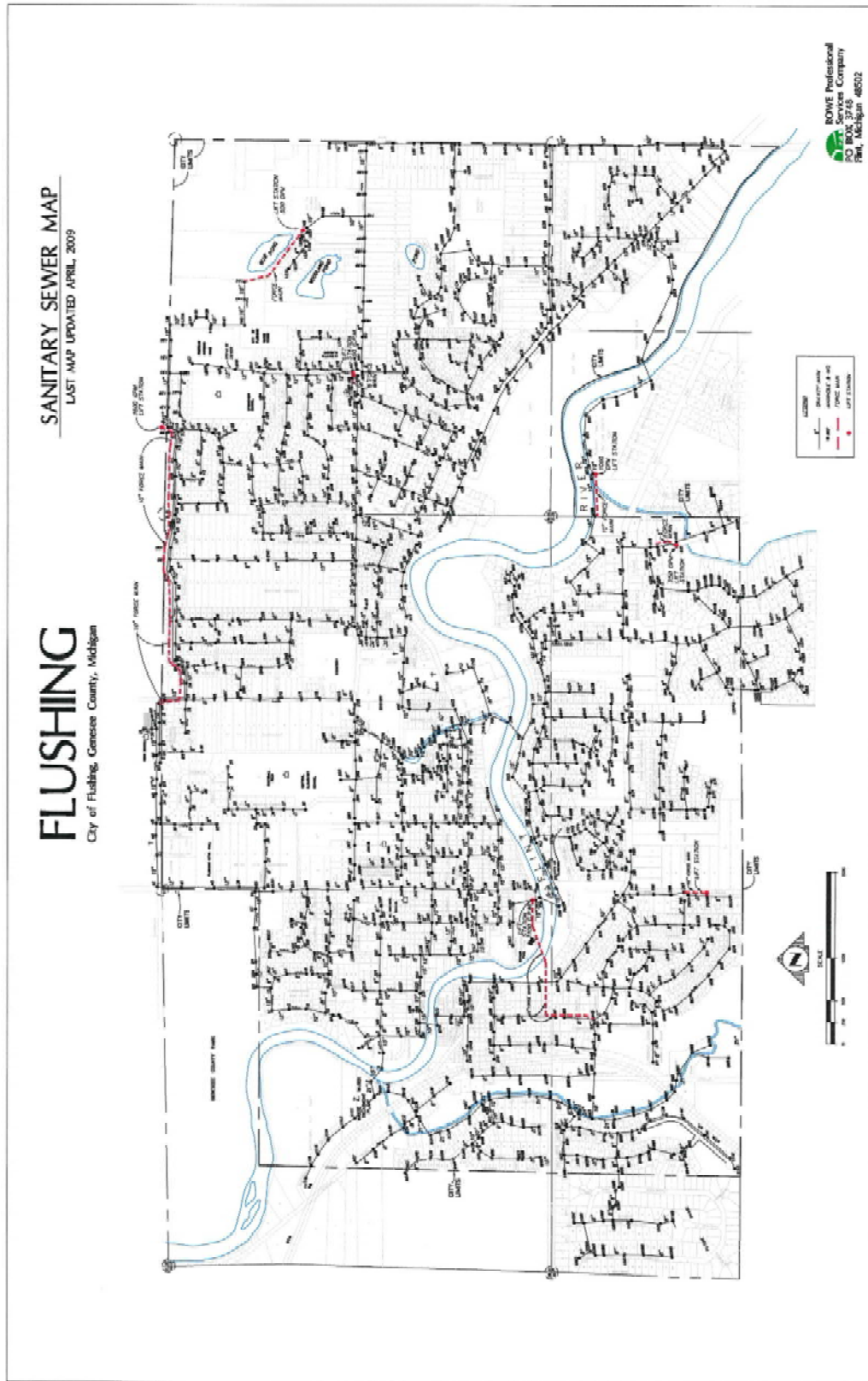
The city has completed the following sewer main televising and rehabilitation projects.

- E. Main Street (manholes #709 to #713)
- Hut West (manholes #29 to #31)
- River Road/Laurie Road (manholes #431 to #432)
- River Road/Somerset Road (manholes #826 to #829)

Sewer main rehabilitation consists of re-lining the interior surface of the pipe with an epoxy resin coating to create a waterproof/water-tight seal from infiltration from outside ground water sources as well as tree root systems.



Map 6-2: Sanitary Sewer Map





Utilities and Community Facilities

Storm Sewer

The city DPW has been working with the Michigan Department of Environment, Great Lakes, and Energy (EGLE) on their Phase II NPDES MS4 permit program for their stormwater management. This is an exhaustive analysis of the city's stormwater outfalls to the Flint River, a public informational outreach initiative, testing, maintenance procedures, ordinances, mapping, and many other tasks related to their system. Most of the city's major stormwater improvements are related to street reconstruction projects.

Department of Public Works

The City of Flushing Department of Public Works has a comprehensive solid waste alternatives program. Highlights of the program include:

1. Curbside wood chipping - Every Wednesday, if requested, residents may have their tree branches (no larger than 4 inches in diameter) picked up at curbside by the city's wood chipping machine. Wood chips are available to residents at the Department of Public Works at no cost.
2. Curbside leaf collection - During the fall (October and November), the city collects leaves that are raked in windrows along the curb line by residents. The leaves are taken to a compost area at the refuse contractor's landfill.
3. Curbside grass clippings collection - By ordinance, residents must separate grass clippings from their household rubbish (May 1 to October 31) and place the grass clippings and yard waste, in hard plastic or metal containers or brown paper compost bags, at the curbside on the normal rubbish collection day. The grass clippings are then collected by and become the property of the refuse contractor.
4. Curbside recycling - By ordinance, residents must separate glass, metals, #2 plastics, #6 foam containers, and box board from their household rubbish and place the recyclable materials (in special containers provided by the city) curbside bi-weekly. The city receives the proceeds from the sale of the recycled materials. The refuse contractor is responsible for promoting the program.

Other Community Facilities

Flushing City Hall and Administration Building located at 725 E. Main Street houses the administrative offices, council chambers, and the City of Flushing Police Department. Old Flushing Village Hall (Goggin's Hall) was built in 1861. This building is located at 309 E. Main Street and was sold to the Flushing Restoration Foundation.

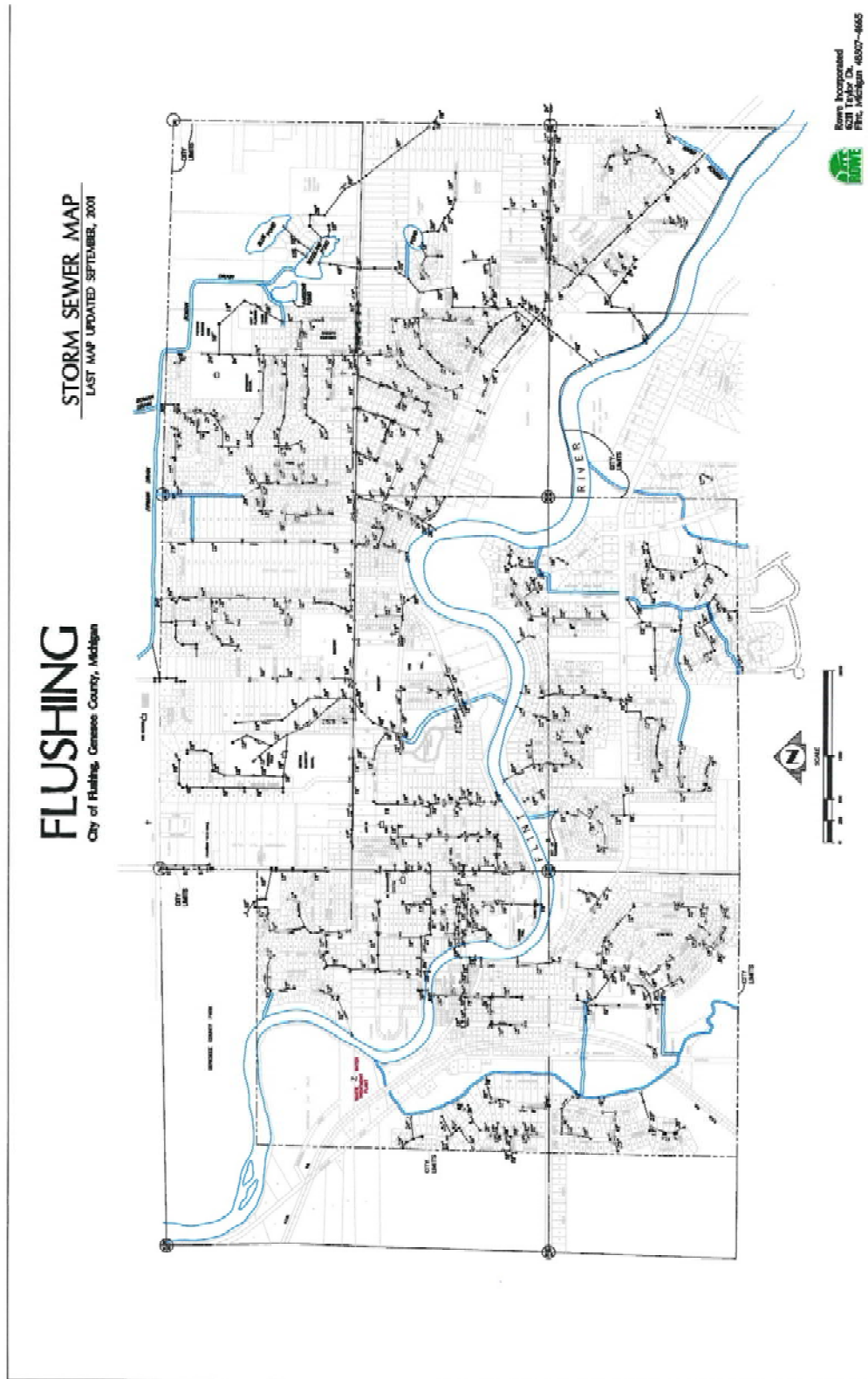
Tucker Pool was recently demolished due to extensive maintenance costs to the aging facility that was constructed in 1948 and was located at 148 E. Mill Street.

The municipal garage, housing the Flushing Department of Public Works, is located at 226 S. McKinley Road. It was constructed in 1950 and has been a debate within the community to relocate this facility.

The old Police Station, now an ice cream parlor, was constructed in 1922, but the department has relocated to the municipal building and is shared with the City of Flushing administrative services and City Council Chambers located at 725 E. Main Street.



Map 6-3: Storm Sewer Map





Utilities and Community Facilities

The old Fire Hall located at 115 N. Maple Street, was sold to a private individual.

The City's Fire Department is located at 723 E. Main Street, located immediately next to the city administration and Police Department. The Fire Department is paid on-call and was founded in 1875. It currently services the City of Flushing and Flushing Township by contract.

Flushing Community Schools, the public-school system, encompasses the City of Flushing, the majority of Flushing Township, and minor sections of both Clayton Township and Mt. Morris Township. The Flushing Community School system includes four elementary schools, one middle school, one high school, an early childhood center, an administration facility, bus service for students, interscholastic sports programs, and a community education department. The City of Flushing only contains the Flushing Early Childhood Center, located in the old Flushing High School building at 409 Chamberlain Street, the Flushing Community Schools Administration Facility located at 522 N. McKinley Road, Central Elementary School at 525 Coutant Street, Springview Elementary School at 1233 Springview Street, and the district's outdoor athletic facilities located behind Central Elementary on Chamberlain Street.

Other historic landmarks and important community facilities are the old masonic hall and the historic train depot, which is now the local museum.



Public Engagement

Chapter 7 Public Engagement

The City of Flushing conducted two public engagement strategies to get the public’s input in the development of this Master Plan. These two strategies consisted of a community survey and stakeholder interviews.

Community Survey

The community survey was conducted through paper surveys that were sent through the mail by the city. The survey gathered 201 responses, but there may be irregularity in the number of responses due to questions not being answered. The community survey responses can be broken down into seven categories: respondent characteristics, infrastructure, downtown, land use, housing, parks and recreation, and general. A copy of the questions and responses can be found in the appendix.

Respondent Characteristics

Figure 7-1 shows the number of survey respondents compared to the population broken down by age in the City of Flushing. The majority of the respondents were 70 years or older (39.3%). The other two significant groups were those between ages 60-69 (34.3%) and 46-59 (18.4%). Approximately 96 percent of the respondents were homeowners. Many of the respondents were also identified as long-term residents of the community, approximately 65 percent of respondents had lived in the city 20 or more years. A vast majority (86.8%) of the respondents do not have children that are of school age living with them. About 62 percent indicated that they are retired.

Figure 7-1: Survey Age Demographic

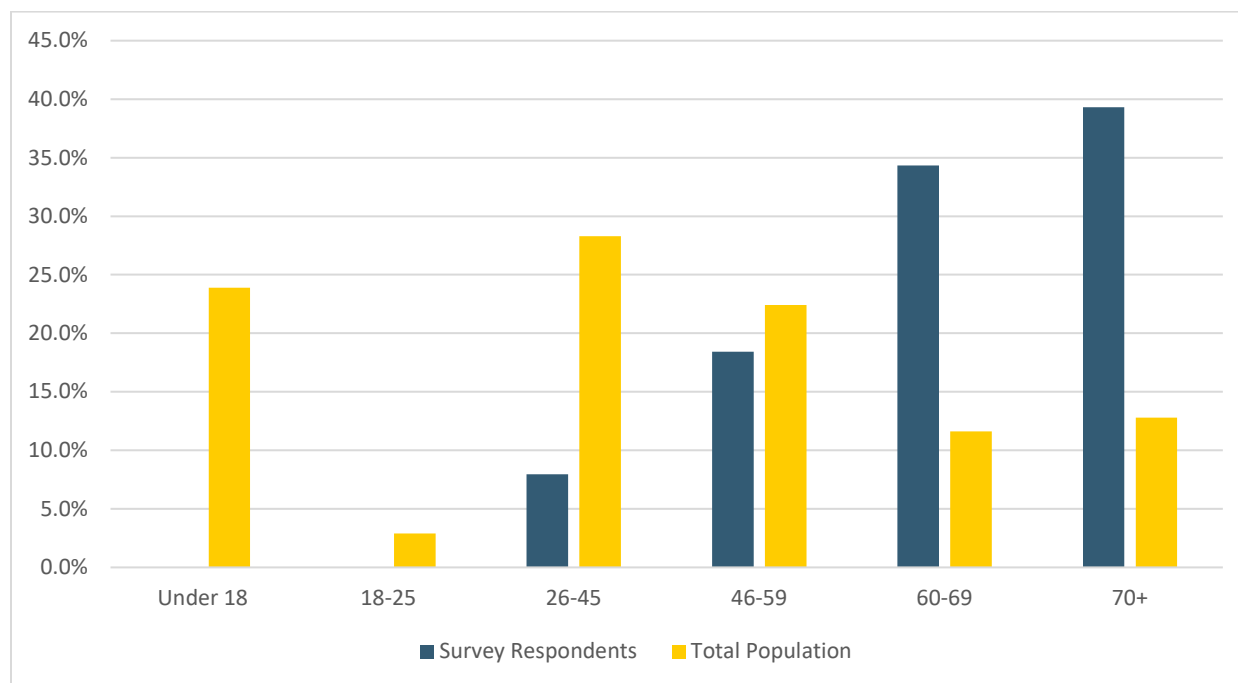




Table 7-1: Respondent Characteristics	
What is your age?	
Under 18	0.00%
18-25	0.00%
26-45	7.96%
46-59	18.41%
60-69	34.33%
70+	39.30%
Are you a renter or a buyer?	
Renter	4.00%
Homeowner	96.00%
Are you employed, unemployed, or retired?	
Employed	35.50%
Unemployed	2.50%
Retired	62.00%
If you are a resident, how long have you lived in the city?	
0-5 years	10.45%
6-10 years	6.97%
11-20 years	17.41%
More than 20 years	65.17%
How many school-aged children reside with you in the home?	
None	86.83%
1	8.29%
2	3.63%
3 or more	1.55%

Infrastructure Questions

The majority of the respondents (73.16%) indicated that they believe that it is more important to have streets that are interconnected and provide alternative paths for traffic to flow through and within the city rather than to have streets that are short with many cul-de-sacs to limit the through traffic. The majority of the respondents (56.57%) also believe that the city should allow for the extension of city utilities into the township for a fee. It is also depicted in the survey results that 43.43 percent of the respondents most strongly agree that the city should require township property to be part of the city prior to the extension of the city utilities.

Table 7-2: Infrastructure Questions	
What is more important?	
That streets to be interconnected and provide alternative paths for traffic to flow through and within the city	73.16%
That streets be short, with many cul-de-sacs to limit through traffic	26.84%
Place a checkmark at the statement you most strongly agree with.	
The city should allow for the extension of city utilities into the township for a fee to increase its customer base for these services.	56.57%



Public Engagement

The city should require township/property to be part of the city prior to the extension of city utilities to such property.	43.43%
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Downtown Questions

When asked what the most appropriate way to fund downtown municipal parking and maintenance repairs, the majority (44.21%) of the respondents indicated it should be with city tax dollars while only 9.47 percent thought that it should be funded with parking meters. The majority of responses stated that mixed use development would be appropriate along E. Pierson Road (65.46%), downtown (57.22%), and along South Seymour Road (55.15%). Table 7-3 shows more information on the third question of this section of the survey.

The final question of this section of the survey the indicates that the majority (73.13%) of the respondents strongly support the idea that the downtown should be pedestrian-oriented with sufficient parking, be attractive, and be an exciting place to shop or visit.

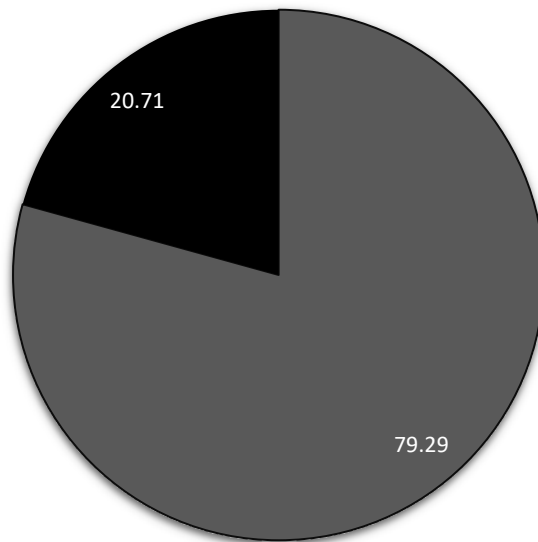
Table 7-3: Downtown Questions

What is the most appropriate way to fund downtown municipal parking/maintenance and repairs?	
Special assess businesses/property owners surrounding the municipal parking lots	13.68%
Parking meters	9.47%
City tax dollars	44.21%
Public/Private Partnership (Example: city leases public parking spaces to property owners)	23.16%
All the above	21.58%
Mixed use is a strategy to expand the range of uses allowed in commercial zoned areas. Mixed use allows traditional commercial uses and other uses, such as light industrial and multi-family to be housed in the same building and or in the same zoned area. The building housing such uses would remain consistent with the character of the area. Would mixed use be appropriate for the City of Flushing?	
Downtown	57.22%
Along E. Pierson Road	65.46%
Along S. Seymour Road	55.15%
Place a checkmark at the statement you most strongly agree with.	
The historical character of Flushing's downtown is an important asset that should be protected by requirements limiting the ability of businesses/property owners to modify buildings in a manner that reduces their historical character.	79.29%
Downtown/property owners should be free to modify the look of their buildings to fit the need of their business.	20.71%
A viable downtown has a mixture of retail, service, office, and residential uses. The downtown should be pedestrian-oriented with sufficient parking, attractive, and an exciting place to shop or visit.	
Strongly Support	73.13%
Support	22.89%
Neutral	3.98%
Oppose	0.00%
Strongly Oppose	0.00%

Public Engagement



Place a checkmark at the statement you most strongly agree with.



- The historical character of Flushing's downtown is an important asset that should be protected by requirements limiting the ability of businesses/property owners to modify buildings in a manner that reduces their historical character.
- Downtown businesses/property owners should be free to modify the look of their buildings to fit the need of their business.



Public Engagement

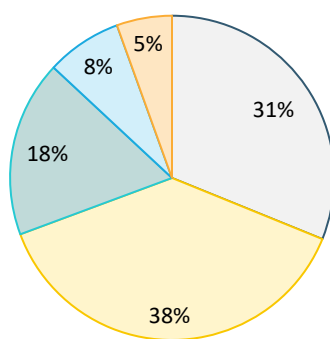
Land Use Questions

The majority (80.66%) believe that the City of Flushing should focus on the “New Economy” uses over traditional manufacturing companies. The second question asked which forms of alternative energy the city should allow under the zoning ordinance. The majority (90.91%) of respondents agreed that the ordinance should allow on-site solar energy that would allow roof-mounted solar collectors to provide electricity for an individual house or business. The third and final question in this section asked if commercial development along Pierson and Elms Road should consider the installation of some type of shared access or service drive. The responses to this question were mixed, although 69 percent of the respondents are in support or strong support of the statement.

Table 7-4: Land Use Questions

In working to attract new “industry” to the area, should the City of Flushing focus in “new economy” uses such as research and development, internet, and other digital businesses and regional service-oriented businesses over traditional manufacturing companies?	
Yes	80.66%
No	19.34%
Place a check on the following forms of alternative energy should the City of Flushing allow for under its ordinance.	
On-site wind energy that would allow a single wind generator 70 feet or less in height to provide electricity for an individual house or business.	20.32%
Utility scale solar energy that would allow several dozen solar arrays on parcels up to 20 acres in size to provide electricity to the electrical grid.	46.52%
On-site solar energy that would allow roof-mounted to provide electricity for an individual house or business.	90.91%
Commercial development along Pierson and Elms Road should consider the installation of some type of shared access or service drive.	
Strongly Support	31.16%
Support	38.19%
Neutral	17.59%
Oppose	7.54%
Strongly Oppose	5.53%

Commercial development along Pierson and Elms Road should consider the installation of some type of shared access or service drive.



■ Strongly Support
 ■ Support
 ■ Neutral
 ■ Oppose
 ■ Strongly Opposed



Public Engagement

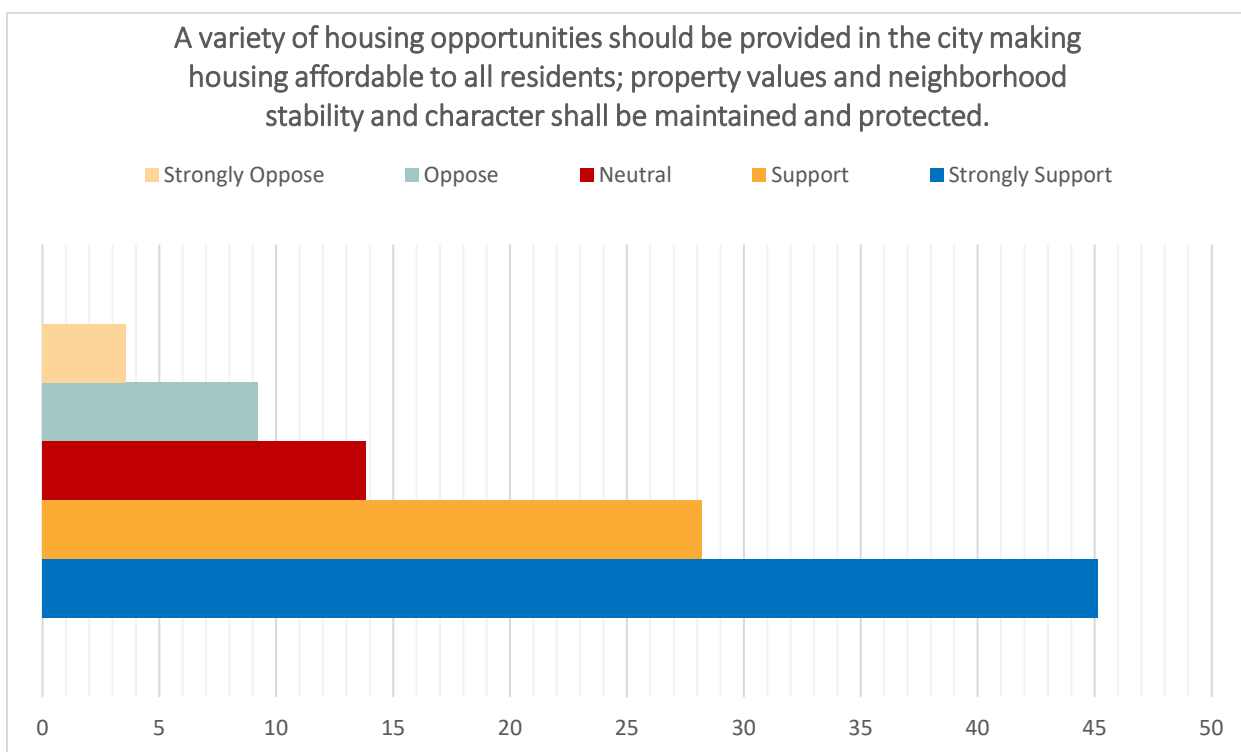
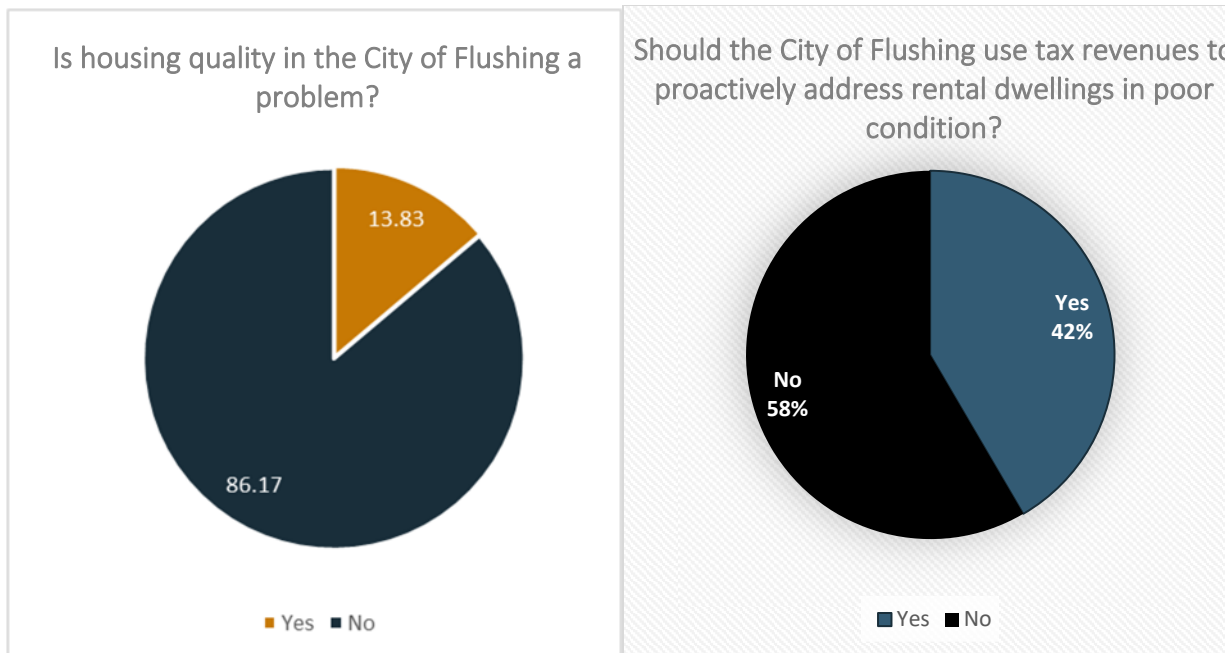
Housing Questions

The majority (86.17%) of the survey respondents replied that that housing quality is not an issue. The majority of the respondents (52.69%) indicated that tax revenues should not be used to address houses in poor condition whereas 47.31 percent believe that the city should. The survey then asked if the city should adopt a policy promoting development of “missing middle” housing and the majority (86.17%) of the respondents indicated the city should not adopt such a policy. Another question of this section asked if the quality of rental housing was a problem and the majority (66.67%) indicated that it was not a problem.

Table 7-5: Housing Questions	
Is housing quality in the City of Flushing a problem?	
Yes	13.83%
No	86.17%
Should the City of Flushing use tax revenues to proactively address houses in poor condition?	
Yes	47.31%
No	52.69%
Like most Michigan communities, Flushing is a mix of mostly single-family detached homes and duplexes on one end of the spectrum and apartment buildings on the other. Buildings in the middle that provide a mix of multi-family units at a smaller scale like townhouses and small apartment buildings are much less common. Should the city adopt a policy promoting development of this “missing middle” housing?	
Yes	13.83%
No	86.17%
Is the quality of rental housing in the City of Flushing a problem?	
Yes	33.33%
No	66.67%
Should the City of Flushing use tax revenues to proactively address rental dwellings in poor condition?	
Yes	41.58%
No	58.42%
A variety of housing opportunities should be provided in the city making housing affordable to all residents; property values and neighborhood stability and character shall be maintained and protected.	
Strongly Support	45.13%
Support	28.21%
Neutral	13.85%
Oppose	9.23%
Strongly Oppose	3.59%



Public Engagement





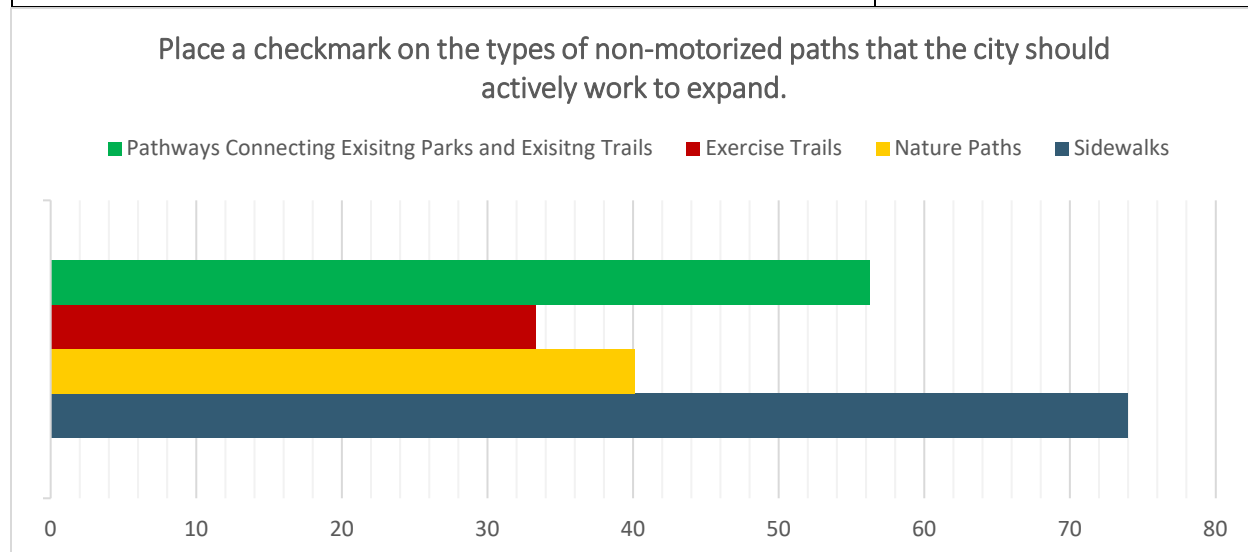
Public Engagement

Parks and Recreation Questions

The survey results showed that 90.45 percent of respondents felt that the existing seven public parks in the city were adequate for residents’ needs. The majority (73.96%) of the respondents indicated that the city should actively work to develop or improve the sidewalks in the city. It was then asked on a scale of 1 to 10 (10 being the highest quality), how were the condition of the non-motorized paths in the City of Flushing. The average response was a 7.22.

Table 7-6: Parks and Recreation Questions

The city currently contains seven public parks equaling 34.1 acres.	
Not enough	7.04%
Just right	90.45%
Too much	2.51%
Place a checkmark on the types of non-motorized paths that the city should actively work to develop or improve.	
Sidewalks	73.96%
Nature Paths	40.96%
Exercise Trails	33.33%
Pathways connecting existing parks and existing trails	56.25%
On a scale of one (1) being the lowest quality to ten (10) being the very highest quality, how do you consider the non-motorized paths in the City of Flushing?	
1	2.31%
2	1.16%
3	0.58%
4	2.31%
5	15.61%
6	6.36%
7	20.23%
8	26.59%
9	12.72%
10	12.14%



Public Engagement

Stakeholder Interviews

The stakeholder interviews were a face-to-face set of individual or group interviews with 26 community members owning or operating businesses with the City of Flushing. In addition, three community members were interviewed by phone. The interviewees were asked a series of six questions that were used to promote discussions with the interviewees; those six questions were:

1. What is your connection with the city?
2. What are some things that you like about the City of Flushing?
3. What are some things that you would change about the City of Flushing?
4. What is your vision for the City of Flushing in the next 20 years?
5. Do you have any comments or concerns regarding the infrastructure, downtown, housing, or parks and recreation?
6. Do you have any additional comments or concerns?

After analyzing the responses that the stakeholder community shared, we developed two primary categories for responses; those being what do you currently like about Flushing and what would you improve or look for Flushing to have in the future.

Responding to questions regarding what the stakeholders currently enjoyed about Flushing, many of those interviewed had similar responses. For example, small town charm, safety, quaintness, friendliness, character, walkability, etc. It could therefore be construed that those owning and operating businesses within the City of Flushing are comfortable and satisfied with many important aspects that the City of Flushing offers.

Analyzing the questions regarding what these stakeholders would like to see within or change about the City of Flushing, the respondents' answers varied from decorating the downtown with colorful lights, to creating a more spirited ambience, to simply providing more parking. There were, however, many similar themes or items regarding how these business owners and residents would like to see changes in Flushing. Many had suggested cleaning up the appearance of the Pierson Road corridor to make it more attractive. Also, one major theme amongst the attendees was that they wanted to see a stronger and more successful downtown, contributing that the downtown is what makes Flushing such an attractive place to live and shop.

The third question asked was some things are that could change in the City of Flushing. Some areas that

Figure 7-2: Important themes that stakeholders loved about Flushing



Figure 7-3: Important themes that stakeholders wanted to see in Flushing





Public Engagement

many interviewees felt could use improvement included creating a healthier downtown, adding more entertainment to the area, changing the zoning so that there is more flexibility, rental properties being upkeep, increasing retail activity, and having cooperation between the downtown area and the chamber.

The fourth question asked the interviewee what their vision for the City of Flushing is in the next 20 years. Some of the responses that were received included a growth in the commercial development district, retention and attraction of younger families, maintaining the existing small-town feel, having a larger senior center, developing an assisted living facility, continuing the maintenance of infrastructure, and continuing and expanding community events. The fifth question then asked about any comments or concerns regarding infrastructure, the downtown, housing, or parks and recreation.

ROWE Professional Services Company then asked the interviewees if they had any comments or concerns to be specifically addressed regarding the City of Flushing. A few of these comments included:

- Would like to see more communication between the residents and the city.
- Would like to see the city and the township continue to partner together and participate in more joint meetings.
- Would like a building inspector to be hired to assist at the city.
- Would like the zoning ordinance to have more flexibility.
- Have more rental property restrictions and implement a requirement of a higher standard for rental homes.
- Would like to see a higher standard of maintenance of city-owned property.
- Would like to see paved areas in the city continue to be addressed as well as the recreational facilities.
- Would like to see the city bring in jobs to attract young families.

Master Plan Open House

Following preliminary review and update of the plan's goals, policies, and action strategies, the Planning Commission established a list of key issues and strategies they wanted the present to the public for their review and evaluation. A Master Plan Open House was planned for March 2020 to allow the public with an opportunity to be briefed on these issues and strategies and provide input on the importance of the issues and the potential for the strategies to address them. Six presentation boards were prepared, covering major elements of the plan:

- Future Land Use
- Residential
- Environment
- Best Practices
- Downtown Design Issues
- Parks and Recreation

Three weeks before the scheduled open house, in March of 2020, the country was placed on lock-down due to the world-wide COVID-19 pandemic. The open house was canceled. As restrictions on public gatherings continued, then were loosened only to be tightened again, the Planning Commission struggled with when and how to get public input on the plan's potential goals and strategies. Finally, in July 2021, the Planning Commission set decided to conduct a "hybrid" open house that provided opportunity for



Public Engagement

face-to-face meetings with ROWE planning staff and opportunities to view the information on the proposed goals and strategies on-line.

Copies of the boards outlining the key issues and strategies were posted on-line on the city's website, where the public had the opportunity to view the material and fill out a survey related to those issues and strategies over a two-week period from September 7th to 21st. Then on September 14th, an in-person open house was held with two sessions, one from 1 p.m. to 3 p.m. and the second from 5 p.m. to 7 p.m.

The city received a total of 216 surveys back, 17 paper surveys left at the open house and 199 completed on-line. A complete analysis of the results is in the appendices to this plan along with copies of the boards.

1. There was a great deal of agreement on concepts that respondents felt were important. Over 90 percent of respondents felt that it was very or somewhat important to:
 - Have adequate training for staff, appointed, and elected officials (97%)
 - Protect and enhance the commercial health and appearance of the downtown (96%)
 - Protect natural features from development (95%)
 - Utilize best practices at the city (95%)
 - Maintain and expand recreational facilities in the city (92%)
2. Residents were also consistent on concepts that they were less in favor of. Less than 50 percent of respondents felt that it was very or somewhat important to:
 - Provide small neighborhood level commercial "nodes" near residential neighborhoods (44%)
 - Increase the supply of affordable housing in the city (40%)
3. Specific strategies supported by respondents are similar to respondent's overall opinions on broad concepts. In general, strategies that focused on conserving natural features, expanding outdoor recreation opportunities, engaging in best practice activities, and supporting downtown received a great deal of support, while strategies focused on increasing housing supply received little support.



Public Engagement

Chapter 8 Goals, Policies, and Action Strategies

The framework of a Master Plan rests with the plan’s goals, policies, and action strategies. These provide direction for the remaining elements of the plan, the future land use, zoning, and implementation plans.

Goals are statements on general issues and problems needing to be addressed in the community and represent a desired end state. In other words, the goal describes something the city wants to achieve.

Policies are general statements describing one or more approaches the plan proposes to achieve the goal.

Action strategies are specific steps proposed to implement the policy. They will be reiterated where appropriate in the future land use, zoning, and implementation plans, but are included here to illustrate the connection between goals, policies, and action strategies.

The goals, policies, and action strategies are grouped by general categories.

<i>Table 8-1: Goals/Objectives/Action Strategies</i>
Land Use and Development
GOAL: Carefully manage redevelopment to complement the existing development pattern while being aware of property owners’ right to a rate of return. Each development should balance the benefits of development with preservation of the environment and neighborhood character; the capacity of roadways, utilities, and services; and minimizing land use conflicts.
Policy: Nonconformities - Revise zoning map and provisions to reduce nonconformities and their unintended consequences.
Action Strategies:
Change future land use map and the zoning map designation of B-2 at the Seymour/Main intersection to neighborhood commercial service type zoning (either OS-1, B-1 (NC) or a combined zoning district providing for both types of uses).
Change the future land use map and the zoning map designation of B-2 at the "Pointe" to B-1 (NC) type zoning; consider relaxing parking requirements here by overlay zone or other exception.
Modify the locational criteria of the Low-Density Residential future land use classification to express the policy that existing R-2 and R-3 zones parcels will remain, but no additional spot zonings are acceptable.
Designate the R-3 area along the west side of Oak Street, south of Emily Street to R-3A Overlay.
Modify the future land use map in the area along Pierson Road between Elms and Flushing Roads to coincide with B-2 zoning but add emphasis on development of access street midway to the rear of the lots.
Revise nonconforming provisions to permit single-family residences to be rebuilt even if completely destroyed.
Evaluate the merging of B-1 and OS-1 and possibly R-2 into one neighborhood level mixed use district that would provide a buffer between the downtown and single-family residential areas. District would allow for a mix of single-family, duplex, office, and limited local commercial uses.
Policy: Future Zoning Changes - Future changes to the zoning ordinance and map should be made following a process that provides for a thoughtful, open, collaborative process.



Public Engagement

Table 8-1: Goals/Objectives/Action Strategies

Action Strategies:
Amend the zoning ordinance to provide for notification of adjacent jurisdictions when considering zoning review. The city should request reciprocal arrangements with the townships.
The city should establish standards in the Master Plan and zoning ordinance to require review of a rezoning or text amendment for consistency with the Master Plan and, if the request is found acceptable but is not in compliance with the plan, then the recommendation to the City Council should explain how the inconsistency would be addressed.
The city should encourage cooperation between the various committees and agencies in attracting, directing, and regulating commercial and industrial development.
Policy: Residential - Future residential development should be promoted that is attainable, interconnected to the other parts of the city, well-supported by public infrastructure, and sensitive to environmental limitations.
Action Strategies:
Evaluate changes in housing cost during the Master Plan Five-Year Review
Innovative residential design should be encouraged in sensitive residential areas to promote preservation of open space and wetlands, such as flexible dimensional standards, and provisions for open space/flexible housing. These types of developments should be an option where significant natural features could be preserved.
Streets in new residential developments should be connected to adjacent residential developments, particularly when desirable to provide a secondary means of emergency access. The compatibility of adjacent developments in terms of lot size and price should be considered in addressing the need for street connections.
New residential developments should be linked to nearby neighborhoods, schools, and public facilities through pedestrian systems.
Existing neighborhood commercial-service districts servicing nearby residential areas should be retained but generally not expanded.
Policy: Commercial - Provide identified areas for existing and future commercial development with standards that mitigate traffic congestion and protect adjacent uses from off-site impacts.
Action Strategies:
Commercial uses should be concentrated, as opposed to linear strip commercial development, to minimize traffic problems and unsightly development, especially along major transportation corridors, such as Pierson Road, Flushing Road, Seymour Road, and Main Street. Lower intensity office-service uses should be promoted along Pierson Road between Elms and Flushing Roads to reduce traffic congestion and unsightly strip development.
Commercial development along Pierson and Elms Road should consider the installation of some type of shared access or service drive. The city should consider a precise plat along both sides of Pierson and the west side of Elms, south of Pierson. A precise plat could stipulate construction of a service drive as the area redevelops.
Direct highway commercial and other non-neighborhood commercial development away from residential areas to help protect the character in the city.
Where commercial abuts residential areas (i.e., Elms Road north and south of Pierson Road), specific buffering standards should be provided.



Public Engagement

<i>Table 8-1: Goals/Objectives/Action Strategies</i>
Uses which may utilize potential harmful materials should be required to document protection measures. For example, a spill response plan for gas stations, a grease catcher for restaurants, secondary containment for dry cleaning stations, or photographic studios.
The city should consider designating higher intensity commercial uses (high traffic generators, etc.) as Special Land Uses, with specific location and site design standards in their zoning ordinance. Examples include gasoline service stations, auto wash facilities, drive-through restaurants, and shopping centers with over 30,000 square feet of floor area.
Policy: Industrial - Provide appropriate locations for future industrial development while encouraging the redevelopment of obsolete industrial areas for other uses.
Action Strategies:
The city supports the continued use of the R3-A Overlay zone as a method of transitioning from the industrial uses to residential uses within the rail corridor.
Industrial development that provides community employment and tax revenue should be encouraged to locate along Industrial Drive on the west side of the city.
City leaders should work with Genesee County officials and corporate leaders to help diversify the area's economy and attract new light manufacturing uses.
Design standards, either through zoning or deed restrictions, should ensure attractive site design which compliments the character of the area.
The zoning ordinance should be revised to ensure that adequate standards to help protect the quality of the river, such as requiring secondary containment for any storage of hazardous materials are included.
The Environment
GOAL: Direct and regulate development to minimize negative impacts on wetlands, floodplains, woodlands, areas with steep slopes, surface and ground water, and other sensitive environmental areas.
Policy: Environmental Review - Incorporate specific procedures for the review of projects that potentially impact environmentally sensitive areas, including efforts to coordinate the reviews with other local, county, and state agencies and units of government.
Action Strategies:
The City of Flushing Planning Commission, in conjunction with agencies and neighboring townships, should consider the impacts on important natural resources when making development decisions. Priorities or categories should be assigned to ensure that the most important features are preserved. Strategies should include consideration of minimum 10- to 25-foot setbacks from wetlands, incentives to preserve trees and slopes, and establishing maximum coverage for impervious surfaces, site conservation subdivisions, rural roads, and natural feature setbacks.
The City of Flushing should assist EGLE and developers in identifying potential regulated wetland and deferring final development decisions until wetland issues are resolved.
Policy: Woodlands - The maintenance and expansion of trees and other vegetation in the community should be encouraged due to the positive impact on excessive heat, stormwater discharge, and community appearance.



Public Engagement

<i>Table 8-1: Goals/Objectives/Action Strategies</i>
Action Strategies:
The City of Flushing will continue to promote zoning standards that preserve mature trees during site development and promote use of native species where appropriate for new plantings.
The City of Flushing will continue to promote zoning standards that require landscaping along the street edge, within parking lots, and as a buffer from adjacent, less intense development.
Policy: Stormwater/Water Quality - City review and approval processes should identify and mitigate potential impact from stormwater discharge and groundwater or surface water contamination.
Action Strategies:
Stormwater management should be improved on both a site-by-site and regional basis. The city should work to identify the most appropriate way to coordinate with Genesee County, encourage use of closed versus open ditch drains, and promote low impact design.
The City of Flushing will continue to promote zoning standards that require uses which could potentially contaminate the environment (such as businesses or facilities which use, store or generate hazardous substances, and polluting materials in quantities greater than 100 kilograms/25 gallons/220 pounds per month) should be directed away from sensitive areas through zoning, special land use standards, and/or requirements for secondary containment.
Policy: Solid Waste and Recycling – The city should promote the efficient collection of solid waste and recyclable material.
Action Strategies:
The city should continue to provide residents with a waste recycling program.
Recreation and Public Facilities
GOALS: A high quality of life shall be accomplished through promotion of community pride, active citizen participation, and provision of quality social services and recreational facilities and programs for all age groups and throughout all areas of the city.
Policy: Planning Coordination - Future land use planning should coordinate with parks and recreation planning to identify land use impacts and opportunities with existing and future park and recreation projects.
Action Strategies:
Continue coordination with the joint recreation planning committee on appropriate recreation projects and policies.
Conduct an annual meeting between Parks and Recreation and Planning Commission to discuss coordination and joint concerns.
Transportation and Corridor Development
GOAL: An efficient and safe transportation system for all modes of travel should be provided to ensure safe and efficient travel to and through the City of Flushing. Major routes through the city should be attractive.
Policy: Roadway Layout and Configuration - Future development should be coordinated with roadway improvements to address congestion and promote enhanced traffic flow.
Action Strategies:
The possibility of an additional river crossing within the City of Flushing should be determined/evaluated.



Public Engagement

Table 8-1: Goals/Objectives/Action Strategies

The future land use location criteria should require higher traffic generating land uses should be located where they can be accommodated by the street system without premature road improvements.
The zoning ordinance should be reviewed to ensure that uses which typically generate high volumes of traffic should be treated as Special Land Uses. Traffic impact studies should be considered for high traffic generating uses, with specific analysis criteria listed.
Where street extensions are desirable from a circulation and emergency access standpoint, the alignment and design should be to discourage cut through traffic or high speeds.
Policy: Governmental Agency Coordination - The city should maintain an ongoing discussion with adjacent municipalities and the county to ensure consistency in transportation standards and planning.
Action Strategies:
The city should continually interact with neighboring townships to improve zoning and development coordination along roadways which run through the communities, particularly Pierson Road.
The city should coordinate with other communities to upgrade its standards and procedures for driveway permits, including efforts to minimize the number of driveways, provide adequate spacing between driveways, ensure adequate geometric design, and promote shared access.
Housing
GOALS: A variety of housing opportunities should be provided in the city making housing attainable for all residents; property values, neighborhood stability, and character shall be maintained and protected.
Policy: Residential Development - The future land use plan and zoning ordinance should be updated to encourage the development of housing for all incomes and age groups.
Action Strategies:
The future land use plan should encourage development of a wide variety of housing styles, types, and prices in locations that will preserve the character of neighborhoods throughout the city.
The future land use location criteria and zoning standards should designate certain areas as appropriate for medium and higher density residential development but ensure compatibility with existing neighborhoods by minimizing traffic links, requiring deep setbacks and landscaping, and ensuring an overall high-quality design.
The zoning plan should address the long-term stability of neighborhoods through adequate code enforcement and zoning regulations. For example, develop specific standards for deep, landscaped setbacks for commercial or office uses abutting residential districts.
The future land use plan should encourage the development of quality retirement housing in the City of Flushing for all income levels. This could include additional senior housing complexes, preferably downtown or, as a secondary site, adjacent to the existing senior high rise.
The zoning ordinance should be reviewed to consider provisions which allow accessory apartments in large older homes, when the exterior appearance will not be changed, and the front lawn area will be retained and other options for addressing conversion of larger older homes.



Public Engagement

<i>Table 8-1: Goals/Objectives/Action Strategies</i>
Infrastructure and Services
GOALS: The City of Flushing shall provide efficient and cost-effective public utilities, facilities, and services that are adequate to serve the future needs of city residents.
Policy: Public Infrastructure and Services - The city should adopt procedures for the long-term maintenance and improvement of public utilities and services.
Action Strategies:
Approval of development that is proposed in phases should be reviewed to ensure that necessary infrastructure improvements will be made regardless of whether all phases are completed.
The City of Flushing should work with adjacent communities to share taxes where utilities extend beyond the city's borders.
Land use and utility services should be coordinated to ensure that greater intensity of growth occurs only where utility services are provided or planned.
Maintain the Capital Improvements Program, to rank project funding and timing.
Roles, Responsibilities, and Regulations
GOALS: The City of Flushing Council, Planning Commission, Zoning Board of Appeals, and staff should continually work toward achieving the mission of this Master Plan.
Policy: Promoting Best Practices - The city should adopt procedures to promote best practices in the maintenance of the plan, its use in considering future development of the city, and the functioning of the people and organizations responsible.
Action Strategies:
The City of Flushing should maintain the City Master Plan and review the plan as in compliance with the MPEA at least every five years.
The city should plan an annual planning and zoning seminar for the city and neighboring townships.
The zoning ordinance should be amended to provide more specific criteria for reviewing rezoning requests and major development proposals.
A public engagement plan should be established so the public will be informed of land use and development decisions through press releases, public workshops/forums, and possibly a newsletter.
Downtown
GOALS: The city strives to maintain a viable downtown that is an attractive and exciting place to shop or visit, with a mixture of retail, service, office, and residential uses and a pedestrian orientation with sufficient parking.
Policy: Walkable/Livable Downtown - Adopt and enforce policies that will enhance residents' and shoppers' experience in the downtown.
Action Strategies:
Promote continued regulation to preserve the historic character of the downtown including the addressing of building facade, building detail, and scale.
Preserve on-street parking.
The signs downtown should be pedestrian-oriented, not large auto-oriented signs more appropriate on Pierson Road.



Public Engagement

Table 8-1: Goals/Objectives/Action Strategies

Convenient and sufficient number of parking spaces should be planned for, incorporating the need for use and retention of private off-street parking areas.
The city should consider vertical zoning in the downtown which requires retail use on the first floor. Office, residential, or storage use would be permitted in upper stories only.
The architecture and setback of new buildings in the downtown should be compatible and consistent with the historic character of the downtown.
The city should continue to strive to upgrade the streetscape of the downtown such as curbing, benches, banners, and signs and universal design standards.
The city should promote a variety of activities in and near the downtown including use of Riverview Park. However, intense activities should be planned so that they do not conflict with regular business activity downtown or to minimize conflicts with regular business activity downtown.
The downtown should be the focal point of the community. Other commercial land use decisions should evaluate the potential impact on the downtown.



Future Land Use Plan

Chapter 9 Future Land Use Plan

The purpose of the future land use plan is to establish classifications that relate to zoning and other land use concepts and to show the long-range vision for the community and its arrangement of land uses.

Future Land Use Plan

The future land use categories listed below are illustrated on the future land use map (Map 9-1). These land use classifications are intended to serve as a guide when making land use decisions in the future. The classifications correspond in most cases to current or proposed zoning districts, but adoption of this plan does not change zoning for any particular parcel. Furthermore, the future land use map is not intended to act as a substitute for thorough consideration of a future zoning request. Each zoning classification includes a set of locational criteria for that use. In many cases, the criteria may overlap in some ways and a particular parcel may fit more than one future land use classification and zoning district. Evaluation of a request needs to consider the map, the locational criteria, and the plan's goals and policies to determine if it is consistent with the plan.

Single-Family/Low-Density Residential (LDR): The LDR future land use classification is the dominant category in the city and includes single-family detached residential at a density up to four and a half units per acre. Other uses such as family and group childcare homes, home occupations, bed and breakfast, and adult foster care homes are allowed by right or by Special Use Permit. Churches, schools, and other public quasi/public uses should have access to a major street. This category corresponds with the current R-1 zoning district.

It should be noted that within the area shown as LDR on the future land use map are properties used and/or zoned for duplex or other multi-family residences. It is the policy of this plan to permit those inconsistent uses and zoning to persist and not to "down zone" or otherwise force their conversion to single-family residential uses, but also not to permit the expansion of these uses within this area.

Locational criteria for the LDR future land use classification include areas

- adequately buffered from highly intensive uses such as industrial or intense commercial uses.
- with access to municipal water and sewer.

Two-Family Residential (TFR): This category would include most of the uses allowed in the LDR classification as well as homes built as or converted to duplexes at the density of eight (8) units per acre. This category corresponds with the current R-2 zoning district.

As noted above, several parcels currently zoned R-2 are in the area designated LDR on the future land use map. It is not the intention of this plan to force the down zoning of this property, but their existence should not be seen as the basis for expanding into R-1 zoned areas.

Locational criteria for the TFR future land use classification include areas

- adequately buffered from highly intensive uses such as industrial or intense commercial uses.
- with access to municipal water and sewer.
- that may serve as a transition between LDR uses and higher intensity uses.

Manufactured Housing Park (MHP): This category includes developments planned and built as manufactured housing parks. Projects within this category are monitored by the Michigan Manufactured



Future Land Use Plan

Housing Commission. This future land use classification corresponds with the R-4 Mobile Home zoning district.

The only area designated for MHP on the future land use map is the existing mobile home park at the southeast corner of McKinley and Carpenter Road, which should adequately meet the demand. Since there is very limited vacant land in Flushing and a variety of housing is planned, the plan does not recommend establishment of any new mobile home parks within the city limits.

Medium-Density Residential (MDR): This category would include attached units at a density of up to eight (8) units per acre. Uses in this category would include low-rise condominiums, townhouses, and detached single-family homes. Uses allowed by Special Use Permit would include specialized housing for the elderly, retirement communities, long-term care facilities, and adult daycare large group homes. It corresponds with the R-3A zoning district. It is the intention that this classification promote development of a variety of housing types and prices to serve the needs of various household types and income, including senior housing.

The large MDR areas planned in the northeast section of the city and near Seymour Road in the southwest section of the city are intended for a mixture of single-family homes and low-rise townhouses. The option of reducing distance between units without increasing the overall density could be considered if the site plan provides good traffic circulation and buffering from nearby homes. This could be accomplished through rezoning to Planned Unit Development, as described below.

Locational criteria for the MDR future land use classification include areas

- adequately buffered from highly intensive uses such as industrial or intense commercial uses, as well as from low-density residential uses.
- with access to municipal water and sewer.

Multi-Family Residential Overlay: Some areas currently zoned and/or used for small industrial type uses along the Lynn Street corridor are also planned for eventual redevelopment as MDR. The goal in this area is to gradually reduce the intensity of uses to be more compatible with the predominant residential neighborhood. Existing uses can remain, but their intensity should not increase. To accomplish this, the area has been zoned R-3A-O. This district allows the industrial uses existing in the area to be permitted, but once there is a conversion to a medium-density residential use on a parcel, the industrial use cannot be re-established.

High-Density Residential (HDR): This category would include apartments buildings, fraternities, nursing homes, senior citizen housing, and other types of attached residential at a maximum density of 12 units per acre. This future land use classification corresponds with the R-3A High-Density Residential zoning district.

One of the major goals of the Master Plan is to maintain the overall low-intensity residential character of the city. The HDR designation for the Fostrian Nursing Home is intended just for senior housing. Since more non-senior housing generates more traffic, noise, and other impacts, the density would need to be reduced if another type of land use were proposed for this site in the future. Vacant areas planned for HDR development are limited to land along Cedarwood Drive, east of the existing senior housing high-rise complex. Some type of moderate- to high-density residential may also be appropriate in the downtown area in the future.



Future Land Use Plan

Locational criteria for the HDR future land use classification include areas

- adequately buffered from highly intensive uses such as industrial or intense commercial uses, as well as from low-density residential uses.
- with access to municipal water and sewer.
- direct access to a major street or county primary road.

Planned Unit Development (PUD): The Master Plan is intended to provide the PUD district as a tool to permit the appropriate development of property that, due to its location or the existence of natural features, would benefit from the mixture and a flexible approach to land uses. This future land use classification would correspond with the PUD zoning district.

The specific uses and densities allowed would be based on a determination by the City Council following review and recommendation at a public hearing by the Planning Commission. Although the future land use map shows two areas designated as PUD, these are only areas that would appear to benefit from such a zoning. It is not the intent of the city to unilaterally zone any property PUD but to allow property owners to propose a development plan to the city as part of a rezoning request. The fact that the two parcels are shown on the future land use map does not guarantee that either would be approved for PUD zoning if the proposed conceptual development plan were determined to be inappropriate by the City Council.

Locational criteria for the PUD future land use classification include areas

- a minimum of 5 acres.

Neighborhood Commercial Service (NC): The NC future land use classification includes lower traffic generating daytime commercial and office uses, primarily intended to serve the surrounding neighborhood. These include professional offices and beauty/barber shops. Uses which may be permitted with special standards might include branch banks, video rental stores, convenience stores, and small restaurants. This future land use classification corresponds with the B-1 zoning district.

The use is focused at the intersection of Main and Chamberlin Streets on the future land use plan. This represents a compact convenience level commercial node midway between the downtown and Pierson Road commercial strip. Some properties in this area are currently zoned B-2. It is the intention of the plan to downzone these properties and to modify the zoning requirements to recognize the limited area for parking on these lots. A second area is shown as a proposed buffer between the Pierson Road commercial strip and the residential uses to the west. A third area at the Seymour/Main intersection that is currently zoned B-2 is proposed to be rezoned to B-1 or OS. There are additional spot zones of B-1 in areas designated for other uses, including heavy commercial and single-family residential. It is not the intention of this plan to force the rezoning of these parcels, but that any property owner-initiated rezoning should comply with the future land use plan.

It is the plan's intent to limit the expansion of additional neighborhood commercial areas, but if such are proposed, locational criteria would include areas

- adjacent to areas already designated as NC on the future land use map.
- adjacent to a concentration of high- or medium-density land uses.
- with direct access to a major street or county primary road.
- adequately buffered from low-density residential land uses.



Future Land Use Plan

Central Business District (CBD): The CBD is centered around Main Street. This area includes traditional downtown uses such as retail stores, personal service establishments, municipal facilities and parking, and a few residences. Accessory residences and storage would be appropriate on upper stories of commercial buildings. Ideally, the first floor along Main Street should be devoted to retail, with offices or apartment above or on the fringe of the downtown. Future downtown developments are to be built to a traditional downtown scale in terms of setbacks, rather than the commercial strip setbacks of some recent developments. Standards should continue to preserve the historical character of the downtown including building façade, building detail, and scale. The future land use classification corresponds with the CBD zoning district.

Locational criteria for the CBD future land use classification include areas

- with parcels directly adjacent to the existing CBD district.
- that can be tied into the existing CBD with non-motorized connections.

The downtown should be the focal point of the community. Other land use decisions should evaluate the potential impact on the downtown.

Office (O): This future land use classification includes professional offices, such as real estate, banks, doctors, engineers, attorneys, and architects. More intense uses would be addressed as Special Land Uses, such as medical clinics and veterinary clinics. This land use category corresponds with the Office - Service zoning district.

The future land use plan promotes office use along Main Street, west of the neighborhood commercial node at the intersection of Main and Chamberlain streets, east of downtown and along Elms Road north of Flushing Road. In each case, they are designed to provide a buffer between these commercial uses and single-family residential uses.

Locational criteria for the O future land use classification include areas

- that serve as a buffer or transition between concentrations of single-family residential uses and commercial or industrial uses.

Community Commercial (CC): This future land use classification includes higher traffic generating commercial uses serving the entire city such as grocery stores, gas stations, fast food/service restaurants, shopping centers, lumber and home improvement centers, etc. This land use category corresponds with the B-2 General Business zoning district.

The CC future land use classification is located primarily along Pierson Road between Elms and Flushing Roads. There is also an area along the north side of Main Street between the Flint River and Seymour Road. Future development is expected to occur through conversion of residences and offices along Pierson Road, particularly on the north side of the road. Here, a group of very deep lots are restricted in their use. To promote their more extensive development, an interior access road is proposed mid-point through the lots to connect the commercial development at the northwest corner of Pierson and Elms Roads and Beacon Pointe.

Due to the significant amount of land available for commercial development and the anticipated limited demand for additional land for that use, it is the plan to limit the expansion of additional community commercial areas; but if such an expansion is proposed, locational criteria would include

- areas with direct access to major streets or county primary roads.



Future Land Use Plan

- areas adjacent to the existing community commercial areas.
- demonstrated need for additional community commercial property.
- adequate buffers from residential areas.

Heavy Commercial (HC): The HC future land use classification includes uses that require significant area for display or storage or commercial uses with a light industrial component or characteristics such as contractor establishments with outdoor storage and self-storage facilities. This land use category corresponds with the B-3 Heavy Commercial zoning district.

The HC future land use classification is located along the east side of Seymour Road, south of Emily Street. This has been an area of light industrial uses. The B-3 zoning district was established to permit for uses that take advantage of the visibility provided to potential customers from frontage on Seymour Road and to provide greater flexibility in use of lots that have limited depth.

The B-3 zoning district was developed to address issues with the area along Seymour Road. The plan does not anticipate rezoning of property to B-3 elsewhere in the city.

Mixed Use (MU): This future land use classification includes uses allowed in the Neighborhood Commercial (B-1), the Office (OS-1) and the Two-Family Residential (R-2) districts. It would be used to provide a buffer between the downtown and the single-family residential areas to the east. Although planned for Low-Density/Single-Family Residential (R-1), much of the three-block area bounded by Elm, Hazelton, Main, Beach Mill, and McKinley Streets is zoned B-1.

This future land use classification would correspond to a new zoning district.

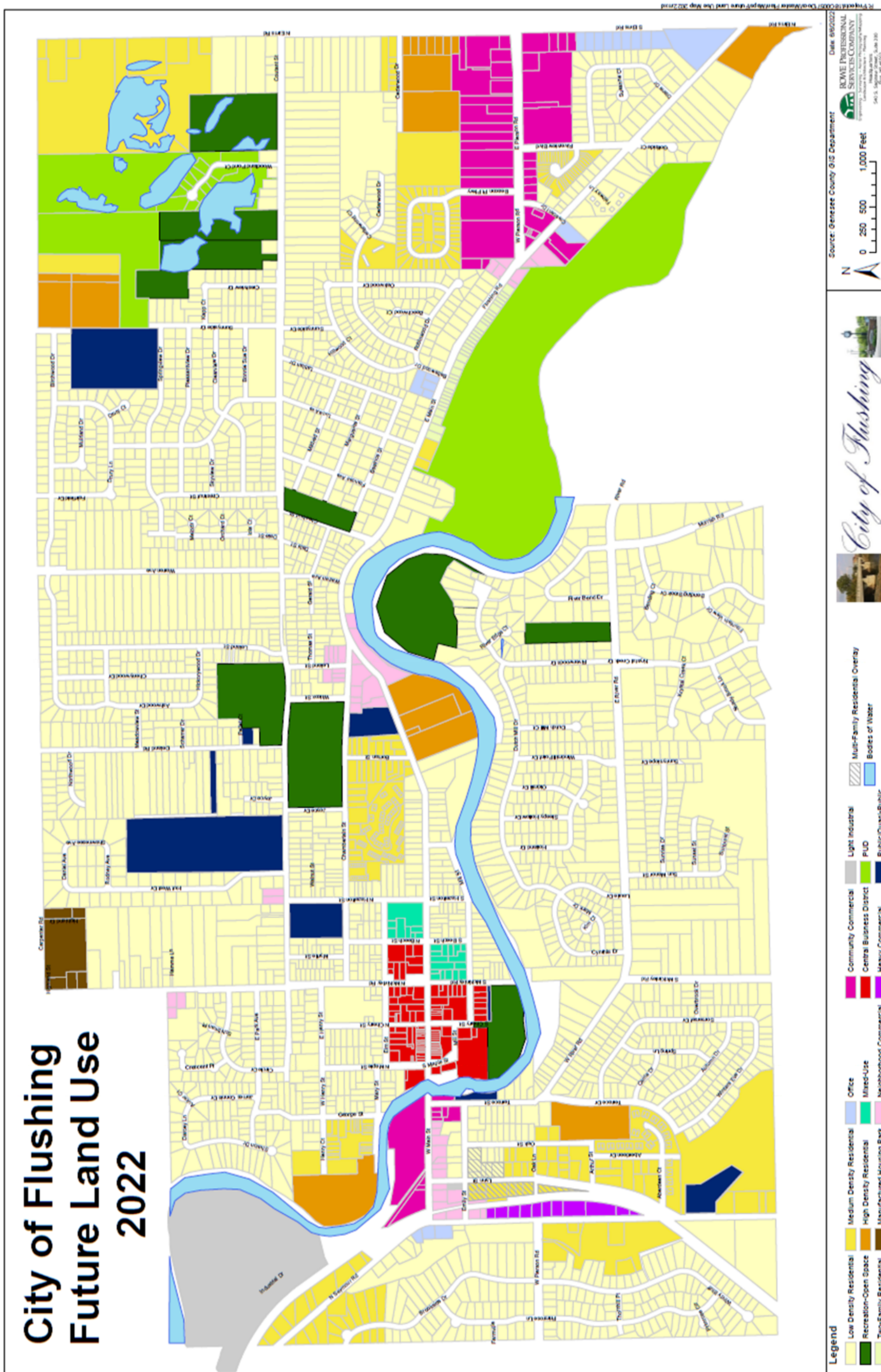
Light Industrial (LI): The LI future land use classification is intended to provide sites for low-intensity industrial uses and “new economy” uses related to entertainment such as production studios and technology industries. It corresponds with the I-1 Industrial zoning district.

The area designated for light industrial uses is the industrial park near the wastewater treatment plant - permitted uses should be restricted to those compatible with the sensitive riverfront floodplain area. A goal of the Master Plan is to promote relocation of other scattered industrial and heavy commercial uses in the city to more appropriate sites.

It is the intention of the plan to limit light industrial uses to the area designated on the future land use plan.

Public/Quasi Public (PQ): The PQ future land use classification identifies existing municipal buildings and facilities, not including parks and public open space, which are addressed under the Recreation/Open Space future land use classification. This future land use classification does not correspond to any particular zoning district. These uses are allowed in several zoning districts.

Recreation/Open Space (RO): The City of Flushing is home to a strong system of parks and open spaces. The plan encourages the establishment of additional recreational facilities in the city as the population increases. The plan does not specifically identify future public lands, to avoid concerns with taking of public property. In addition, the plan proposes a system of non-motorized paths throughout the city to link existing parks, cultural facilities, schools, and neighborhoods. This future land use classification does not correspond to any particular zoning district. These uses are allowed in several zoning districts.





Zoning Plan

Chapter 10 Zoning Plan

The purpose of the zoning plan is to clarify the relationship between the zoning ordinance and future land use plan and identify proposed changes to the zoning ordinance necessary to implement the envisioned future depicted in the plan.

Future Land Use Classifications Comparison to Zoning Districts

In general, each of the future land use classifications match a zoning district to better coordinate changes that are recommended to be made or assist in rezoning cases. The primary changes to the zoning districts illustrated are the addition of the Multi-Family Residential Overlay (MFRO) classification to correspond with the R-3A-O district and the Heavy Business (HB) classification to correspond with the B-3 zoning districts. Both districts were added since the current Master Plan was adopted.

In addition, Table 10-1 recognizes the PUD zoning district which was recently adopted by the city. The plan already had a Planned Residential Development District which corresponded to a use allowed by Special Use Permit rather than a zoning district. This is being reclassified as a Planned Unit Development (PUD) future land use classification.

The Public/Quasi-Public (PQ) future land use classification does not correspond with a specific zoning district, but it is a use allowed in several districts. These uses are highlighted as a separate land use classification because they are significant uses in the community that impact surrounding uses.

Table 10-1: Zoning/Future Land Use Comparison	
Zoning Districts	Future Land Use Classifications
R-1 Single-Family Residential District	Single-Family/Low-Density Residential (LDR)
R-2 Two-Family Residential District	Two-Family Residential (TFR)
R-3A Multi-Family Residential District	Medium-Density Residential (MDR)
R-3A-O Multi-Family Residential Overlay District	Multi-Family Residential Overlay (MFRO)*
R-3B High-Density Residential District	High-Density Residential (HDR)
R-4 Mobile Home District	Manufactured Housing Park (MHP)
PUD Planned Unit Development District*	Planned Unit Development (PUD)*
B-1 Local Business District	Neighborhood Commercial (NC)
B-2 General Business District	Community Commercial (CC)
B-3 Heavy Business District	Heavy Business (HB)*
CBD Central Business District	Central Business District (CBD)
OS-1 Office-Service District	Office (O)
MU Mixed Use District*	Mixed Use District (MU)*
I-1 Industrial District	Light Industrial (LI)
Several Zoning Districts	Public/Quasi Public (PQ) Recreation/Open Space (RO)

*New or modified zoning districts or future land use classifications

Proposed Changes to the Zoning Ordinance

- Change the zoning map designation of B-2 at the Seymour/Main intersection to neighborhood commercial service type zoning (either OS-1, B-1 (NC), or a combined zoning district providing for both types of uses).



Zoning Plan

- Change the zoning map designation of B-2 at the “Pointe” to B-1 (NC) type zoning; consider relaxing parking requirements here by overlay zone or other exception.
- Provide specific standards for the gradual elimination of non-conforming uses.
- Modify the list of permitted and Special Land Uses in the B-1 (NC) Local Business District and OS-1 Office-Service District.
- Evaluate the uses allowed list in various districts and consider making some uses that generate high traffic volumes as uses by Special Use Permit with specific design standards
- Establish procedures for communicating with the surrounding townships when land use and zoning decisions are being considered along border properties.
- Establish standards in the zoning ordinance that tie rezoning request reviews to compliance with the Master Plan.
- The zoning code should note recommended residential densities (in addition to minimum lot area) to address site condominiums which do not have individual lots.
- Establish natural resource protection standards and setbacks for wetlands and the Flint River including incentives to preserve trees and slopes, and establishing maximum coverage for impervious surfaces, site conservation subdivisions, and rural roads.
- Incorporate standards and process for stormwater management review into site plan standards.
- Develop specific standards for deep, landscaped setbacks for commercial or office uses abutting residential districts.
- Work to develop more consistent zoning standards along roadway corridors which traverse several communities.
- Where commercial abuts residential areas (i.e., Elms Road north and south of Pierson Road), specific buffering standards should be provided.
- Uses which may utilize potential harmful materials should be required to document protection measures (for example, secondary containment for dry cleaning stations, or photographic studios).
- Review zoning enforcement provisions to ensure the city has the tools to address the long-term stability of neighborhoods.
- The zoning ordinance should provide the Planning Commission with the option of requiring a Community Impact Statement for major projects.
- The city should consider vertical zoning in the downtown which requires retail use on the first floor. Office, residential, or storage use would be permitted in upper stories only.
- The zoning ordinance should provide the Planning Commission with the option of requiring a Traffic Impact Study for major projects.



Implementation Plan

Chapter 11 Implementation Plan

The Master Plan identifies the vision for the next 20 years for the city; however, that vision will not be realized unless the city takes steps to make it happen. The purpose of the implementation plan is to identify the steps to implement the plan.

Plans

The following plans should be adopted or updated to implement this Master Plan.

- A non-motorized transportation plan should be developed that links residential areas to each other and to schools and public facilities.
- Continue coordination with the joint recreation planning committee on appropriate recreation projects and policies.
- Conduct a study to evaluate the potential for an additional river crossing within the City of Flushing.
- A public engagement plan should be established so the public will be informed of land use and development decisions through press releases, public workshops/forums, and possibly a newsletter.
- Develop a transportation plan that lays out how new residential developments should be connected to adjacent residential developments, particularly when desirable to provide a secondary means of emergency access but which discourages cut-through or high-speed traffic through alignment and design. The plan should also establish standards for a shared access drive on the north side of Pierson Road.

Under the Michigan Planning and Zoning Enabling Act (MPEA), the city is required to prepare and annually update a Capital Improvement Plan (CIP) because it operates an existing municipal water and sewer system. CIPs, at minimum, should include changes to the municipal utilities, public facilities, and other infrastructure upgrades. The following are policies related to infrastructure that should be incorporated into the plan:

- Maintain the Capital Improvements Program to rank project funding and timing.
- Implement the Parks and Recreation Plan recommendations.
- Continue to plan for improvement and maintenance of off-street parking in the downtown.

Other Tools

- Continue to provide residents with a waste recycling program.
- Update sign regulations to promote pedestrian scale signage in downtown.
- Promote a variety of activities in and near the downtown including use of Riverview Park.
- Continue to evaluate options for replacing/upgrading DPW facilities.

Parks

- Make updates to Riverview Park.
- Continue Safe Route to Schools and Crim programs.
- Undertake study to re-purpose Tucker Pool building.
- Promote Flint River Trail extension.
- Coordinate with the Flint River Watershed Coalition on canoe/kayak seasonal storage and water trail signage.



Implementation Plan

- Develop Mutton Park/Bonnie View Park.

Best Practices/Intergovernmental Cooperation

- Amend the zoning ordinance to provide for notification of adjacent jurisdictions when considering zoning review. The city should request reciprocal arrangements with the townships.
- Work with Genesee County officials and corporate leaders to help diversify the area’s economy and attract new light manufacturing uses.
- Work with EGLE and developers in identifying potential regulated wetlands and deferring final development decisions until wetland issues are resolved.
- Continue to coordinate with Genesee County on stormwater discharge issues on projects.
- Conduct an annual meeting between Parks and Recreation and Planning Commission to discuss coordination and joint concerns.
- Work with adjacent communities to share taxes where utilities extend beyond the city's borders.
- Plan an annual planning and zoning seminar for the city and neighboring townships.

Strategic Implementation Plan

To implement the key goals and objectives of the Master Plan, the Planning Commission has prioritized the following strategies over the next five years (Table 11-1). These strategies should help to inform the Planning Commission as it identifies its work goals for the annual planning report to the City Council. The Planning Commission should track the completion status of strategies on this list as part of the preparation of their annual report even if they are not a responsible party.

Table 11-1: Strategic Implementation Plan

Strategy	Responsible Party	Deadline
Update zoning ordinance as recommended in zoning plan.	Planning Commission City Council	2023
Develop a public engagement plan consistent with Redevelopment Ready Communities best practices.	Planning Commission City Staff City Council	2023
Conduct an annual meeting with Parks and Recreation Commission to discuss coordination and issues of joint concern.	Planning Commission Parks and Recreation Commission	2023-2027
Submit grant application to fund improvements to Riverview Park.	Parks and Recreation Commission City Council	2024
Develop Non-Motorized Transportation Plan.	Planning Commission Parks and Recreation Commission City Staff City Council	2025
Establish annual planning and zoning seminar for city and neighboring townships.	Planning Commission	2025-2027
Conduct Five-Year Review of Master Plan.	Planning Commission	2027



Implementation Plan

Annual Report

The Planning Commission is required to submit a report annually to the City Council per Section 19 (2) of the MPEA. The report must include information on the Planning Commissions “...operations and the status of planning activities, including recommendations regarding actions by the legislative body related to planning and development.” In addition, Section 308 (2) of the Michigan Zoning Enabling Act (MZEAA) requires that in any community that has adopted a zoning ordinance the Planning Commission must annually submit a “a report on the administration and enforcement of the zoning ordinance and recommendations for amendments or supplements to the ordinance.”

To comply with these requirements and to incorporate consideration of the status of the Master Plan into the report, the following report format is proposed.

- Introduction – An explanation of the requirement for the report
- Planning Commission – A listing of current members of the Planning Commission and the expiration of their current term
- Meetings – Summary of the meetings held the preceding year
- Actions Taken – Summary of decisions made on requests (site plans, Special Use Permits, rezonings, text amendments, misc. items)
- Status of Master Plan – Summary of review of Master Plan as outlined below, last update or amendment of the plan
- Status of Zoning Ordinance – Summary of recommendations including amendments or supplements to ordinance
- Proposed Work Plan for Upcoming Year – A list of work items for the Planning Commission for the next year. The Planning Commission should use the “Strategic Implementation Plan” as the basis for this work list, supplementing it with as items as determined appropriate.

The review of the Master Plan should occur one month before the preparation of the annual report. The annual report should address the following:

- What did the Planning Commission accomplish in the preceding year (number of meetings held, number of requests reviewed)?
- What implementation items outlined in the plan and the previous annual report were accomplished the previous year and which were not? These should include items that were not the direct responsibility of the Planning Commission.
- Did the annual review raise issues that would require a formal review of the plan?
- What activities are to be undertaken by the Planning Commission in the coming year and what implementation items that are the responsibility of other stakeholders should be undertaken in the coming year?

Five Year Review

Under the terms of the MPEA, the city’s Planning Commission must review the Master Plan at least every five years to determine if there is a need to update it. The findings and determination should be recorded in the minutes and through a resolution attached to the appendix of the plan.

The review should be a formal process if the city intends it to serve as compliance with the requirements of Section 45 (2) of the MPEA. This means that a report outlining the standards for review and other basis



Implementation Plan

upon which the Planning Commission determined an update is or is not necessary. The findings should be set out in a resolution adopted by the Planning Commission.

As noted above, it is intended that the Planning Commission conduct a less formal review annually as part of the annual report to the City Council.

Standards for Review

In conducting the five-year review, the Planning Commission should evaluate the plan using the following criteria:

1. *The conditions that the plan was based on have changed.* For example, the plan assumed a certain growth rate and the new data shows stagnant growth. Indicators to consider in evaluating this factor for the City of Flushing Master Plan are:
 - a. Status of Downtown. The plan outlines strategies to improve the economic health of the downtown including allowing for mixed uses in the buildings in downtown and encouraging its historic character. Consideration of issues such as occupancy of storefronts and feedback from local businesses can be used to determine if the strategies are being effective.
 - b. Mixed Use Development. The plan calls for the encouragement of mixed-use development east of downtown. The Planning Commission may want to evaluate the extent to which that development has occurred and its impact on the surrounding area and downtown.
 - c. Housing Affordability. One area of discussion in the plan was housing affordability and whether the city needed to take steps to try and reduce the cost of housing. The Planning Commission shall review the American Community Survey and other census data as well as local information available from realtors, assessors, and developers regarding changes in housing affordability in the city.
 - d. Adjacent Planning and Zoning. Changes in the Master Plan or zoning map of surrounding municipalities should be reviewed to consider their impact on the city's plan. Particular attention should be given to changes that increase the intensity of land uses adjacent to the city. The MPEA requires the city, surrounding municipalities, and the county to notify the city whenever it is proposing to adopt changes to their plans. The MZEA does not contain similar coordination requirements, but the city could enter into arrangements with surrounding municipalities to notify it of proposed rezonings within 500 feet of the city boundary in return for the reciprocal notification by the surrounding municipalities.
 - e. Utilities. The city's water and sewer capacity should be monitored to ensure adequate capacity for development and redevelopment in the city.
2. *There was a significant error in the plan* that affects the plan policies, goals, or recommendations. Sometimes a plan is based on an assumption that turns out to be incorrect. An area was thought to be a wetland but turns out not to be. Any changes in the facts as a community knows them should be considered to see if it changes the appropriateness of proposals in the plan.
3. *There has been a change in the community's attitude* about some basic goal of the plan, or on a proposed approach to achieving the goal, that is reflected in the Planning Commission's recommendations or the city council's decisions, but not in the plan.



Implementation Plan

A Master Plan is based both on the facts that describe the conditions in a community and the city's vision of the future. That vision is outlined in the community's goals. For example, the current breakdown of various housing types is a fact. The plan's goals identify whether the community views that current ratio as a positive fact they want to see continue or as a condition they want to change. Community attitudes can change over time, which means that goals may change in time even though the facts have not.

The Master Plan's objectives describe how a community is proposing to reach its identified goals. In some cases, policy may not be effective in helping to reach the proposed goals. That may be due to a lack of application of the policy or the ineffectiveness of the policy in achieving the anticipated results. Ineffective policies should be identified and addressed.

4. *New issues that should be addressed by the plan have come up* and are either not addressed in the plan or not adequately addressed by it. Issues important to a community may crop up after a Master Plan has been adopted. In those instances, it might be an issue that requires amendment of the Master Plan to ensure that the city's policies regarding the use are clear.
5. *The plan is out of date.* Master Plans normally have a 10- to 20-year scope. If the plan has not been revised or significantly updated by the time the plan has reached the end of its "life", then it should be updated at that point.

Using the Master Plan in Future Zoning Amendment Decisions

In considering a rezoning request or a proposed text amendment, the primary question to ask is "Does this zoning amendment conform to our Master Plan?" Subsidiary questions follow: "Was there an error in the plan that affects the appropriateness of the proposed amendment?"; "Have there been relevant changes in conditions since the plan was approved that affect the appropriateness of the proposed amendment?"; and "Have there been changes in the community's attitude that impacts the goals and objectives of the plan and affect the appropriateness of the proposed amendment?". Answering these questions should answer the question whether zoning amendment is appropriate and that should frame the reason within the context of the plan.

The following are items to consider when approving a rezoning or text amendment:

- **Consistency with Master Plan.** The proposed change is consistent with the Master Plan. This means for rezoning changes it should be consistent with the relevant goals and policies as well as the future land use plan. In the case of a proposed text amendment, consistency means it is consistent with most of the relevant goals and polices.
- **Mistake.** A mistake in a Master Plan can be an assumption made based on incorrect data, an area on a future land use map that is incorrectly labeled, or other factors that, if known at the time of the Master Plan adoption, would have been corrected.
- **Changes in Condition.** The development of this plan is based on the current conditions of the city. If conditions change within the city, that may cause the adopted goals, policies, and land use decisions to no longer be valid. A text amendment that was previously not recommended may be appropriate now.
- **Change in Policy.** This Master Plan document is the Planning Commission's vision for the city. When the vision changes, then so should the Master Plan. When a zoning issue results in a change



Implementation Plan

in vision, a decision can be made that is contrary to the current Master Plan as long as that changed vision is explicitly incorporated into the Master Plan.

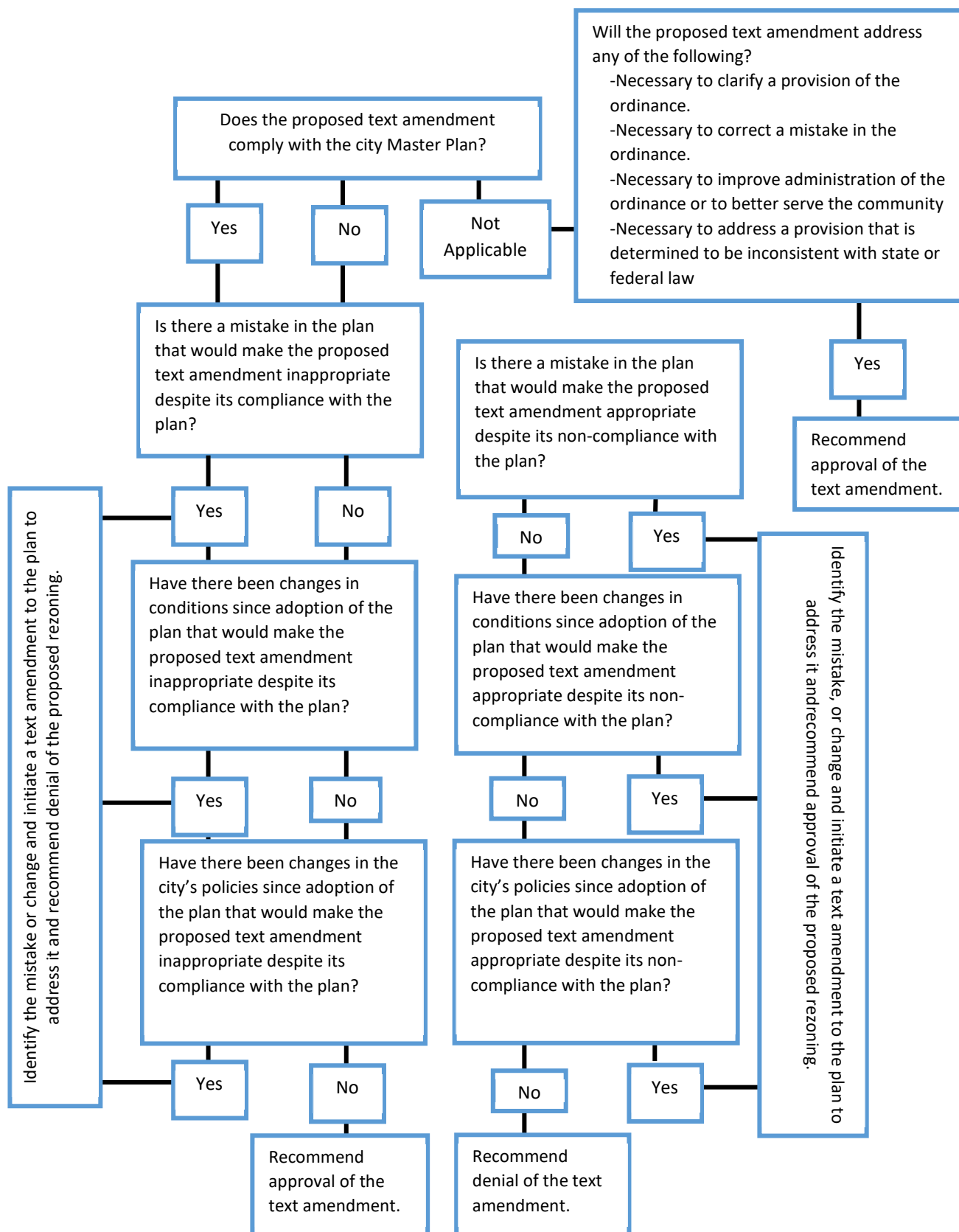
- **Additional Considerations Related to Text Amendments.** The changing of text of the zoning ordinance should be evaluated on the above standards, but also changes that may not have any impact on the goals and objectives of the Master Plan. These neutral changes are appropriate when:
 - The text change is necessary to clarify a provision in the zoning ordinance.
 - The text change is necessary to correct a mistake in the ordinance.
 - The text change is necessary to improve administration of the zoning ordinance or better serve the community.
 - The text change is necessary to address a provision that is determined to be inconsistent with state or federal law.

Two points should be made. First, the factors for consideration (oversight, change in condition, or change in goals or policy) can work in reverse; making a proposal that otherwise seems appropriate, inappropriate. Secondly, these factors should not be used to create excuses for justifying a decision to violate the Master Plan or to change it so often that it loses its meaning. The following Figure 11-1 and Figure 11-2 illustrate the decision tree for reviewing a proposed rezoning or text amendment using this approach.



Implementation Plan

Figure 11-1: Decision Tree for Planning Commission Review of a Proposed Text Amendment





Implementation Plan

Figure 11-2: Decision Tree for Planning Commission Review of a Proposed Rezoning

