



Michigan Association of Planning
A chapter of the American Planning Association
Making Great Places Happen

Community Engagement

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Community Engagement Workbook

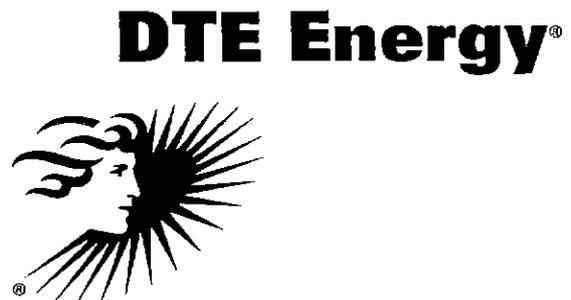
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Michigan Association of
Planning



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A Chapter of the American Planning Association

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Consumers Energy

Introduction

Welcome to Michigan Association of Planning's training for professional planners and elected and appointed officials on Community Engagement. This workbook is designed to accompany the training and provide resources for your use after the seminar.

This workbook is divided into the following sections:

Community Engagement Worksheets	These worksheets are for your use to design community engagement strategies for projects in your communities. They were based on the public participation manuals from Portland and Eugene, Oregon, as well as resources from the International Association for Public Participation.	Page 2
Community Engagement Toolkit	A listing of different community engagement approaches and tools with descriptions, tips and resources. The content was adapted from the Michigan Economic Development Corporation's Public Participation Tools and Techniques Quick Reference Guide and the International Association for Public Participation's Public Participation Toolbox, 2006.	Page 16
Completed example worksheets	An example of completed worksheets for the conversion of an intersection into a roundabout.	Page 46

Additional Resources

Community engagement approaches and techniques continue to evolve and change on a daily basis. We recommend the following websites to stay current with new tools and trends:

International Association for Public Participation	www.iap2.org
National Coalitions for Dialogue & Deliberation	www.nccd.org
Participation Compass	www.participationcompass.org
Community Toolbox at the University of Kentucky	ctb.ku.edu/en
Orton Family Foundation's Planning Tool Exchange	www.planningtoolexchange.org

Community Engagement Worksheets

These worksheets are for your use to design community engagement strategies for projects in your communities. They were based on the public participation manuals from Portland and Eugene, Oregon, as well as resources from the International Association for Public Participation.

Electronic copies are available upon request.

Worksheet #1: Project Description

Complete this worksheet to gain an understanding of the project itself and what assets are available to build the community engagement portion of the project.

Project Details

1. Briefly describe your desired project outcome/deliverables. (Examples: revised master plan, zoning ordinance amendment, brownfield redevelopment)

2. Describe the geographic area or attach an aerial photograph or map of the target area with boundaries, street names and landmarks.

3. What adopted policies, ordinances or laws (state or federal) affect the project? (Examples: Michigan Planning Enabling Act, adopted city budget, grant funding requirements)

4. What are the limits on the project? (Examples: deadline, budget, design parameters)

5. Who makes the final decision on the project? Who else will contribute a review or recommendation?

Worksheet #1: Project Description

6. Write out the steps of the process to reach the desired project outcome. (Example: Data Gathering, Goals & Objectives, Analysis of Options, Plan Development, Plan Approval)

Community Engagement Foundation

7. How much does the community know about the project? What is the depth of their knowledge? (Example: Neighborhood groups know the project is starting but are not aware of budget limitations)

8. Has the community been engaged in the development of the need or budget for the project? If so, list how and whom? (Examples: Master Plan workshop lead to need for project – block groups, public hearing on budget for fiscal year – general public, City Council)

9. Where can community engagement influence decision points and the final decisions? (Examples: Goals & Objectives, Analysis of Options, Plan Approval)

10. What internal or external resources can you use for community engagement? (Examples: mailing lists, project partners, reports, established on-line groups)

Worksheet #2: Level of Community Engagement

Use this worksheet to determine the appropriate level of community engagement on the Public Participation Spectrum. The level of engagement should be appropriate to the level of community interest, potential controversy and project complexity.

Check a single column for each question as it pertains to the project described in the previous worksheet.

Questions	Very Low	Low	Moderate	High	Very High
What is the expected level of conflict or controversy?					
How significant are the potential impacts to the community?					
What degree of involvement does the public seem to want?					
What is the potential for community engagement to impact the final decision or project?					
How great are the possible benefits of engaging the public?					
How great are the risks of NOT involving the public?					
What level of public participation is desired or expected by the final decision-makers?					
What are the chances that the media are or will become interested?					
How complex is the project?					
<i>Total the number of checks in each column</i>					
<i>Multiply the number of checks by the ranking</i>	X1	X2	X3	X4	X5
<i>Enter column score</i>					
<i>Sum of all five columns</i>					
<i>Divide by the total number of questions</i>	/10				
AVERAGE SCORE					

See the next page for score meaning!

Worksheet #2: Level of Community Engagement

What the score means:

Score	Level of Public Participation	
1-1.9	Inform	1-way communication from Planner to Public
2-2.9	Consult	1-way communication from Public to Planner
3-3.9	Involve	2-way communication between Planner and Public
4-4.9	Collaborate	Collaboration between Planner and Public



International Association
for Public Participation



Public participation goal

Inform	Consult	Involve	Collaborate	Empower
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

Promise to the public

We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
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Example techniques

- Fact sheets
- Web sites
- Open houses
- Public comment
- Focus groups
- Surveys
- Public meetings
- Workshops
- Deliberative polling
- Citizen advisory committees
- Consensus-building
- Participatory decision-making
- Citizen juries
- Ballots
- Delegated decision

Worksheet #3: Community Engagement Goals

Based on the scope of the project and its level of community engagement, develop community engagement goals for your project. On the Public Participation Spectrum, each goal should fall between "Inform" and the most intense level of public participation needed, as identified in Worksheet #2.

Write out each goal on a separate line and check which level of the Public Participation Spectrum it falls under. Use the "Other" column to document when the goal is not on the spectrum but serves another specific purpose, such as public relations.

	Goal	Inform	Consult	Involve	Collaborate	Other
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						

Worksheet #4: Stakeholder Identification

Use this worksheet to identify the community stakeholders you need to engage during the development of the project. Stakeholders are individuals, groups, organizations or entities that will be affected by project decisions, are interested in the project, can change the decisions and/or make a difference in the process.

Stakeholders have different levels of interest that should be identified. List stakeholders in all four categories below:

Type of Stakeholder	Name/Organization
<p>Affected</p> <p>Audiences you most frequently communicate with, consult, involve or collaborate with during the process</p> <p><i>Examples: Affected residents and property owners, decision-making body</i></p>	<hr/> <hr/> <hr/> <hr/>
<p>Impacted</p> <p>Audiences surrounding the project area whom you will consult or involve</p> <p><i>Examples: Neighboring residents or property owners, neighborhood associations, business groups, utilities, government officials with jurisdiction like road and drain commissions</i></p>	<hr/> <hr/> <hr/> <hr/>
<p>Interested</p> <p>Audiences interested in the project but not necessarily directly affected or impacted, whom you will inform or consult</p> <p><i>Examples: Anyone expressing interest, advocacy groups, schools and other taxing entities, elected officials, adjacent municipalities</i></p>	<hr/> <hr/> <hr/> <hr/>
<p>Aware</p> <p>Audiences you want to keep informed about the project</p> <p><i>Examples: Media (print, radio, television, internet), social media groups</i></p>	<hr/> <hr/> <hr/> <hr/>

Worksheet #6: Project Process and Community Needs

Use this worksheet to plan the steps of your process and identify what the public needs to be effectively engaged at each step, keeping in mind the goals and stakeholders identified. Set realistic targets for each step in the process. Below is a sample from IAP2:

Sample Process and Public Needs

Example from International Association for Public Participation at www.iap2.org

Process Step	Public Needs
1. Define the problem/opportunity and decision to be made	Clear understanding of the scope of the decision
2. Gather information	Full range of objective information about the issue to be addressed
3. Establish decision criteria	Clear understanding of the criteria by which the alternatives will be evaluated
4. Develop alternatives	Balanced alternatives that include stakeholder issues and concerns
5. Evaluate alternatives	Clear comparison of alternatives
6. Make decision	Clear understanding of who made the decision and how stakeholder issues were considered

Process and Public Needs

Process Step	Public Needs
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Worksheet #8: Roles and Responsibilities

Use this worksheet to identify who could do what in the community engagement of the project. Groups or individuals could have more than one role or responsibility. The roles listed below may not apply to every project and are meant help brainstorming. Add other roles as you see fit. Then, list individuals or groups, what stakeholders they represent, if any, and their responsibilities.

Role	Individual(s)/ Group(s)	Stakeholders Represented	Responsibility <i>(Decide outcome of project, advise on engagement strategy, perform task, analyze results, communicate results, evaluate process)</i>
Ultimate Decision Maker(s)			
Recommending Body			
Steering/ Advisory Committee			
Project Funder(s)			
Appeal Body			
Utilities			
Road Commission			
Drain Commission			
School District			
Project Manager			
Staff			
Consultant(s)			
Other Department(s)			

Community Engagement Toolkit

The toolkit is divided into the following categories.



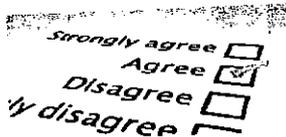
Community Engagement Approaches

Overall engagement strategies that use a collection of tools in a certain order to create meaningful participation, collaboration, and dialogue.



Formal Events

Meetings or group events where community members gather together for a specific purpose through meetings, games, walking tours, or other interactions.



Individual Interactions

Tools that engage community on an individual basis including surveys, polls, or kiosks.



Informal Interactions

Methods to engage community members that are informal in nature such as coffee klatches or open houses.



Invitations (Public Outreach)

Tools and techniques used to invite a wide variety of citizens to participate in community engagement processes.



Online Interactions

Ways to engage community members on the internet or via e-mail, such as social media, crowd sourcing and discussion forums.

Community Engagement Approaches

Technique	Goal	Tips for Successful Implementation	Resources
Action Research			
<p>Research methods that enable decision-makers, community members, and others to explore issues, difficulties, and experiences collaboratively and to identify and test solutions</p>	<ul style="list-style-type: none"> Identify a problem, plan, take action Engage stakeholders as participants in research process Reflect on outcomes Amend action based on evolving understanding Build trust to encourage stakeholders to share experiences and needs 	<ul style="list-style-type: none"> Tightly define research question Present data clearly enough for all to understand Ensure that the interests of all stakeholders are represented Be mindful of sensitive issues and handle them carefully when engaging with community Emphasize qualitative data 	<p>East St. Louis Research Action Project Overview at: http://infed.org/mobi/action-research/</p>
Appreciative Inquiry Process			
<p>Systematic process that uses the art of asking questions and building on narrative communications to commit to action</p>	<ul style="list-style-type: none"> Engage with participants through a question-and-answer session to build a narrative Build on questions to develop imagination, innovation, and commitment 	<ul style="list-style-type: none"> Create a high level of engagement and commitment as part of an ongoing process Recruit a core team with high levels of engagement Consider using 'imagine' process 	<p>http://appreciativeinquiry.case.edu/</p> <p>Imagine: https://bloomington.in.gov/imaginebloomington</p>
Asset Mapping			
<p>Inventory of skills, talents, and capabilities of active people and organizations in the community as well as physical structures, features, and place of a community</p> <p>Process of formal meetings and individual interactions</p>	<ul style="list-style-type: none"> Identify people and organizations to characterize the current and potential capacities of the community Identify strengths of physical features of the community Recognize strengths of the community 	<ul style="list-style-type: none"> Involve many different community stakeholders Continually evaluate capacities of the community Ensure active training of community members Plan on a long amount of time to successfully complete asset map 	<p>Asset-Based Community Development Institute Toolkit: http://www.abcdinstitute.org/toolkit/</p>

Community Engagement Approaches

Technique	Goal	Tips for Successful Implementation	Resources
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Charrette

<p>Intensive workshop held over several days or weekends</p>	<ul style="list-style-type: none"> • Identify issues, determine preferred outcomes and create plans for the future • Create partnerships and positive working relationships within the community 	<ul style="list-style-type: none"> • Use public deliberation to determine preferred outcome • Split participants into small groups to discuss topics • Include community stakeholders and representatives from interest groups • Create an environment of joint problem-solving and creative thinking • Feed comments back to all participants for further comments • Include marginalized communities • Consider costs of potential solutions and ensure adequate budget 	<p>National Charrette Institute: http://www.charretteinstitute.org/</p>
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Deliberative Dialogues

<p>Series of facilitated meetings to bring people together as a group to make choices about complex issues when opinion is polarized and solutions are uncertain</p>	<ul style="list-style-type: none"> • Provide opportunity to openly share different perspectives • Identify common ground among diverse groups or interests 	<ul style="list-style-type: none"> • Plan and prepare for several possible approaches to problems • Provide a strong facilitator • Make groups of 8-20 • Facilitate discussions at youth, faith or community groups 	<p>Community Toolbox from the University of Kentucky: http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/community-dialogue/main</p>
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Community Engagement Approaches

Technique	Goal	Tips for Successful Implementation	Resources
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Deliberative Polling

Random representative polling of the public followed by focus groups to engage on an issue

- Present information to inform the public on a contentious issue and measure changes in attitudes
- Engage sample of experts and leaders to discuss an issues
- Send an information pack with balanced briefing materials
- Invite members of sample to one-on-one, face-to-face interviews at a gathering place
- Poll a representative sample, meet with sample to inform and engage, poll sample again to measure changes in attitudes
- Poll the sample again using the same questions on the pre-survey to measure changes
- Address issues of public interest
- Ensure adequate budget

The Center for Deliberative Democracy:
<http://cdd.stanford.edu/>

Study Circles

Process to involve numerous small groups of people in decision-making for communities

- Encourage highly participatory action from small groups of community members
- Enable multiple groups to work at the same time and then host a larger summit to share ideas

<http://everydaydemocracy.org/>

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
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Advisory Committee

Group of experts or representative stakeholders formed to guide a process or develop a specific product or policy recommendation

- Advise process, policy or product development
- Provide constructive opportunities for compromise

- Obtain strong leadership in advance
- Ensure membership has credibility with the public
- Represent stakeholder

s

America Speaks

21st Century Town Hall

- Utilize tools to engage citizens in decision-making process

America Speaks:
<http://americaspeaks.org/democracy-lab/innovation/21st-century-town-meeting/>

Briefing

Short presentation to a group to inform or educate, often to groups that meet regularly, like a City Council, social or civic clubs.

- Provide important information to decision-makers, agencies, and key stakeholders
- Help keep decision-makers informed about a project's progress
- Engage groups not previously reached

- Consider political implications of decisions
- Consider whether stakeholders will be impacted by decisions made
- Regularly identify and inform stakeholders
- Make it short and simple

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Citizen Advisory Committee			
<p>Representatives from a particular profession, industry, community, or interest group to offer advice on a process or project</p>	<ul style="list-style-type: none"> • Appoint a committee of 'experts' to provide technical information on complex proposals or issues • Provide ongoing, high-level policy and planning advice to decision-makers and others 	<ul style="list-style-type: none"> • Meet throughout the duration of a project to provide input and advice • Articulate terms of membership • Articulate committee and participant roles • Articulate time frame • Determine the decision-making process • Include a range of technical and local expertise and knowledge 	
Citizens' Jury			
<p>Panel of 12 to 20 randomly recruited citizens who meet for three to five days to hear expert testimony on a public issue and decide upon a recommendation</p>	<ul style="list-style-type: none"> • Examine an issue of public significance or community concern • Ask questions of a variety of expert and other witnesses • Deliberate, discuss, and debate ideas • Present recommendation to the public and/or decision-makers • Gain public buy-in for potentially contentious decisions 	<ul style="list-style-type: none"> • Provide jury with questions or series of questions to deliberate • Prepare extensively • Properly vet topics before considering them for jury process • Ensure that facilitation, negotiation, and conflict resolution skills are adequate • Find expert witnesses who can present clear arguments • Present balanced witness testimony • Agree upon processes for reporting and responding to recommendations 	<p>Jefferson Center: http://jeffersoncenter.org/what-we-do/citizen-juries/</p>

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Citizens' Panel			
Selection of 100-200 citizens who are representative of the population to deliberate about issues over a period of time	<ul style="list-style-type: none"> • Survey members on a regular basis about specific issues or processes • Track changes in attitudes, knowledge and behavior • Test new ideas and plans 	<ul style="list-style-type: none"> • Replace approximately one-third of the panel annually to ensure that panel remains representative • Track views over time • Give adequate feedback to participants to ensure that they feel valued 	
Community Culture Development			
Community-based arts events involving artists and community members, such as dances, theater performances, festivals, events, exhibits, video and digital arts, public art, circuses, or fashion design shows	<ul style="list-style-type: none"> • Build skills and share information, understandings and experiences • Encourage innovative thinking and problem solving • Create a sense of place and achieve diverse outcomes • Generate creative solutions to local issues • Increase awareness of community revitalization and resource management 	<ul style="list-style-type: none"> • Align artistic outcomes with community, cultural, and economic outcomes • Engage people from culturally and linguistically diverse backgrounds • Engage young people and people who prefer to express themselves using images and concepts rather than words • Develop strong qualitative skills to facilitate and interpret data analysis • Dedicate adequate time and resources to projects 	
Community Workshop			
Public meeting to increase awareness about an issue or proposal	<ul style="list-style-type: none"> • Provide information about community issues • Begin a consultative process 	<ul style="list-style-type: none"> • Consider the risks of tackling contentious issues 	

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Community Workshop continued			
		<ul style="list-style-type: none"> Publicize time, date, venue, and agenda in advance Provide information to ensure all participants are informed <p>Use strong facilitation skills to keep workshop on topic</p>	<p>Community Toolbox from the University of Kentucky: http://ctb.ku.edu/en/table-of-contents/structure/training-and-technical-assistance/workshops/main</p>
Design workshop			
<p>Workshop to allow stakeholders chance to influence the design of a proposed project</p> <p>Component of a charrette</p>	<ul style="list-style-type: none"> Give stakeholders an opportunity to provide information Enable participants to understand the needs of other stakeholders Develop and enhance relationships 	<ul style="list-style-type: none"> Provide a detailed agenda prior to the event Limit size and define membership of group Involve people with a range of knowledge and skills Use in early stages of a project 	<p>National Charrette Institute: http://www.charretteinstitute.org/</p>
Deliberative retreat			
<p>Informal meeting of key stakeholders outside of usual surroundings framed around a specific decision that requires action</p>	<ul style="list-style-type: none"> Remove traditional surroundings of meetings to prompt new ideas on a topic Define a specific decision or action that requires the attention of key stakeholders 	<ul style="list-style-type: none"> Employ a skilled facilitator 	

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
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Discussion Group

<p>Workshop to involve participants in discussing a limited number of community issues</p> <p>Component of Action Research</p>	<ul style="list-style-type: none"> • Draw out a range of views and opinions • Harness community energy and knowledge 	<ul style="list-style-type: none"> • Ensure that participants are representative of community • Facilitate discussion groups • Combine dialogue and brainstorming to discuss an issue • Encourage cyclical process if involved with a long-term project 	<p>Community Toolbox from University of Kentucky: http://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/group-discussions/main</p>
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Drama workshop

<p>Workshop to act out visions of a community's future</p>	<ul style="list-style-type: none"> • Encourage participants to act out visions of what they want and don't want • Explore and discuss issues arising from performances • Provide 'hands-on' participation in decision-making processes 	<ul style="list-style-type: none"> • Include decision-makers in workshop to answer questions and clarify points • Offer several ways to contribute to discussion, including oral and written input • Allow adequate time for thoughtful discussion and debriefing 	
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Expert Panel

<p>Formal public meeting designed like <i>Meet the Press</i>, with media interviews of experts</p>	<ul style="list-style-type: none"> • Encourage education through media • Disseminate information to public 	<ul style="list-style-type: none"> • Requires advance preparation and organization • Agree on ground rules • Encourage public participation after panel 	
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Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Fishbowl			
Public meeting where those having a discussion sit in a circle, surrounded by the public in concentric circles, as if those in the middle were in a fishbowl. Sometimes, an empty chairs are in the inner circle, to allow those listening to join the discussion.	<ul style="list-style-type: none"> • Allow a diverse group of people to explore complex issues in a short time • Provide opportunities for participants to actively listen and respond • Use recordings and documents from event to inform public 	<ul style="list-style-type: none"> • Ask those starting the discussion to prepare answers to questions in advance • Consider questions one at a time • Ensure that listening group takes notes and prepares commentary • Swap groups to allow for rebuttal • Provide strong facilitators 	The Knowledge Toolkit: http://www.kstoolkit.org/fishbowl
Focus Group			
Forum to test messages with randomly selected members of a target audience	<ul style="list-style-type: none"> • Test key messages prior to implementing program • Obtain input on planning decisions 	<ul style="list-style-type: none"> • Conduct at least two sessions for a given topic • Use a skilled facilitator to conduct the session 	Community Toolbox from the University of Kentucky: http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/conduct-focus-groups/main
Future Search Conference			
2-3 day conference to focus on the future of an organization or community	<ul style="list-style-type: none"> • Involve hundreds of people simultaneously in organizational change decisions • Empower individuals as experts 	<ul style="list-style-type: none"> • Hire a facilitator skilled in future search techniques • Prepare for logistically complex event planning and execution 	http://www.futuresearch.net

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Gallery Walk			
<p>Formal event which begins with participants walking a gallery of large sheets of paper with questions, where they write input. Next, participants read what others wrote and then gather to discuss as group.</p>	<ul style="list-style-type: none"> • Obtain feedback through unconventional means • Create consensus 	<ul style="list-style-type: none"> • Promote cooperation and team building • Finish 'walk' with a report out where group discusses observations • Have staff listen in on some groups 	<p>http://www.bowperson.com/BOWPERSON/GalleryWalk.pdf</p>
Negotiation Table			
<p>Process of consultation, planning, and negotiation between community leaders and senior decision-makers to agree on actions and define responsibilities.</p>	<ul style="list-style-type: none"> • Bring community groups together to work in a collaborative way 	<ul style="list-style-type: none"> • Promote diversity, flexibility, and equality of opportunity for communities • Employ skilled facilitator • Review existing plans, produce new plans, and identify priorities 	
Nominal Group Workshop			
<p>Group of experts or representatives formed to develop a specific product or policy recommendation (e.g., a task force)</p>	<ul style="list-style-type: none"> • Bring together a group of experts to develop policy or planning ideas 	<ul style="list-style-type: none"> • Obtain strong leadership in advance • Ensure that membership has credibility with public • Consider how best to use results, especially if they are broad 	<p>http://www.communitydevelopment.uuic.edu/sp/Step5/Nominal%20Group%20Technique.pdf</p>
Open Space Technology			
<p>Method of large-group facilitation (see next page for principles of format)</p>	<ul style="list-style-type: none"> • Engage and empower community by facilitating a free-form discussion 	<ul style="list-style-type: none"> • Allow participants to organize, set agenda, decide the length of the event, and determine the outcomes 	<p>http://www.openspaceworld.org</p>

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Open Space Technology continued			
<p>Based on the following four principles:</p> <ul style="list-style-type: none"> • Whoever comes are the right people • Whatever happens is all that could • Whenever it starts is right <p>When it's over, it's over</p>		<ul style="list-style-type: none"> • Allow participants to engage in issues that interest them and disengage from issues that don't • Ensure that all participants have equal say • Set up room so everyone can see everyone else 	
Partnerships for Active Participation			
<p>Formal or informal partnerships between government and community groups or institutions to promote ongoing government-community engagement</p>	<ul style="list-style-type: none"> • Agree to work together on specific outcomes • Establish trust and respect among multiple stakeholders 	<ul style="list-style-type: none"> • Build knowledge, skills, and awareness of all partners to ensure long-term relationships • Employ skilled facilitator to ensure active participation 	
Planning for Real			
<p>Community-assembled 3-D model of the area for consideration</p>	<ul style="list-style-type: none"> • Give participants a voice in decisions affecting their neighborhoods and communities • Assemble a transportable model and gather input from the public through non-traditional means 	<ul style="list-style-type: none"> • Use suggestion cards to allow people to express ideas 	<p>http://www.communityplanning.net/methods/planning_for_real.php</p>
Public Hearing			
<p>Formal meeting with scheduled presentations and recorded comments from the public</p>	<ul style="list-style-type: none"> • Provide formal setting for scheduled presentations and feedback from the public 	<ul style="list-style-type: none"> • Provide opportunity for public to speak without rebuttal • Ensure that feedback can be used constructively 	

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Reference Group			
Invited representatives from community interest groups who actively represent their group's or community's views throughout the process	<ul style="list-style-type: none"> • Support long-term community engagement and relationship building through regular meetings • Provide input into development, implementation, and evaluation 	<ul style="list-style-type: none"> • Ensure that members have capacity and knowledge to represent group or community • Publicize activities to maintain momentum and energy • Give members adequate resources and support 	
Revolving Conversations			
Leaderless meeting to stimulate active participation	<ul style="list-style-type: none"> • Encourage active participation by providing meeting with no set leader 	<ul style="list-style-type: none"> • Use microphones • Take notes • Set up a center table for speakers surrounded by concentric circles of seats for listeners • Allow participants to move freely between speaking and listening seats 	
Summit			
Large-scale event that brings large groups of participants together to consider information and make recommendations	<ul style="list-style-type: none"> • Bring together key stakeholders to discuss information and develop strategies to come up with collaborative solutions 	<ul style="list-style-type: none"> • Provide all stakeholders full information before beginning summit • Prepare and employ skilled facilitators • Engage in entire process of planning, engagement, coordination, delivery, and follow-up 	
Symposium			
Conference or meeting to discuss a particular topic with multiple speakers	<ul style="list-style-type: none"> • Inform and engage public with many ideas about a topic 	<ul style="list-style-type: none"> • Plan speakers and agenda in advance • Publicize event 	

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
Visioning			
Exploratory method used in a community meeting to imagine the future of a community by providing stimuli for a visioning experience	<ul style="list-style-type: none"> • Create an atmosphere that allows community members to visualize the current community and a future community • Build a sense of community 	<ul style="list-style-type: none"> • Involve large numbers of diverse participants • Employ a skilled facilitator to provide a safe atmosphere • Explore a variety of visions for the future • Focus on possible strengths rather than issues or conflicts • Analyze data carefully and thoughtfully 	
Walkabout			
Tour of community to gain first-hand understanding of its qualities and challenges	<ul style="list-style-type: none"> • Elicit candid feedback from stakeholders • Understand area through experience and eyes of participants 	<ul style="list-style-type: none"> • Consider needs of those with physical disabilities • Pair with community workshops 	
World Cafe			
Discussion in an informal setting in which participants share insights and information	<ul style="list-style-type: none"> • Create an informal environment to encourage large groups of people to share insights about topics • Connect small ideas or themes to larger themes or questions • Share information on a large scale 	<ul style="list-style-type: none"> • Use online methods or a public space with multiple tables • Prepare questions and distribute them to each table • Provide each table with large notepads or tablecloths that can be written on • Provide each table with a skilled facilitator • Assign tables different questions to react to within a set amount of time 	http://www.theworldcafe.com

Formal Events

Technique	Goal	Tips for Successful Implementation	Resources
World Café continued			
		<ul style="list-style-type: none"> • Encourage written responses or drawings • Ask participants to rotate tables, answer different questions and respond to other groups' responses • Conclude by having small groups report back to the large group • 	
Workshop			
<p>Informal public meeting with presentations and exhibits</p>	<ul style="list-style-type: none"> • Allow participants to learn about an issue • Gain public input on an issue or project 	<ul style="list-style-type: none"> • Train a group of facilitators to run the workshop • Decide how you will use public input before undertaking workshop 	

Technique	Goal	Tips for Successful Implementation	Resources
Comment Forms			
Mail-in form included in fact sheets or mailings to gather information	<ul style="list-style-type: none"> Gather information from citizens through mail, electronic response, or other means 	<ul style="list-style-type: none"> Include prepaid postage Collect names to expand mailing lists Use bill stuffers, fact sheets, or newspaper inserts Document results as part of public record 	
Delphi Process			
Repeating processes of asking questions about an issue until consensus is found	<ul style="list-style-type: none"> Obtain agreement issues without meeting face-to-face 	<ul style="list-style-type: none"> Use computer technology if needed Consider anonymous submissions so participants feel comfortable Sustaining active participation in every round can be challenging 	http://betterevaluation.org/evaluation-options/delphitechnique
In-Person Surveys			
One-on-one 'focus group' with standardized questions or methods	<ul style="list-style-type: none"> Survey citizens on issues of community 	<ul style="list-style-type: none"> Decide how results will be used before designing survey 	
Interviews			
One-on-one meetings with stakeholders	<ul style="list-style-type: none"> Exchange and/or obtain information 	<ul style="list-style-type: none"> Interview those who would not be comfortable in a public setting Conduct interviews in person, if possible 	

Technique	Goal	Tips for Successful Implementation	Resources
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Mailed Surveys and Questionnaires

Randomly mailed inquiries to sample population to gain information for statistical validation	<ul style="list-style-type: none"> Obtain statistically valid results and discover general attitudes about community issues 	<ul style="list-style-type: none"> Develop and administer through third party to avoid bias Ensure that results are statistically valid Provide adequate budget 	
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Participatory Editing

Drafts of reports and public documents provided to citizens to for their revisions	<ul style="list-style-type: none"> Allow citizens an opportunity to shape public documents Build ownership of plans 	<ul style="list-style-type: none"> Use online resources to allow citizens to work on plans on their own time Enable input from different participants and geographic locations 	http://www.communityplanning.net/methods/participatory_editing.php
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Photovoice

Provide people with cameras to record and represent their community through photos	<ul style="list-style-type: none"> Obtain a different view of community through photographs Provide creative outlet for people who need unconventional ways to express their perceptions and desires 	<ul style="list-style-type: none"> Provide some guidelines about what to photograph Adapt goals if necessary after photographs are submitted 	Community Toolbox at the University of Kentucky: http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/photovoice/main
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Technique	Goal	Tips for Successful Implementation	Resources
Poll			
Questions posed to community members to gauge public opinion	<ul style="list-style-type: none"> • Provide a quick snapshot of public opinion through a simple poll on a subject 	<ul style="list-style-type: none"> • Sample a representative population • Consider using a telephone survey or an online survey • Provide respondents with necessary background information to answer questions 	
Resident Feedback Registers			
Regular polling of a randomly selected database of residents	<ul style="list-style-type: none"> • Gather feedback for an agency, business or organization about its services, priorities, projects or contentious issues • Reach constituents beyond those who regularly attend meetings 	<ul style="list-style-type: none"> • Define and communicate terms of participation • Select a representative sample from the population. Use a professional polling firm, if possible, to create sample. 	
Responsiveness Summaries			
Documentation that provides feedback to the public regarding received comments	<ul style="list-style-type: none"> • Inform the public on how comments are being used in planning 	<ul style="list-style-type: none"> • Publicly announce how comments are being addressed 	
Survey Research			
Open and/or closed questions posed to gather opinions on an issue	<ul style="list-style-type: none"> • Gain a sense of what the population thinks about one or more issues 	<ul style="list-style-type: none"> • Compare the responses of different community groups • See tips on "Poll" 	

Individual Interactions

Technique	Goal	Tips for Successful Implementation	Resources
Technical Reports			
Technical document reporting research or findings	<ul style="list-style-type: none">Analyze and report findings of research	<ul style="list-style-type: none">Consider preparing reports through independent sourceEnsure that report is easy to read and understand	
Video and Audio Booths			
Booths in public places where community members can record their input to a question or survey	<ul style="list-style-type: none">Consult community members	<ul style="list-style-type: none">Keep question simple and open-endedEnsure that booth feels private	

Informal Interactions

Technique	Goal	Tips for Successful Implementation	Resources
Coffee Klatch - Kitchen Table Meeting			
Small meetings within a neighborhood	<ul style="list-style-type: none"> • Provide opportunity for community members to meet and talk informally about community issues 	<ul style="list-style-type: none"> • Encourage meetings at comfortable places like a resident's house • Train staff to be courteous and appreciative of host 	
Community Fair			
Engagement activity or venue to share project information or raise awareness about community issues	<ul style="list-style-type: none"> • Provide a fun and enjoyable venue • Distribute information • Provide a range of opportunities for consultation and active participation 	<ul style="list-style-type: none"> • Include the fair as a part of a specific engagement activity • Ensure that collaborative techniques are well-developed • Ensure that staff maintain relationships 	
Field Office			
Office established with set hours to respond to inquiries	<ul style="list-style-type: none"> • Provide opportunity for informal interactions where citizens can feel free to speak with staff members about a project or issue 	<ul style="list-style-type: none"> • Use brochures and advertising to market to a broad audience • Ensure that field office has internet access so it can send more information to public 	
Information Kiosk			
Station with project information	<ul style="list-style-type: none"> • Informally present information to the public 	<ul style="list-style-type: none"> • Tailor information to audience you wish to reach 	
Information Repository			
Facility to distribute information to the public (e.g., brochure stand, kiosk)	<ul style="list-style-type: none"> • Provide secure and central location to distribute information 	<ul style="list-style-type: none"> • Keep a list of the repository items • Track use of repository through a sign-in sheet 	

Technique	Goal	Tips for Successful Implementation	Resources
Learning Circles			
Democratic opportunity to discuss and learn about issues important to the community	<ul style="list-style-type: none"> • Learn what issues are important to the community • Explore social and political issues in a safe forum 	<ul style="list-style-type: none"> • Provide focus in the discussion groups • Probe during discussion to uncover opinions and topics on an issue 	http://everyday-democracy.org/
Meetings with Existing Groups			
Small meeting in conjunction with another group event	<ul style="list-style-type: none"> • Utilize existing meetings to discuss issues with likely interest groups 	<ul style="list-style-type: none"> • Provide opportunities for one-on-one meetings • Target desired audience by reaching out to groups with existing meetings 	
Open House			
Informal space to meet and talk to a wide variety of citizens on their own time	<ul style="list-style-type: none"> • Provide informal setting for people to engage with staff members 	<ul style="list-style-type: none"> • Collect comment sheets to document participation • Prepare for large fluctuations in attendance throughout the event; many people may come all at once • Provide other ways for people to engage 	
Road Show			
Traveling presentation to obtain feedback about a project that may impact more than one community	<ul style="list-style-type: none"> • Travel to where people are to gather feedback about community ideas 	<ul style="list-style-type: none"> • Consider using a display to showcase information • Include several geographic regions • Bring presentation to several events • Interpret results across regions 	

Informal Interactions

Technique	Goal	Tips for Successful Implementation	Resources
Learning Circles			
Democratic opportunity to discuss and learn about issues important to the community	<ul style="list-style-type: none"> Learn what issues are important to the community Explore social and political issues in a safe forum 	<ul style="list-style-type: none"> Provide focus in the discussion groups Probe during discussion to uncover opinions and topics on an issue 	http://everydaydemocracy.org/
Meetings with Existing Groups			
Small meeting in conjunction with another group event	<ul style="list-style-type: none"> Utilize existing meetings to discuss issues with likely interest groups 	<ul style="list-style-type: none"> Provide opportunities for one-on-one meetings Target desired audience by reaching out to groups with existing meetings 	
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Traveling presentation to obtain feedback about a project that may impact more than one community	<ul style="list-style-type: none"> Travel to where people are to gather feedback about community ideas 	<ul style="list-style-type: none"> Consider using a display to showcase information Include several geographic regions Bring presentation to several events Interpret results across regions 	

Informal Interactions

Technique	Goal	Tips for Successful Implementation	Resources
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Tours and Field Trips

Guided or self-guided tour for key stakeholders or officials

- Inform key stakeholders, officials, or media representatives about a particular topic

- Plan a question-and-answer session
- Accommodate all participants (e.g., those with physical disabilities, parents of small children)

World Café (See Formal Events)

Technique	Goal	Tips for Successful Implementation	Resources
Advertising			
Specific information about issues and activities in print publications, radio, television, or online sources	<ul style="list-style-type: none"> • Distribute information targeted to a variety of audiences 	<ul style="list-style-type: none"> • Target print and electronic media to the community of interest • Advertise through a range of media that the stakeholders use • Produce ads in a number of languages • Include diagrams, maps, etc. to convey visual information • Keep information up to date • 	
Bill Stuffers			
Information flyer included in utility bill or other municipal bill	<ul style="list-style-type: none"> • Inform community through quick and simple means 	<ul style="list-style-type: none"> • Design an eye-catching flyer • Use existing mailings to save on cost 	
Central Information Contacts			
Designated contacts for the public and media on a topic	<ul style="list-style-type: none"> • Inform the public through central control center so that people know whom to contact with questions or concerns 	<ul style="list-style-type: none"> • Ask local people to serve as contacts • Establish phone scripts and protocol 	
Display			
Signs or exposition to build relationships and inform the public	<ul style="list-style-type: none"> • Inform the public • Stimulate citizens and stakeholders to participate in an engagement activity 	<ul style="list-style-type: none"> • Use a range of visual materials • Locate display in high-traffic areas: community centers, libraries, shopping centers, festivals, or other events 	

Technique	Goal	Tips for Successful Implementation	Resources
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Display continued

- Share highly visual materials like maps, photographs, and color designs
- Produce in multiple languages and large text Design displays to be used at multiple events

Educational Awareness Program

Informational campaign to raise awareness of an issue among targeted stakeholders

- Provide factual information to a range of stakeholders to inform them about issues

- Ensure that information is accurate
- Make process engaging and collaborative

Fact Sheet or Flyer

Brief document to summarize the facts about a program or issue

- Deliver up-to-date information to highly engaged stakeholders

- Avoid editorial comments
- Develop in multiple languages and for visually impaired
- Plan distribution strategy to ensure that all interested stakeholders receive copies

Field Office (See Informal Interactions)

Media Story

Press release for a media outlet

- Raise interest in or inform community of a decision-making process or activity

- Inform media of background of the project

Technique	Goal	Tips for Successful Implementation	Resources
Media Story continued			
		<ul style="list-style-type: none"> • Provide accurate, timely, and factual information • Use in conjunction with other forms of advertising 	
Newsletter			
<p>Electronic or paper communication to provide information to the community</p>	<ul style="list-style-type: none"> • Inform public through text, photographs, diagrams, maps, and editorial comments 	<ul style="list-style-type: none"> • Allow adequate time to produce high-quality product • Include information from a range of stakeholders • Develop newsletter in multiple formats 	
News Conference			
<p>Media outreach conducted by designated spokesperson or decision-maker</p>	<ul style="list-style-type: none"> • Inform public directly about an issue a • Identify a media contact person 	<ul style="list-style-type: none"> • Keep message on point and consider how media may edit it 	
Newspaper Insert			
<p>Written material distributed in local newspapers to inform the public</p>	<ul style="list-style-type: none"> • Inform community through quick and simple means 	<ul style="list-style-type: none"> • Customize to particular group if desired • Target a specific geographic community if desired 	
Online Information Processes (See Online Interactions)			
Participatory Editing (See Individual Interactions)			
Poll (See Individual Interactions)			
Survey Research (See Individual Interactions)			

Invitations

Technique	Goal	Tips for Successful Implementation	Resources
Telephone Hotline			
Advertised phone number that the public can call to gather information about a topic	<ul style="list-style-type: none">• Provide public with easily accessible source of information from knowledgeable people	<ul style="list-style-type: none">• Use pre-recorded messages if desired• Ensure that hotline staff are well trained	
Television			
Video programming or advertising to present information to an audience	<ul style="list-style-type: none">• Inform public through program or commercial on a topic	<ul style="list-style-type: none">• Consider internet options such as YouTube	

Technique	Goal	Tips for Successful Implementation	Resources
Crowdsourcing			
Means of obtaining services, ideas, functions, or contacts from a large and undefined network of people	<ul style="list-style-type: none"> Reach out to public for answers, solutions, or resources 	<ul style="list-style-type: none"> Make specific requests (e.g., for labor) Use crowdvoting to gauge public opinion Use crowdfunding to raise money Maintain high level of contact with contributors Ensure adequate time and budget 	http://participationcompass.org/article/show/430
Discussion Forum			
Online forum to facilitate discussion and gain an understanding of issues	<ul style="list-style-type: none"> Discuss topics Gather information 	<ul style="list-style-type: none"> Establish forum rules at outset Monitor forum to ensure focused discussion 	
E-Newsletters			
Electronically distributed newsletters	<ul style="list-style-type: none"> Inform the community 	<ul style="list-style-type: none"> Make it easy to sign up for newsletter Ensure adequate content 	
Online Information Process (Website, Blog)			
Dissemination of information to citizens via online tools, such as a website or blog	<ul style="list-style-type: none"> Inform community members who visit the website or on-line media 	<ul style="list-style-type: none"> Allow adequate time for content development and website maintenance Develop content for posting 	
Social Media			
Online media to engage or inform citizens through Facebook, Twitter, YouTube, or other means	<ul style="list-style-type: none"> Gauge public opinion Quickly disseminate information Reach a wide audience 	<ul style="list-style-type: none"> Allow adequate time for ongoing maintenance Develop content for posting 	

Completed Example Worksheets

The completed worksheets in this section are an example. The project is the conversion of an intersection into a roundabout in a fictional Michigan City.

Worksheet #1: Project Description

Complete this worksheet to gain an understanding of the project itself and what assets are available to build the community engagement portion of the project.

Project Details

1. Briefly describe your desired project outcome/deliverables. (Examples: revised master plan, zoning ordinance amendment, brownfield redevelopment)

Design to convert Last Mile and Easy Street intersection to a roundabout.

2. Describe the geographic area or attach an aerial photograph or map of the target area with boundaries, street names and landmarks.

Intersection of Last Mile and Easy Street

3. What adopted policies, ordinances or laws (state or federal) affect the project? (Examples: Michigan Planning Enabling Act, adopted city budget, grant funding requirements)

City Capital Improvements program, City budget, MDOT standards.

4. What are the limits on the project? (Examples: deadline, budget, design parameters)

\$1.2 million budget, 1-year design time frame, 2 years for construction.

5. Who makes the final decision on the project? Who else will contribute a review or recommendation?

City Council & MDOT. Review - Electric Utility, DPW, police, fire

6. Write out the steps of the process to reach the desired project outcome. (Example: Data Gathering, Goals & Objectives, Analysis of Options, Plan Development, Plan Approval)

*1. Traffic Study & scoping, 2. Preliminary Design, 3. Engineering Analysis
4. Final Design, 5. Approvals, 6. Construction Documents, 7. Construction*

Worksheet #1: Project Description

Community Engagement Foundation

7. How much does the community know about the project? What is the depth of their knowledge? (Example: Neighborhood groups know the project is starting but are not aware of budget limitations)

Community aware during master plan 5 years ago and approval of CIP 2 years ago. General public not aware of design limitations with drainage, utilities, and MDOT requirements for Last Mile. Anecdotal knowledge/fears About roundabouts

8. Has the community been engaged in the development of the need or budget for the project? If so, list how and whom? (Examples: Master Plan workshop lead to need for project – block groups, public hearing on budget for fiscal year – general public, City Council)

*Public hearing on budget for this fiscal year (10 people attended)
150 people involved in the master plan discussion 5 years ago*

9. Where can community engagement influence decision points and the final decisions? (Examples: Goals & Objectives, Analysis of Options, Plan Approval)

Preliminary design and approvals

10. What internal or external resources can you use for community engagement? (Examples: mailing lists, project partners, reports, established on-line groups)

Business Association on Last Mile, Facebook group for neighborhood off of Easy Street, city social media & website, e-mail list from Master Plan,

Worksheet #2: Level of Community Engagement

Use this worksheet to determine the appropriate level of community engagement on the Public Participation Spectrum. The level of engagement should be appropriate to the level of community interest, potential controversy and project complexity.

Check a single column for each question as it pertains to the project described in the previous worksheet.

Questions	Very Low	Low	Moderate	High	Very High
What is the expected level of conflict or controversy?				X	
How significant are the potential impacts to the community?			X		
What degree of involvement does the public seem to want?			X		
What is the potential for community engagement to impact the final decision or project?		X			
How great are the possible benefits of engaging the public?			X		
How great are the risks of NOT involving the public?				X	
What level of public participation is desired or expected by the final decision-makers?		X			
What are the chances that the media are or will become interested?					X
How complex is the project?					X
<i>Total the number of checks in each column</i>		2	3	2	2
<i>Multiply the number of checks by the ranking</i>	X1	X2	X3	X4	X5
<i>Enter column score</i>		4	9	8	10
<i>Sum of all five columns</i>	31				
<i>Divide by the total number of questions</i>	/10 31/10=3.1				
AVERAGE SCORE	3.1				

See the next page for score meaning!

Worksheet #3: Community Engagement Goals

Based on the scope of the project and its level of community engagement, develop community engagement goals for your project. On the Public Participation Spectrum, each goal should fall between "Inform" and the most intense level of public participation needed, as identified in Worksheet #2.

Write out each goal on a separate line and check which level of the Public Participation Spectrum it falls under. Use the "Other" column to document when the goal is not on the spectrum but serves another specific purpose, such as public relations.

	Goal	Inform	Consult	Involve	Collaborate	Other
1.	<i>Make public aware of roundabout proposal</i>	X				
2.	<i>Implement master plan</i>	X				
3.	<i>Hear and address concerns</i>		X	X		
4.	<i>Gather input on driving patterns</i>		X			
5.	<i>Keep public aware of construction schedule</i>	X				
6.						
7.						
8.						
9.						

Worksheet #4: Stakeholder Identification

Use this worksheet to identify the community stakeholders you need to engage during the development of the project. Stakeholders are individuals, groups, organizations or entities that will be affected by project decisions, are interested in the project, can change the decisions and/or make a difference in the process.

Stakeholders have different levels of interest that should be identified. List stakeholders in all four categories below:

Type of Stakeholder	Name/Organization
<p>Affected</p> <p>Audiences you most frequently communicate with, consult, involve or collaborate with during the process</p> <p><i>Examples: Affected residents and property owners, decision-making body</i></p>	<p><i>Businesses at intersection, neighborhoods</i></p> <p><i>MDOT, electric utility, DPW, Fire, Police, County Drain Commission, Bus provider</i></p> <p><i>City Council</i></p>
<p>Impacted</p> <p>Audiences surrounding the project area whom you will consult or involve</p> <p><i>Examples: Neighboring residents or property owners, neighborhood associations, business groups, utilities, government officials with jurisdiction like road and drain commissions</i></p>	<p><i>Businesses within 5 miles of intersection</i></p> <p><i>Neighborhoods within 5 miles</i></p>
<p>Interested</p> <p>Audiences interested in the project but not necessarily directly affected or impacted, whom you will inform or consult</p> <p><i>Examples: Anyone expressing interest, advocacy groups, schools and other taxing entities, elected officials, adjacent municipalities</i></p>	<p><i>Local cyclists group, neighboring cities, School District, Road millage campaign groups (for & against)</i></p>
<p>Aware</p> <p>Audiences you want to keep informed about the project</p> <p><i>Examples: Media (print, radio, television, internet), social media groups</i></p>	<p><i>Media, local blogger, general public</i></p>

Worksheet #5: Stakeholder Analysis

Different stakeholders may require different community engagement techniques and prefer different levels of engagement. For each stakeholder identified, have a discussion with a representative to discover what the group needs for effective engagement and what level of engagement the group prefers. Use this worksheet to summarize the information.

Below, rewrite the list of stakeholders from the previous worksheet and answer the questions in consultation with a member of the stakeholder group.

Stakeholder	How can this stakeholder contribute?		What could prevent effective engagement?		Ways to use assets and resources to overcome barriers to engagement
	Assets Knowledge, skills, resources, energy, commitment, relationships and/or networks	Level of engagement Collaborate, involve, consult, inform	Physical Factors Lack of time, lack of resources, lack of childcare, lack of motivation	Cultural Factors Language, gender, religion, ethnicity, sexual orientation, diet	
Businesses at intersection	Knowledge, energy	Involve	Time	Ethnicity, language	Interviews, hold meetings at their businesses
Neighborhoods on Easy Street	Knowledge, networks	Involve	Time, childcare	??	Meetings in evening/weekends with childcare
City Council	Decision makers	Involve	Time, resources	--	Well-organized meetings
Electric Utility	Knowledge, skills	Involve	Time	??	Interviews?
MDOT	Knowledge, approval	Involve	Time, resources	Jargon	Consultant can help?

Worksheet #5: Stakeholder Analysis

Stakeholder	How can this stakeholder contribute?		What could prevent effective engagement?		Ways to use assets and resources to overcome barriers to engagement
	<u>Assets</u> Knowledge, skills, resources, energy, commitment, relationships and/or networks	<u>Level of engagement</u> Collaborate, involve, consult, inform	<u>Physical Factors</u> Lack of time, lack of resources, lack of childcare, lack of motivation	<u>Cultural Factors</u> Language, gender, religion, ethnicity, sexual orientation, diet	
List stakeholders from previous worksheet and if they are affected, impacted, interested or aware					
<i>Businesses & neighborhoods within 5 miles</i>	<i>Energy</i>	<i>Consult</i>	<i>Motivation</i>	<i>All of them!</i>	<i>Variety of tools, know what we are asking!</i>
<i>Local cyclists group</i>	<i>Energy & network</i>	<i>Consult</i>	<i>Time</i>		<i>Attend weekly ride</i>
<i>Road millage campaign groups</i>	<i>Energy</i>	<i>Consult</i>	<i>Disbanded</i>		
<i>Public at large</i>	<i>Energy</i>	<i>Inform</i>	<i>Don't care</i>	<i>??</i>	<i>News, website</i>
<i>Media</i>	<i>Network</i>	<i>Inform</i>	<i>Busy</i>		
<i>Bloggers</i>	<i>Network</i>	<i>Inform</i>	<i>Busy</i>	<i>Age</i>	
<i>Neighboring cities</i>	<i>Commitment</i>	<i>Inform</i>	<i>Busy</i>		<i>Go to their meetings</i>
<i>Bus provider</i>	<i>Network</i>	<i>Involve?</i>	<i>Motivation</i>		<i>Interview?</i>
<i>School District</i>	<i>Network</i>	<i>Inform</i>	<i>Motivation</i>		<i>Interview?</i>

Worksheet #6: Project Process and Community Needs

Use this worksheet to plan the steps of your process and identify what the public needs to be effectively engaged at each step, keeping in mind the goals and stakeholders identified. Set realistic targets for each step in the process. Below is a sample from IAP2:

Sample Process and Public Needs

Example from International Association for Public Participation at www.iap2.org

Process Step	Public Needs
1. Define the problem/opportunity and decision to be made	Clear understanding of the scope of the decision
2. Gather information	Full range of objective information about the issue to be addressed
3. Establish decision criteria	Clear understanding of the criteria by which the alternatives will be evaluated
4. Develop alternatives	Balanced alternatives that include stakeholder issues and concerns
5. Evaluate alternatives	Clear comparison of alternatives
6. Make decision	Clear understanding of who made the decision and how stakeholder issues were considered

Process and Public Needs

Process Step	Public Needs
1. <i>Traffic Study & scoping</i>	<i>Clear understanding of information gathered and why</i>
2. <i>Preliminary Design</i>	<i>Why decision for roundabout made, design & budget limitations, full range of design options for roundabout</i>
3. <i>Engineering Analysis</i>	<i>Clear understanding of engineering and why they caused changes</i>
4. <i>Final Design</i>	<i>Clear understanding of proposed design</i>
5. <i>Approvals</i>	<i>Clear understanding of who made the decisions and how stakeholder issues were considered.</i>
6. <i>Construction Documents</i>	<i>Clear understanding of bidding process</i>
7. <i>Construction</i>	<i>Clear understanding of schedule</i>

Worksheet #8: Roles and Responsibilities

Use this worksheet to identify who could do what in the community engagement of the project. Groups or individuals could have more than one role or responsibility. The roles listed below may not apply to every project and are meant help brainstorming. Add other roles as you see fit. Then, list individuals or groups, what stakeholders they represent, if any, and their responsibilities.

Role	Individual(s)/ Group(s)	Stakeholders Represented	Responsibility <i>(Decide outcome of project, advise on engagement strategy, perform task, analyze results, communicate results, evaluate process)</i>
Ultimate Decision Maker(s)	<i>City Council</i>	<i>City Council</i>	<i>Decide outcome</i>
Recommending Body	<i>n/a</i>		
Steering/Advisory Committee	<i>n/a</i>		
Project Funder(s)	<i>City Council</i>	<i>City Council</i>	<i>Decide outcome</i>
Appeal Body	<i>n/a</i>		
Utilities	<i>Local Energy</i>	<i>Utilities</i>	<i>Advise design, attend charrette involved in construction</i>
Road Commission	<i>MDOT</i>	<i>MDOT</i>	<i>Decide outcome</i>
Drain Commission	<i>WCDC</i>	<i>Drain Com.</i>	<i>Advise design</i>
School District	<i>Elem.</i>	<i>Neigh.</i>	<i>Advise engagement</i>
Project Manager	<i>Jane</i>	<i>City</i>	<i>Tasks, analysis, evaluate</i>
Staff	<i>Jeff & John</i>	<i>City</i>	<i>Tasks, analysis, communicate</i>
Consultant(s)	<i>TBD</i>	<i>??</i>	<i>Run charrette, embed input in design</i>
Other Department(s)	<i>DPW, Fire, Police</i>	<i>City</i>	<i>Advise design, communicate, attend meetings with public</i>

Worksheet #9: Community Engagement Schedule and Strategy

Use this worksheet to bring together information from previous worksheets to create a community engagement schedule and strategy for your project. List tools by process steps in chronological order, and tie each tool to a goal. Identify the level of community engagement, the stakeholders engaged, who is responsible for designing and implementing each tool, who is responsible for analyzing the results of each tool, and who is responsible for communicating the results back to participants.

Step	Tool	Goal	Level of Engagement (Inform, Consult, Involve, Collaborate)	Stakeholder	Responsible Party				
					Design	Invite	Do	Analyze	Communicate
1.	Website, social media	1, 2	Inform	All	Joe	Joe	Joe	Jane	Jane
2.	Walking Tour	4	Consult	Neigh & Businesses	Consultant	Joe	Consultant & Jane	Consultant & Jane	Jane
3.	Charrette - preliminary design	3	Involve	All	Consultant	Joe	Consultant & Jane	Consultant & Jane	Jane
4.	3 workshops engineering	3	Involve	All	Consultant	Joe	Consultant & Jane	Consultant & Jane	Jane
5.	3 workshops final	5	Inform	All	Consultant	Joe	Consultant & Jane	Consultant & Jane	Jane
6.	City Council Meeting	2, 5	Inform	All	Consultant	Joe	Consultant & Jane	Consultant & Jane	Jane
7.	Web site, social media	2, 5	Inform	All	Joe	Joe	Joe	Jane	Jane

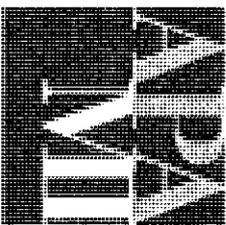
Welcome!

1

Michigan Association of Planning A Chapter of the American Planning Association

Ann Arbor Office (Central Mailing):
1919 W. Stadium Blvd., Suite 4
Ann Arbor, MI 48103 | (734) 913-2000

Detroit Office:
Grand Park Centre
28 W. Adams Ave., Suite 1000
Detroit, MI 48226 | (313) 962-3800



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Michigan Chapter
Making Smart Choices for Michigan

About MAP

3

- Michigan Association of Planning is a 501(c)3 non-profit organization.
- MAP was established in 1945 and has been providing value to land use decision makers for nearly 70 years.
- MAP is a membership based organization with more than 4,000 members from across Michigan.
- MAP is the Michigan Chapter of the American Planning Association (APA).

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Michigan Chapter
Making Smart Choices for Michigan

MAP Mission

2

The Michigan Association of Planning (MAP) exists so that Michigan will consist of healthy, safe, attractive, prosperous, equitable and successful communities based first and foremost on quality community planning.

MAP provides **information, education** and **advocacy** to professional and citizen planners so that they can make better land use decisions.

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About MAP

4

- Our members are **professional community planners**, and local elected and appointed land use decision makers like **planning commissioners, zoning board members**, and others.
- MAP provides **tools and resources** to help you make sound, legally defensible decisions that **improve your community**. MAP helps you understand **your role** in the land development process, the legal basis for your responsibilities, and how your position works in relation to others in your community.

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Making Smart Choices for Michigan

Upcoming Events:

- February 20 | Student MAP (SMAP) Conference
University of Michigan, Michigan League | 9:00 a.m. – 7:00 p.m.
- February 26 | *Bright Ideas!* Planning in Metro Detroit Event Series
Detroit, Matrix Center | 2:30 p.m. – 4:30 p.m.
- February 26 | Planning & Zoning Essentials Workshop
Ann Arbor, Washtenaw Co. Building | 4:00 p.m. – 9:00 p.m.
- March 5 | Site Plan Review Workshop
Lansing, Hampton Inn – Okemos | 5:00 p.m. – 9:00 p.m.
- March 5 | Zoning Board of Appeals: Beyond the Basics
Lansing, Hampton Inn – Okemos | 5:00 p.m. – 8:00 p.m.
- April 9 | Spring Institute: Equity Summit 2015
Lansing, Radisson | 8:30 a.m. – 4:30 p.m.
- October 7-9 | Planning Michigan Annual Conference
Detroit, Marriot

5

MAP Books & Publications

7

- *Planning Commissioner Toolkit* • *Capital Improvements Programs: A How-To Guide (+DVD)*
 - *Zoning Board of Appeals Toolkit* • *Access Management Guidebook*
 - *Planning Commission Guidelines* • *Michigan Zoning Guidebook: for Citizens and Local Officials*
 - *Smart Growth Tactics* • *Access Management Guidebook*
 - *Filling the Gaps: Environmental Protection Option for Local Governments 2nd Ed.* • *Michigan Planning Guidebook: for Citizens and Local Officials*
- (+ instruction by Mark Wyckoff, FAICP on preserving natural resources on DVD)

MAP Provides Information, Tools and Resources

6

- On-site workshops customized and hosted by your community
Host your own or team up with neighboring communities!
- Monthly *Michigan Planner* magazine
- Books and publications addressing your educational needs



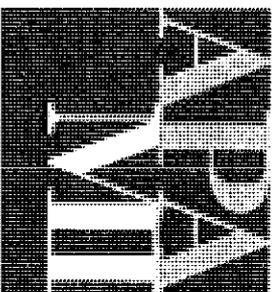
MAP Provides Advocacy and Partnerships

8

- Michigan Development Impact Study, * 2008-2010 (MDOT, Americana, Mott)
- Access Management Guidebook, * 2000-present (MDOT)
- Complete Streets Advisory Council, 2010-present (MDOT)
- Safe Routes to School, * 2004-present (MFF, MDOT)
- Community Engagement Handbook & CSS, date –present (MDOT)
- Healthy Kids Healthy Michigan, * 2007-present (MDCH)
- Promoting Active Communities (PAC), 2006-present (MFF)
- Sense of Place Council, * 2010-present (MSHDA, MML and OTHERS)
- Redevelopment Ready Communities, 2003-present (MSA, MEDC)
- Filling the Gaps, * 2008-2011 (DEQ)
- MML – book reviews, event sponsors, training partners, legislative advocacy
- MTA – regular presenter, legislative advocacy
- Others: MAC, MAR, MEC, MHR, MARealtors, MEDA, CEDAM, LIAA, MHPN, SHPO, IMAGIN, MSUM/SUE

Michigan Association of Planning's

Community Engagement: For Local Officials & Professional Planners



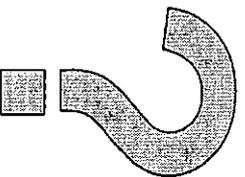
Generous financial contributions from:



9



11



Question

When you see this slide, it is your turn!



There will be a test at the end!

List the engaging activities used in this presentation and win a credit from MAP for training!

10



12

Community Engagement

is a process of meaningful participation, collaboration, and dialogue between government and communities, where communities learn about, contribute to and shape the decisions that affect their lives.

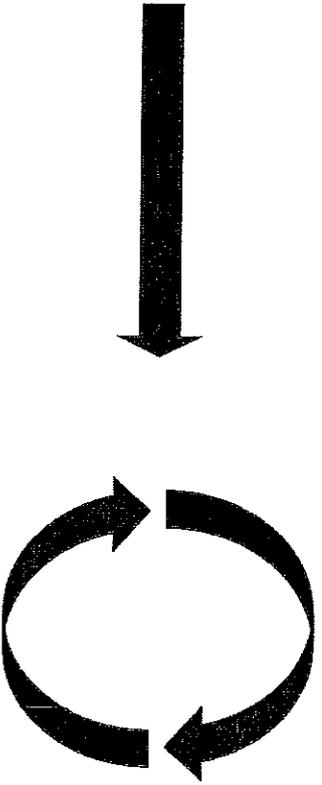


What's in a name?

13

Public Participation

Community Engagement

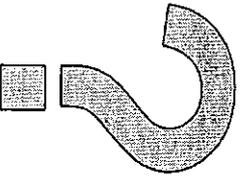


Workshop Agenda

14

- Why?
- Guiding Principles
- Commitment & Perspective
- When?
- Types
- Steps
- Group Exercise

15



Question

Why use community engagement?

Why?

16

- Required by law
- Offers education
- Gathers good ideas
- Addresses public concerns
- Brings community views into decisions and plans
- Provides accountability & transparency
- Builds relationships
- Empowers residents
- Fosters leaders
- Builds community

How to make this happen?

17



Images from cover of "Making Public Participation Legat"

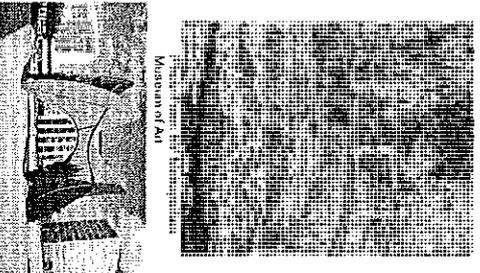
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1000 S. State Street, East Lansing, MI 48824

How to create good community engagement?

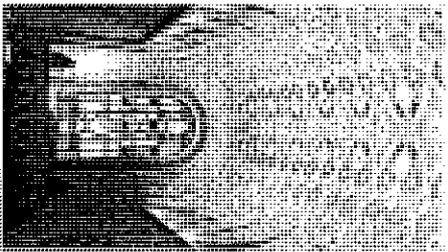
19



Photo From NPR



Museum of Art



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And not this?

18



Images from cover of "Making Public Participation Legat"

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Principles

20

Educate
Give public information
to understand issues &
choices while learning
from the public

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Principles

21

Educate

Give public information
to understand issues &
choices while learning
from the public

Employ

Use local
knowledge and
experience

Principles

22

Educate

Give public information
to understand issues &
choices while learning
from the public

Employ

Use local
knowledge and
experience

Enable

Affirm and
encourage
involvement

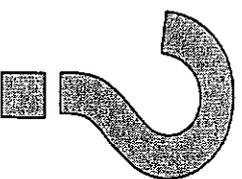
23

E D U C A T
E N G A G E M E N T
M P L O Y
A B L E

M P L O Y
A B L E

24

E D U C A T
E N G A G E M E N T
M P L O Y
A B L E



Question

Do these guiding principles fit with what you
currently do?

Commitment

E
D
U
C
A
T

E

ENGAGEMENT



Perspective

M
P
L
O
Y

A

B

L

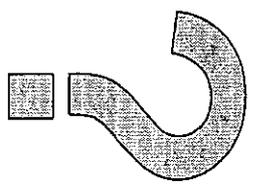
E

Commitment

Time

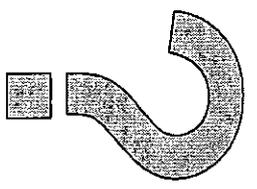
Thought

Money



Question

What percentage of a project's budget usually goes to community engagement?



Question

If you factor in time and thought, does the percentage of the project for community engagement change?

Commitment

E
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Perspective



Perspective

Community engagement,
not public participation

Invitation,
not public outreach



Perspective

Community engagement,
not public participation



Perspective

Community engagement,
not public participation

Invitation,
not public outreach

Listening,
not hearing



Perspective

33

Community engagement,
not public participation

Invitation,
not public outreach

Listening,
not hearing

Respond,
not react

WHEN?

35

Perspective

34

Community engagement,
not public participation

Invitation,
not public outreach

Listening,
not hearing

Respond,
not react

Communicate,
not command

When to engage the community?

36

Required by law

Public hearings

Standard operating procedure

Beyond the usual

The Master Plan

37

- Comprehensive process
- 5-Year update

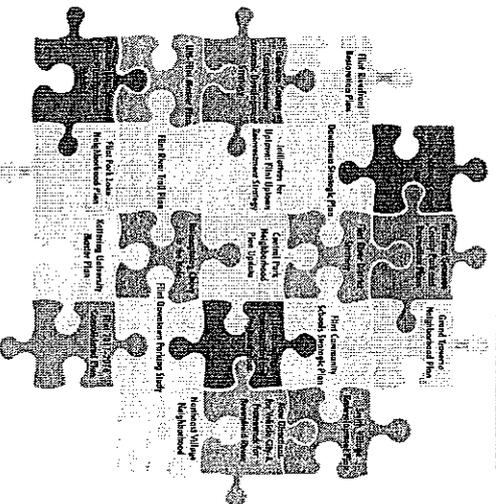


Image from Michigan Association of Planning

Legally required

The Zoning Ordinance

39

- Fundamental change
- Amendments
- New district
- Updates

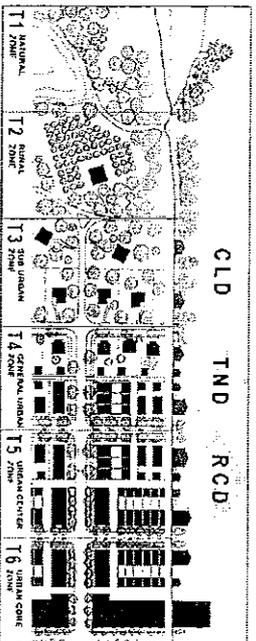


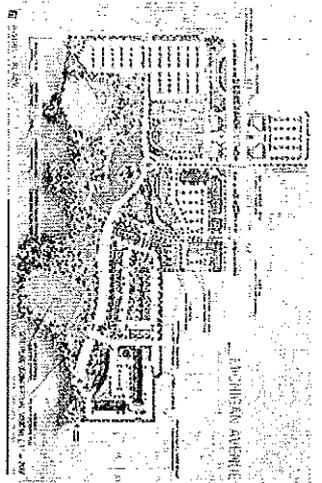
Photo from: www.planningboardoflandings.org

Legally required

Other plans

38

- Sub-area plans
- Tax Increment Financing Plans



Legally required

Public Hearings

40

- Variances and appeals
- Rezoning
- Special Uses
- Planned Unit Developments



Image from Michigan Association of Planning

Infrastructure

41

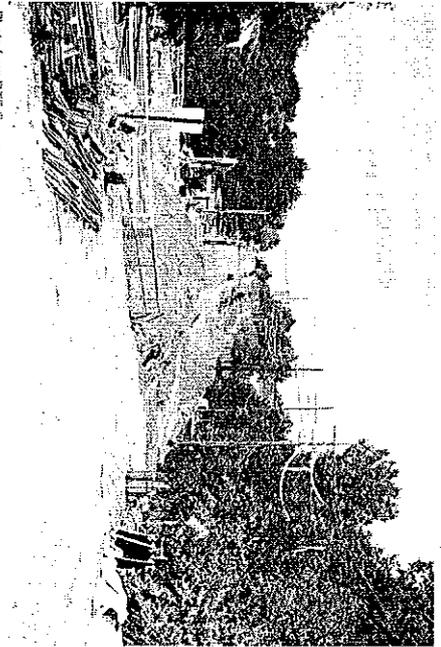


Photo from DTE Energy

Standard Operating Procedure

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43

Redevelopment Project

RRC Community
engagement approach

Need to engage the
neighbors



Beyond the usual

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Redevelopment Project

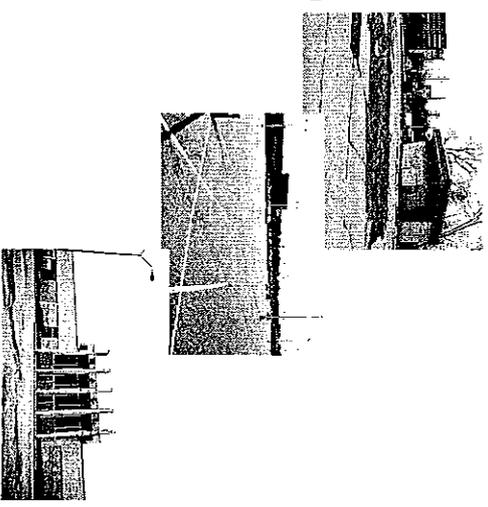
42

Redevelopment Ready
Communities requires a
public participation plan (P3)

Low controversy

High controversy

Beyond the usual



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44

Redevelopment Project

RRC Community
engagement approach

Ready for a developer



Beyond the usual

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Capital Improvements Plan

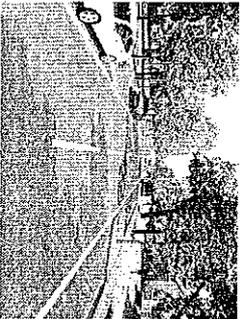
45

City of Howell Street Program Charrette
Existing & Proposed Street Changes

Fundamental change

High controversy

Low controversy



Images from AECOM

Beyond the Usual



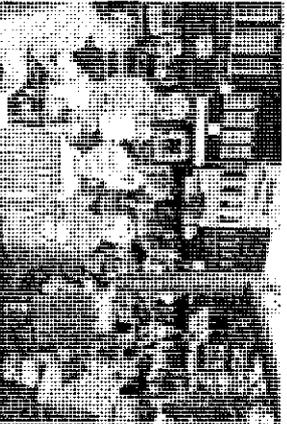
47

Informal

Drop-in times

Community coffees

Getting out of the office



Beyond the Usual



Joint Meetings

46

Adjacent communities

Municipal boards

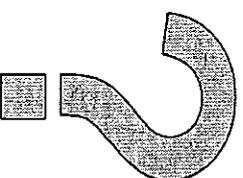
Neighborhood groups



Beyond the Usual



48



Question

When else do you engage the community?



Inform

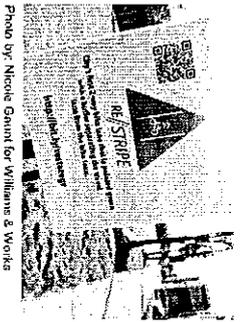
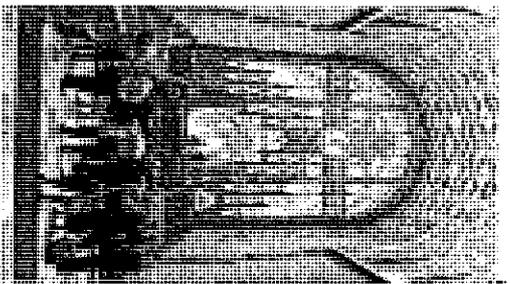


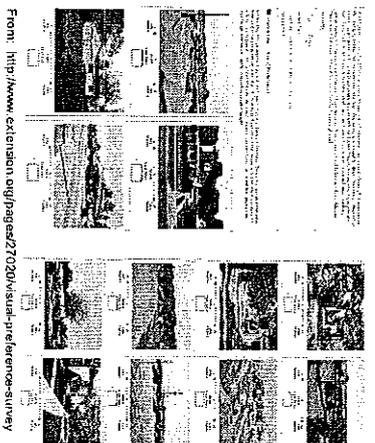
Photo by Nicole Grant for Williams & Works



Planner → Public



Consult



From: <http://www.cstension.org/pages/27020/visual-reference-survey>

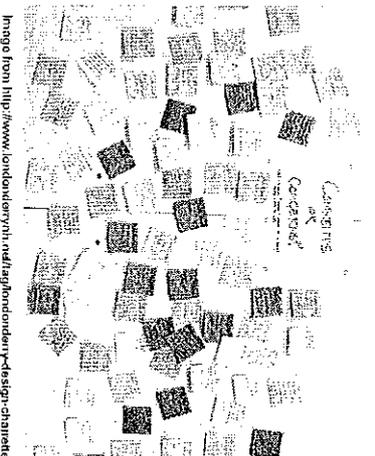


Image from <http://www.londonlensyht.net/lagfondordeny-design-charrette>

Planner → Public



Consult



Planner → Other Entities

Involve

Large-Scale Meetings in 5 Cities



Facilitated Deliberation



Polling & Computers

21st Century Town Hall - The United New Orleans Plan

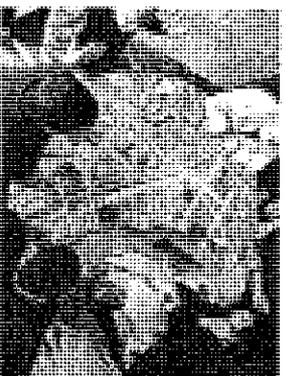


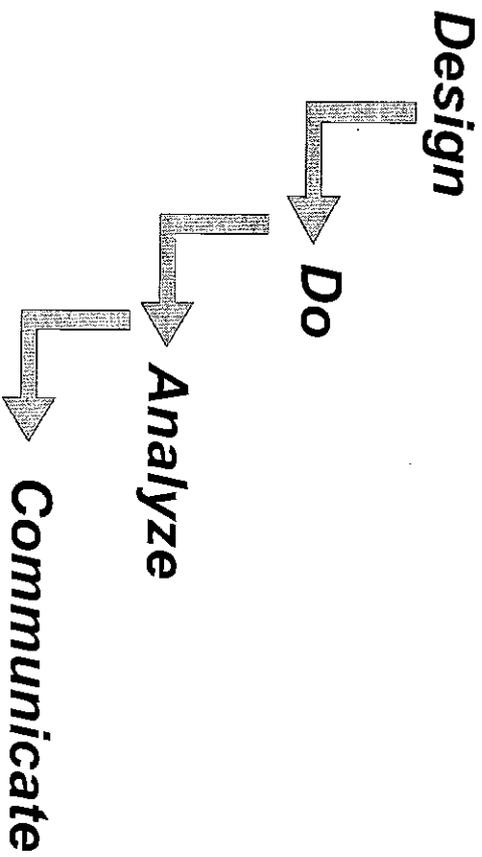
Image from http://www.engineerforall.com/files/2009/10/5/als_supported_design-charrette-on-october-3.html

Planner ↔ Public



Steps

61



Worksheet Example

63

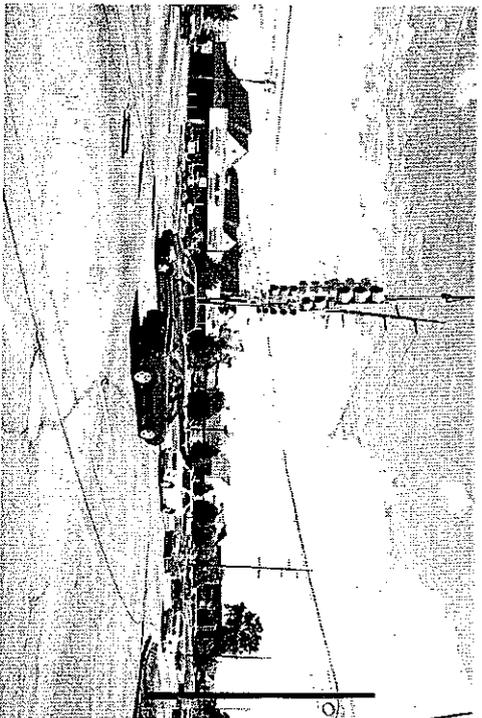


Photo from DTE Energy

Design

62

- Description
- Level of Public Participation
- Goals
- Stakeholders
- Process & Community Needs
- Tool Selection

Description

64

- | | |
|---|---|
| What is the desired outcome of the project? | Who makes the final decision? |
| Where? | What are the steps in the project? |
| What policies or laws apply? | When and how can community engagement affect decisions? |
| What are the limits? | |

Design

Description

65

Worksheet #1: Project Description

Complete this worksheet to gain an understanding of the project itself and what assets are available to build the community engagement portion of the project.

Project Details

1. Briefly describe your desired project outcome/deliverables. (Examples: revised master plan, zoning ordinance amendment, brownfield redevelopment)

Design to convert Last Mile and Easy Street intersection to a roundabout.

Design

Description

67

8. Has the community been engaged in the development of the need or budget for the project? If so, list how and whom? (Examples: Master Plan workshop lead to need for project block groups, public hearing on budget for fiscal year - general public, City Council)

*Public hearing on budget for this fiscal year (100 people attended)
x 500 people involved in the master plan discussion 5 years ago*

9. Where can community engagement influence decision points and the final decision? (Examples: Goals & Objectives, Analysis of Options, Plan Approval)

Preliminary design and approvals

10. What internal or external resources can you use for community engagement? (Examples: mailing lists, project partners, reports, established on-line groups)

Business Association on Last Mile, Facebook group for neighborhood off of Easy Street, city social media de website, e-mail list from Master Plan.

Design

Description

66

3. What adopted policies, ordinances or laws (state or federal) affect the project? (Examples: Michigan Planning Enabling Act, adopted city budget, grant funding requirements)

City Capital Improvements program, City budget, MDOT standards.

4. What are the limits on the project? (Examples: deadline, budget, design parameters)

\$1.2 million budget, 1-year design time frame, 2 years for construction.

5. Who makes the final decision on the project? Who else will contribute a review or recommendation?

City Council & MDT. Review - Electric Utility, DMV, police, fire

Design

Level of Public Participation

68



Inform Consult Involve Collaborate Empower

Complexity
Controversy
Impact
Interest

Design

Level of Public Participation

69

Increasing Level of Public Impact

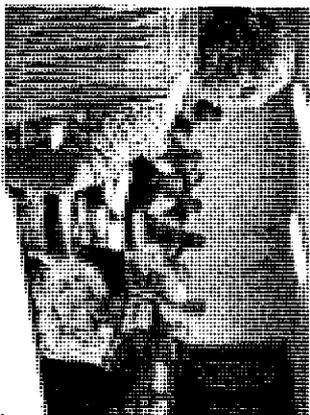
Inform

Consult

Involve

Collaborate

Empower



Design

Level of Public Participation

71

Increasing Level of Public Impact

Inform

Consult

Involve

Collaborate

Empower



Design

Level of Public Participation

70

Increasing Level of Public Impact

Inform

Consult

Involve

Collaborate

Empower



Design

Level of Public Participation

72

Increasing Level of Public Impact

Inform

Consult

Involve

Collaborate

Empower



Design

Level of Public Participation

73

Questions	Very Low	Low	Moderate	High	Very High
What is the expected level of conflict or controversy?					
How significant are the potential impacts on the community?			X		
What degree of involvement does the public seem to want?				X	
What is the potential for community opposition? Support the final decision or not?		X			
Have prior or other public works of opposing the public?			X		
How great are the risks of NOT involving the public?				X	
What level of public participation is desired or expected by the final decision makers?		X			
What are the chances that the goals set will become unmet?					X
How complex is the project?		X	X	X	X
Find the number of checks in each column	N1	N2	N3	N4	N5
Multiply the number of checks by the number of columns	N1	N2	N3	N4	N5
Inter column score					
Sum of all five columns					
Divide by the total number of questions					
AVERAGE SCORE					

Design



Goals

74

What do you want the community engagement to achieve?

Design



Goals

75

What do you want the community engagement to achieve?

- Inform and educate the public at large as a result of the project.
- Consult and incorporate feedback from stakeholders on plan
- Recruit "Interested parties" to serve on steering committee to guide planning process
- Promote national recognition for innovation and leadership in applying new technology

Design



Goals

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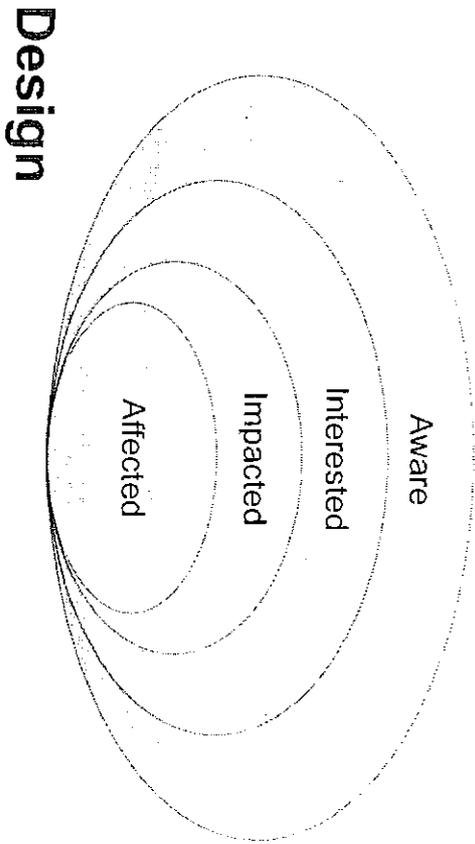
Goal	Hear	Consult	Involve	Collaborate	Other
1. Make public aware of roundabout proposal	X				
2. Implement master plan	X				
3. Hear and address concerns		X	X		
4. Gather input on driving patterns		X			
5. Keep public aware of construction schedule	X				

Design



Stakeholders

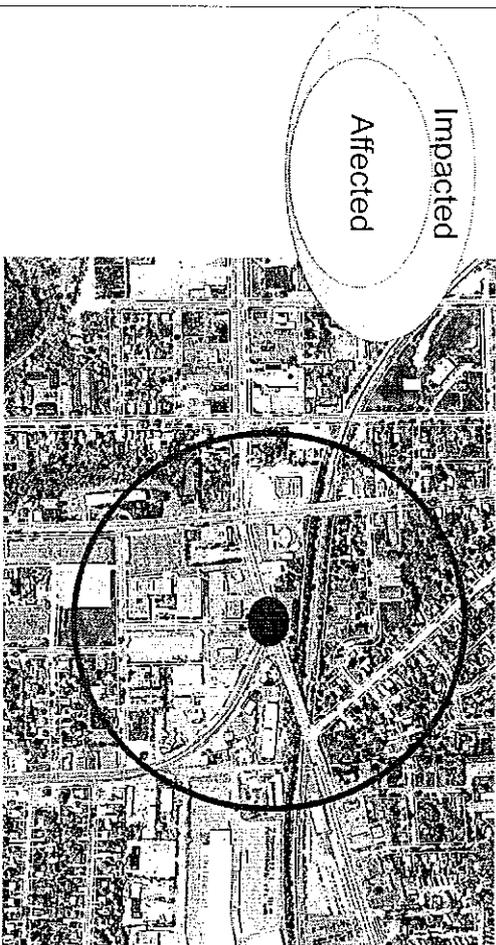
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Design

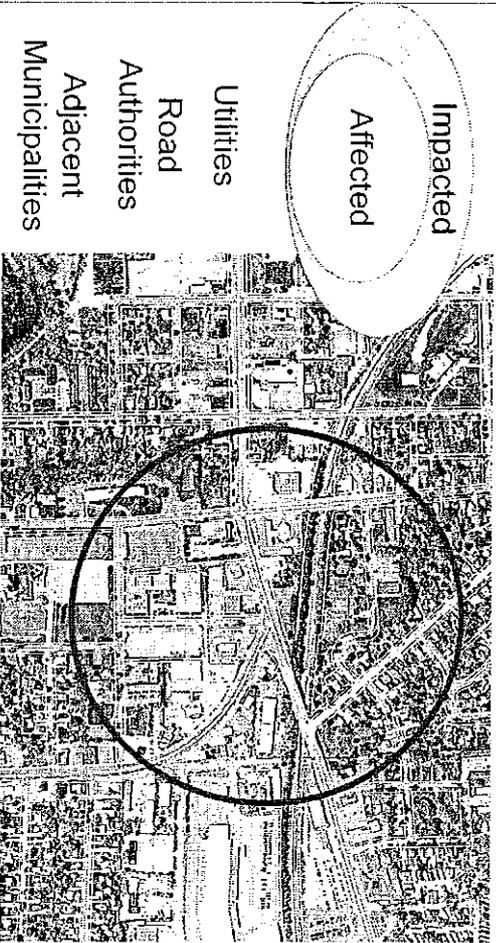
Stakeholders

78



Stakeholders

79



Utilities
Road
Authorities
Adjacent
Municipalities

Stakeholders

80

Type of Stakeholder	Name/Organization
Affected	<i>Businesses at intersection, neighborhoods</i>
Audiences you most frequently communicate with, consult, involve or collaborate with during the process	<i>MDOT, electric utility, DPW, Fire, Police, County Drain Commission, Bus provider</i>
Examples: Affected residents and property owners, decision-making body	<i>City Council</i>

Design

Stakeholders

81

Residents
Workers
Neighborhood Associations
Business Associations and owners
Faith Based Organizations
Social service providers
Community organizers
Finance (bank, investors)
Developers
Utilities

DDA, PC, ZBA, Brownfield Authority, HDC, and other board and commission members (from your community and adjacent)
Local farms, producers
Entrepreneurs
Media
Bloggers
Real estate agents
Elected & appointed officials

Design

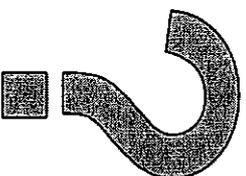
Stakeholder Diversity

83

Sexual Orientation
Income
Class
Education level

Gender
Race
Religion
Ethnicity

Design



82

Question

What other stakeholders should be mentioned?

Stakeholder Diversity

84

There is an "in" group and an "out" group in every community.

Engagement includes ALL groups affected, impacted, interested or aware.

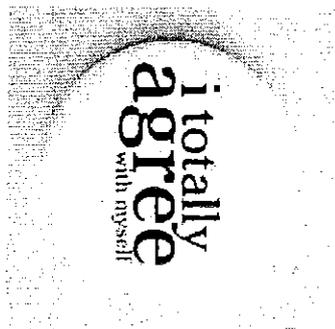
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Photo from www.nrglo.org

Lack of Diversity

85



A lack of diversity can cause:

- Lack of dialogue
- Consensus on solutions that do not work for the entire community

Design

Hard to Engage Stakeholders

86

Disenfranchised

Busy

Uninterested

Design

Hard to Engage Stakeholders

87

Disenfranchised

Busy

Uninterested

Do what works for them, not you!

Design

Stakeholders

88

How can they contribute?

What are barriers to participation?

Design

Stakeholders

89

How can they contribute?

What are barriers to participation?

You need to ask stakeholders for the answers to these questions

Design

Stakeholders

91

Stakeholder	How can this stakeholder contribute?	What could prevent effective engagement?	Ways to use assets and resources to overcome barriers to engagement
List stakeholders from previous worksheet and if they are affected, impacted, interested or aware	Assets Knowledge, skills, resources, energy, commitment, relationships <i>and/or networks</i>	Physical Factors Lack of time, lack of resources, lack of childcare, lack of motivation	
<i>Businesses at intersection</i>	Knowledge, energy	Cultural Factors Language, gender, religion, ethnicity, sexual orientation, etc.	<i>Interviews, hold meetings at their businesses</i>
<i>Neighbors on Easy Street</i>	Knowledge, networks	Time Time, childcare	<i>Meetings in evenings/weekends with childcare</i>
		Ethnicity, language	<i>??</i>

Design

Cultural Competence

90

Individual

Awareness of one's own cultural worldview

Attitude towards cultural differences

Knowledge of different cultural practices and worldviews

Cross-cultural skills

Organizational

Value diversity

Conduct self-assessment

Manage the dynamics of difference

Acquire and institutionalize cultural knowledge

Adapt to the diversity and cultural contexts of the individuals and communities served

Design

Process

92

Process Step

1. Define the problem/opportunity and decision to be made
2. Gather information
3. Establish decision criteria
4. Develop alternatives
5. Evaluate alternatives
6. Make decision

Design

Process

93

Process Step	Public Needs
1. Define the problem/opportunity and decision to be made	Clear understanding of the scope of the decision
2. Gather information	Full range of objective information about the issue to be addressed
3. Establish decision criteria	Clear understanding of the criteria by which the alternatives will be evaluated
4. Develop alternatives	Balanced alternatives that include stakeholder issues and concerns
5. Evaluate alternatives	Clear comparison of alternatives
6. Make decision	Clear understanding of who made the decision and how stakeholder issues were considered

Design

Tool Selection

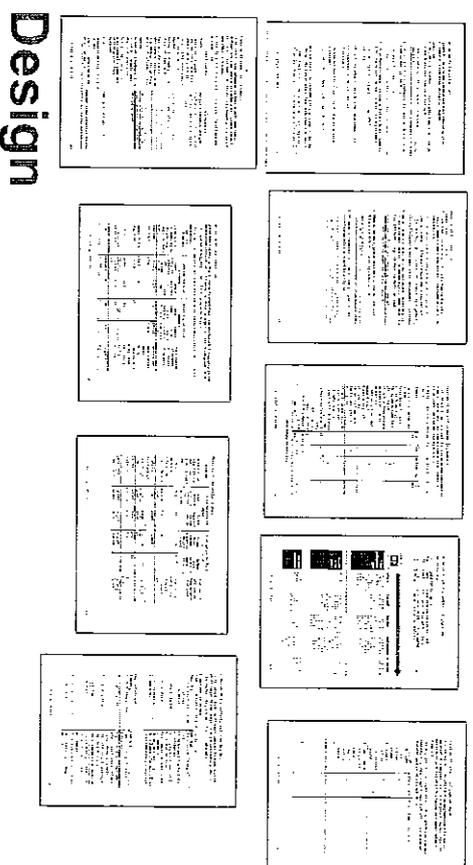
95

Should be engaging!

Design

Tool Selection

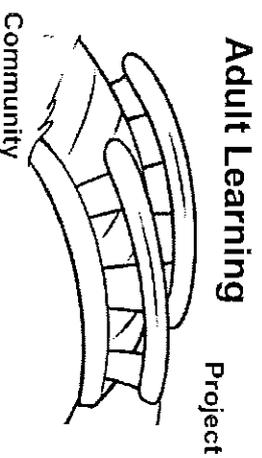
94



Design

Tool Selection

96



Design

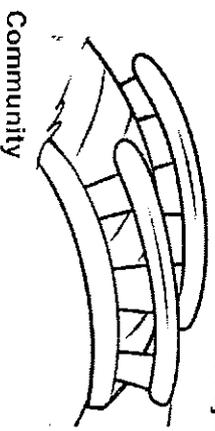
Tool Selection

97

Adult Learning

Project

Personal Benefit



Community

Design

Tool Selection

99

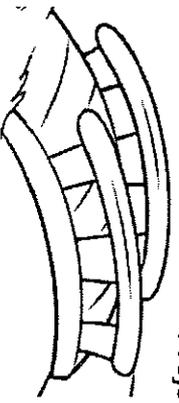
Adult Learning

Project

Personal Benefit

Experience

Self Direction



Community

Design

Tool Selection

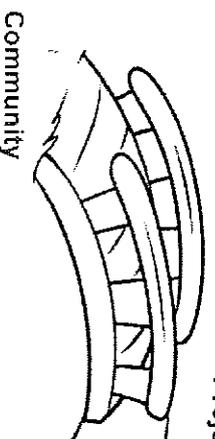
98

Adult Learning

Project

Personal Benefit

Experience



Community

Design

Tool Selection

100

Adult Learning

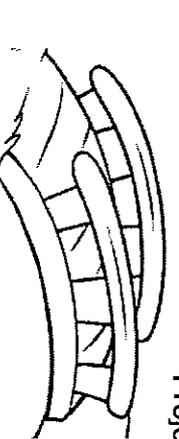
Project

Personal Benefit

Experience

Self Direction

Application & Action



Community

Design

Tool Selection

101

Adult Learning

Project

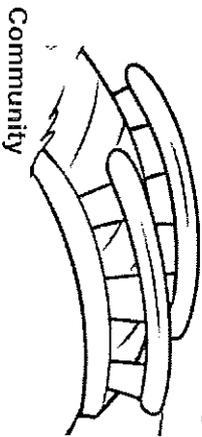
Personal Benefit

Experience

Self Direction

Application & Action

Learning Styles



Community

Design

Types of tools

103

Formal events

Individual Interactions

Informal Interactions

On-line

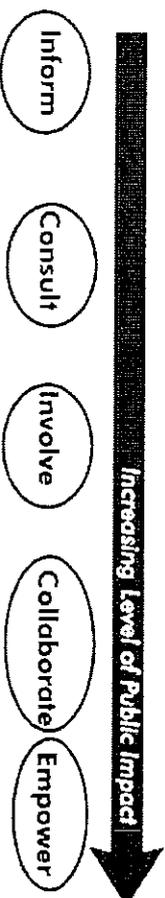
Design

102

BREAK

Formal Events

104



Community members gathering together for a specific purpose

Types of Tools

Formal Events

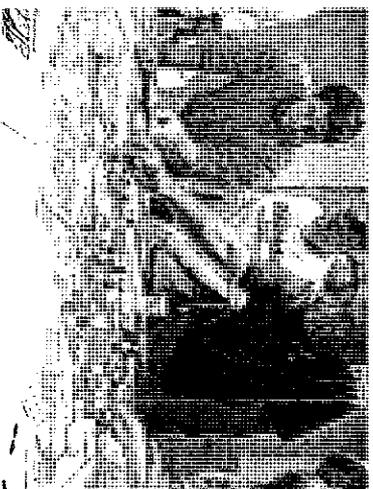
105



Types of Tools

Formal Events

106



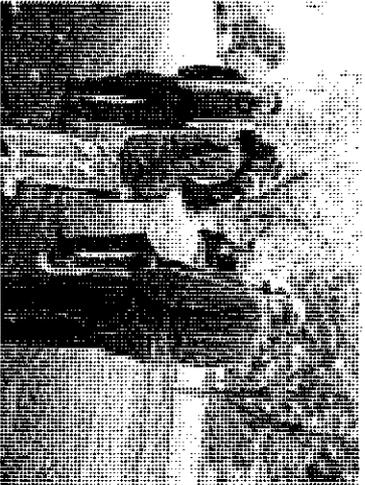
Games using Legos as a budget to collaborate in deciding land uses by block in southwest Detroit

Types of Tools

Photo from UNI

Formal Events

107



Walking tour to consult the residents in Howell Multi-Year Street Program Charrette

Types of Tools

Formal Events

108



Photo from UNI

Involving the community on neighborhood conditions data in southwest Detroit during the Strategic Framework Process

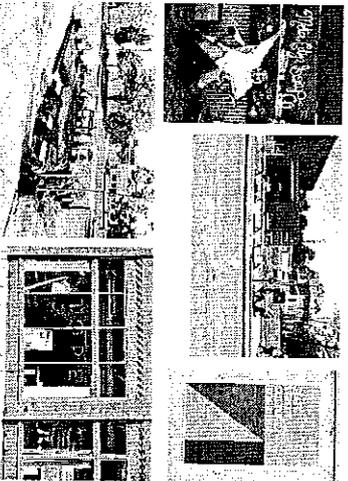
Types of Tools

Formal Events

109



Better Block in Grand Rapids where community built the new road for a day



Photos by Nianle Gault for Williams & Works

Types of Tools

Formal Events

110

Does the room facilitate the level of engagement?



Collaborate



Inform



Consult

Types of Tools

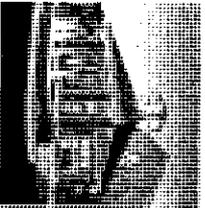
Formal Events

111

Does the place and time facilitate the level of engagement for stakeholders?



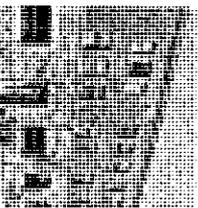
City Hall 6:00 p.m.



Downtown 8:00 a.m.



Local hotel 3:30 p.m.



University 6:00 p.m.

Types of Tools

Do you have everything you need to record what happens?



Types of Tools



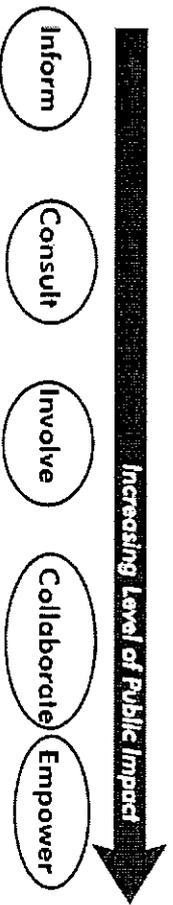
Lower Eastside Action Plan Community Meeting: Input was recorded on maps and issues off topic were written in the issue parking lot

Formal Events

112

Individual Interactions

113

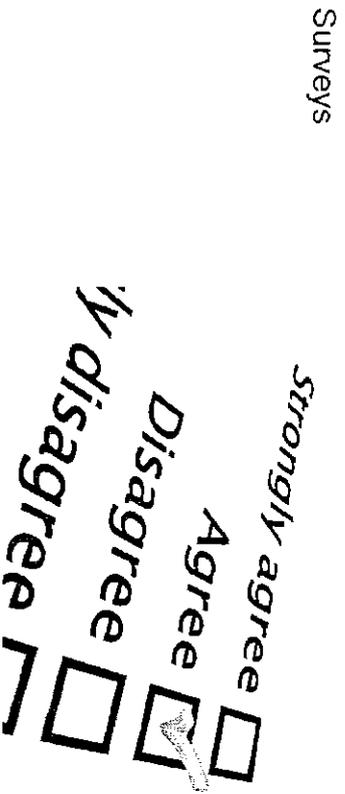


Interactions or communication on an individual basis

Types of Tools

Individual Interactions

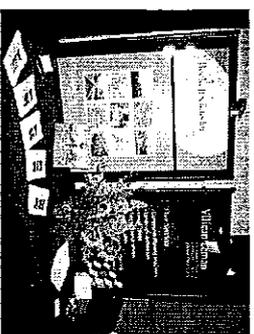
115



Types of Tools

Individual Interactions

114



Types of Tools

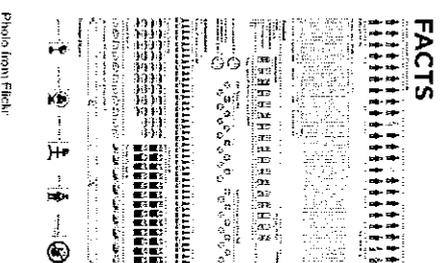


Photo from Flickr

Individual Interactions

116

Pop up playground
Design in on-site

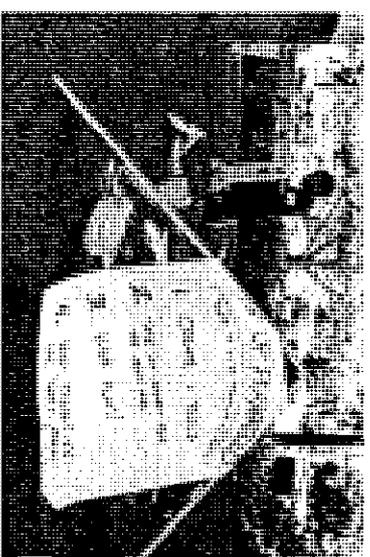


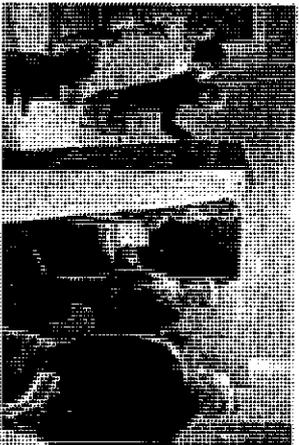
Photo by Nicole Gaund for Williams & Works

Types of Tools

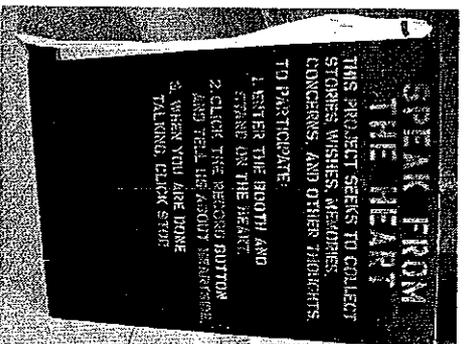
Individual Interactions

117

University of Michigan student group recording booth for Grand Rapids Neighborhood Plan



Types of Tools



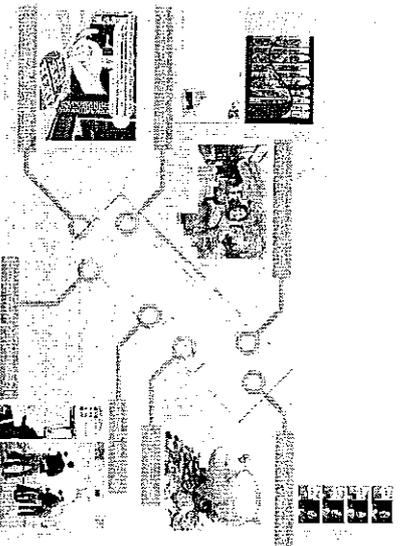
Individual Interactions

119

Open House
Event with series
of individual
interactions

Master Plan Wicker Park
Buckstown SSA by Interface
Studio

2009 American Planning
Association Public Input Award
Winner

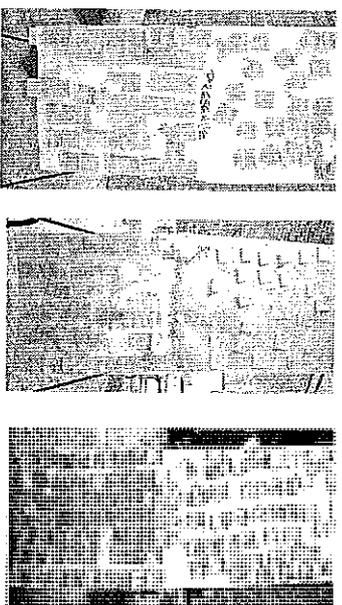


From: <http://www.planning.org/awards/2010/pdf/WickerParkBuckstownMasterPlan.pdf>

Types of Tools

Individual Interactions

118



Charrette Studio
Display asking:
What to preserve?
What to change?
What to create?

Types of Tools

Individual Interactions

120

Electronic
polling



Types of Tools

Informal Interactions

125

Increasing Level of Public Impact

Inform

Consult

Involve

Collaborate

Empower

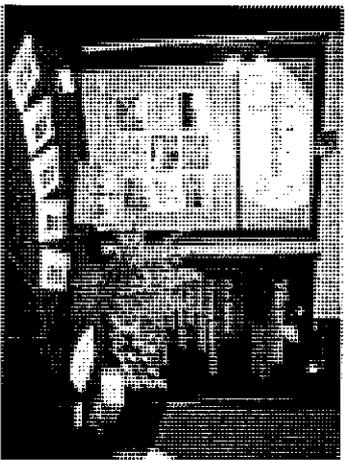
Interactions informal in nature

Types of Tools

Informal Interactions

127

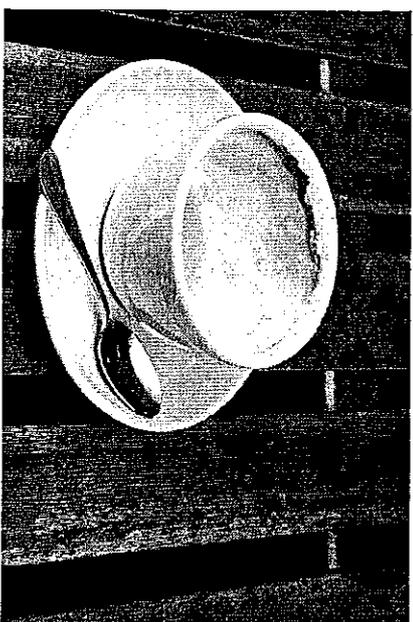
Booth or
interactive
display that
moves



Types of Tools

Informal Interactions

126



Types of Tools

Informal Interactions

128

Discussion
in open
studio
Shape Ypsilanti
Discover Charrette

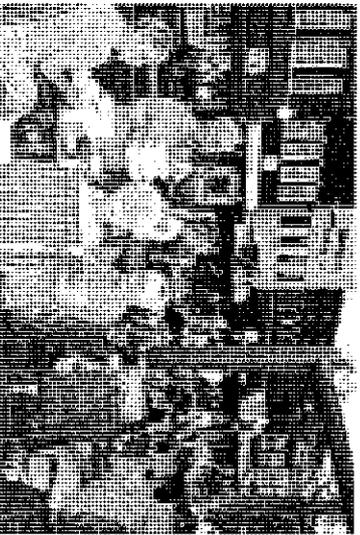


Types of Tools

Informal Interactions

129

Are the interactions where the stakeholders are?



Types of Tools

Informal Interactions

130

Your role is to listen, not lead.

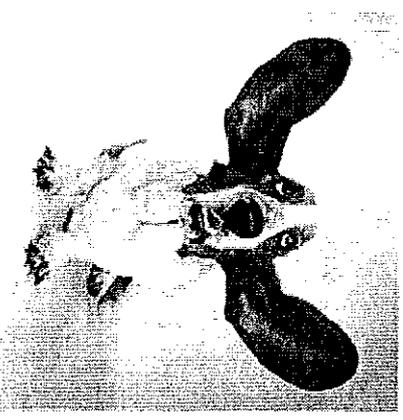


Photo from: <http://pocketkellysullivan.com/2010/02/28/the-art-of-listening-in-client-service/>

Types of Tools

On-line

131

Increasing Level of Public Impact



Tools used via an electronic manner of communication

Types of Tools

On-line

132

Are all the stakeholders on the list?

What is the best electronic method to reach each stakeholder?



Types of Tools



On-line

133

Public Input

Based on the location from the site survey, an online map input and the guidance of the project steering committee a set of multi-media notices has been created. Use the site below to explore the notion and provide feedback. Your input is important to making this plan a success.

Comment on the Draft Multi-Modal Network

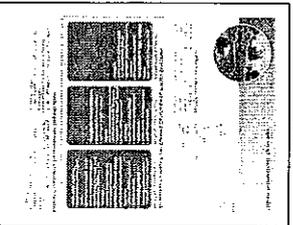
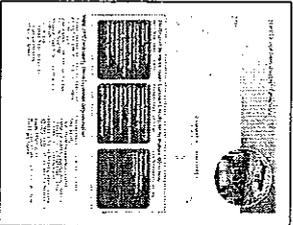
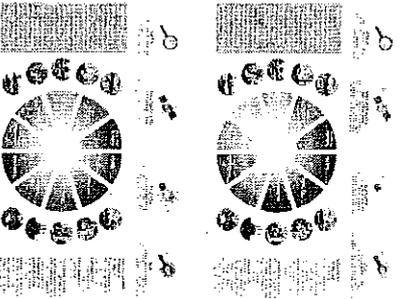
Engage the public via social media. This will open a new window. Click on a line to get a general idea of what is proposed. Use the check boxes in the legend to turn on and off layers to view one or two specific area recommendations. Most every recommendation has links to additional resources. You can zoom in, change the background to a satellite image and even look at a 360° view of the area. Then tell us what you think by selecting "Send Comment to Us".



Types of Tools

On-line

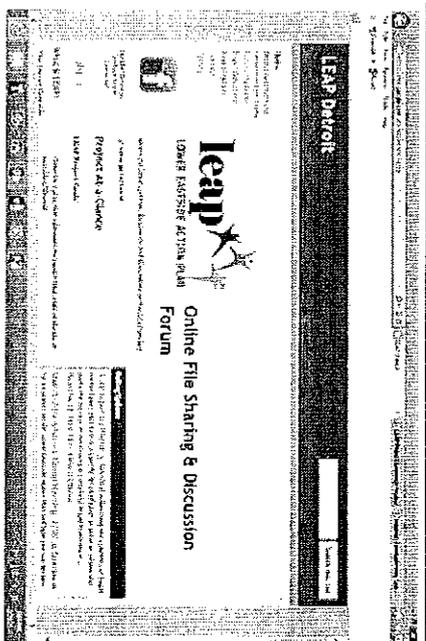
135



Types of Tools

On-line

134



Types of Tools

On-line

136



Adobe® Connect™

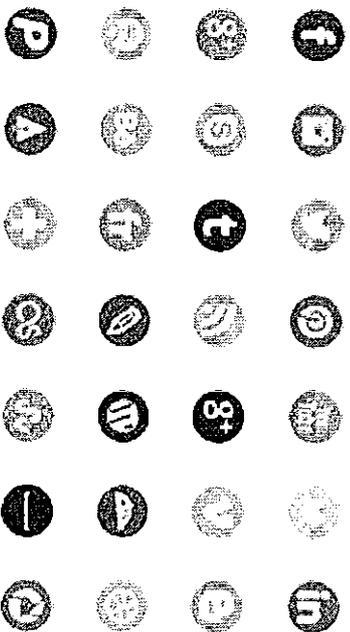


Types of Tools

mindmixer
HELP CULTURESHARED.COM AND THE UNIVERSITY

On-line

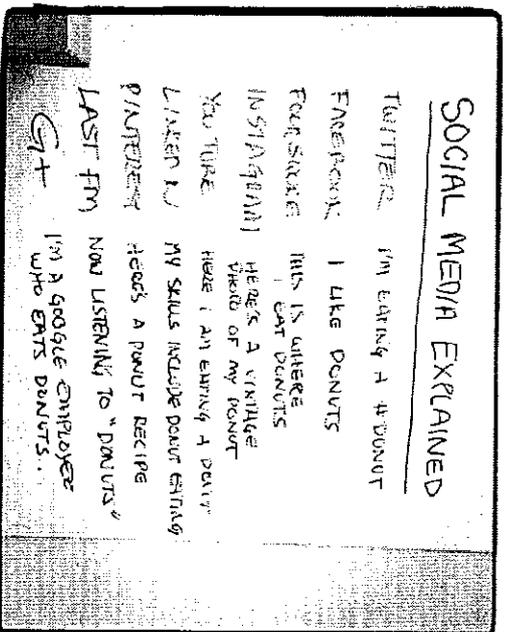
137



Types of Tools

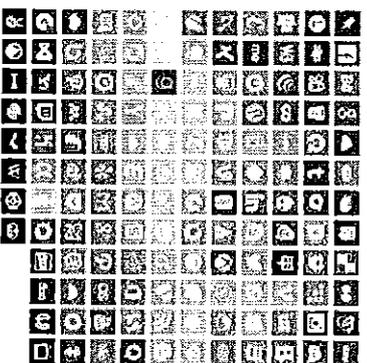
On-line

139



On-line

138



Types of Tools

Rules need to be clear

For every 1 person who posts something, at least 10 other people think the same thing and are watching!

Responding is as important as posting

Participants enter the conversation all the time

On-line

140



What on-line or social media will reach your stakeholders?

What you can do well?

What access do you have to in-depth on-line knowledge?

Types of Tools

Engagement Strategy

141

Increasing Level of Public Impact



Collection of tools in a certain order to create meaningful participation, collaboration, and dialogue.

Types of Tools

Engagement Strategy

143

Charrettes

Types of Tools

Engagement Strategy

142

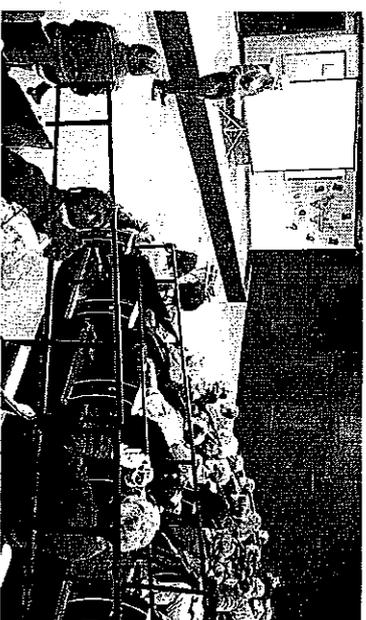
- Action Research
- Appreciative Inquiry Process
- Asset Mapping
- Charrettes
- Deliberative Dialogues
- Deliberative Polling
- Study Circles

Types of Tools

Charrette

144

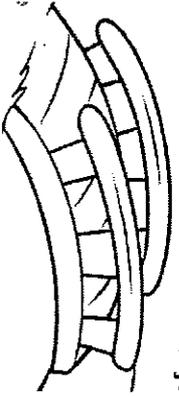
Formal events



Types of Tools

Tool Selection

- Project description
- Level of community engagement
- Goals
- Stakeholders
- Process
- Community needs



Community

Design

Tool Selection

Tool	Goal	Level of Engagement (Inform, Consult, Involve, Collaborate)
Website	1, 2, 5	Inform
Social media	1, 3, 5	Inform, consult
Workshop	4	Consult
Charrette	3, 4	Involve or collaborate
Newsletter	1, 2, 5	Inform
Walking Tour	3, 4	Consult

Design

Task Assignment

Who can help?

Role	Individual(s) or Group(s)	Stakeholders Represented	Responsibility
Client/Resident/Subscriber/Responsible Party	City Council	City Council	Provide resources
Steering/Advisory Committee	n/a		
Project Funders	City Council	City Council	Provide resources
Applicant	n/a		
Utilities	Local Energy	Utilities	Provide design advice
Local Commission	MCOT	MCOT	Provide design advice
Transportation	MTA	MTA	Provide design advice
School District	None	None	Provide design advice
Project Manager	John	City	Task manager, coordinate
Staff	City	City	Task manager, coordinate
Contractors	None	None	None
Other Departments	City	City	Provide design advice

Design

Task Assignment

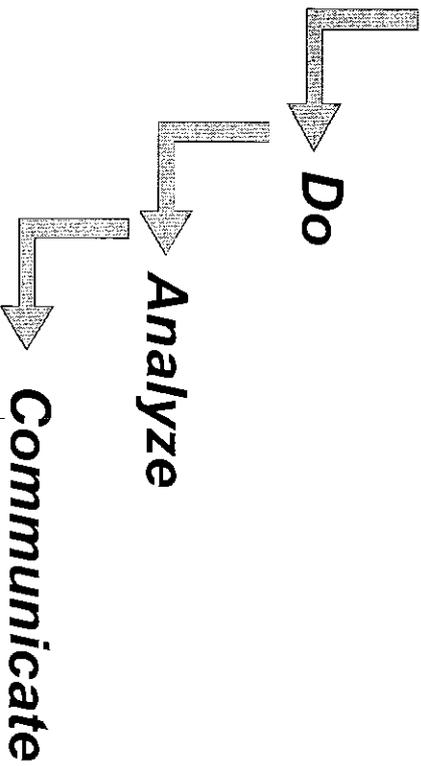
Who is going to do what?

Step	Tool	Goal	Level of Engagement (Inform, Consult, Involve, Collaborate)	Stakeholder	Role	How	By	When	Responsible Party	Comments
1	Website, social media	1, 2	Inform	All	Job	Job	Job	Job	City	
2	Walking Tour	4	Consult	Weight & Enterprise	Job	Job	Job	Job	City	
3	Charrette - prototyping design	3	Involve	All	Consultant	Job	Consultant	Job	City	
4	3 week long engineering workshops	5	Involve	All	Consultant	Job	Consultant	Job	City	
5	Final	5	Inform	All	Consultant	Job	Consultant	Job	City	

Design

Steps

Design



Invite

Also known as “public outreach”

Do

Do

- Invite
- Craft communications
- Prepare
- Listen
- Evaluate

Invite

- | | |
|--|--|
| <p>Basic</p> <ul style="list-style-type: none"> • Public Notice Requirements • Newspaper Posting • Website Posting • Flier postings on community hall door • Announcements at governing body meeting • Attachments to water bills • Local Cable notification | <p>Proactive</p> <ul style="list-style-type: none"> • Phone chain on key issues • Targeted mailings • Door to door canvassing • Fliers at places or worship or schools • Invitations by steering committee • E-newsletters • Stories and advertising in local papers • Posters/signs throughout the community • Local Cable PSA / Television advertising • Social media |
|--|--|

Do

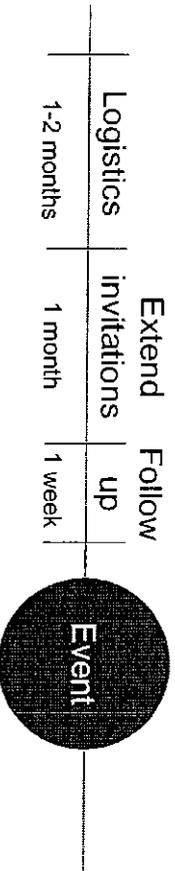
Invite

How do we invite the community to engage in the process?

Do

Invite

Leave enough time to plan, invite and follow up...



Do

Invite

How do we invite the community to engage in the process?

Ask stakeholders!

A Steering Committee helps!

Do

Crafting Communications

Craft communications with care

Goal: Consistent & transparent manner

Crafting Communications

Words matter

Do

Crafting Communications

Words matter

Do not use jargon!

Can you say sidewalk, not pedestrian pathway?

Do

Crafting Communications

Words matter

Do not use jargon!

Do

Crafting Communications

Words matter

Do not use jargon!

Can you say sidewalk, not pedestrian pathway?

If you use jargon, provide definitions.

Do

Crafting Communications

Words matter

Do



Crafting Communications

Words matter

Define terms

Do



Crafting Communications

Words matter

Define terms

Do



Crafting Communications

Words matter

Do



Crafting Communications

Words matter

Which phrase do you use?

Community Gardening **OR** Urban Agriculture

Do



Crafting Communications

Words matter

Do



Crafting Communications

Words matter

Which phrase do you use?

Community Gardening **OR** Urban Agriculture

ASK YOUR STAKEHOLDERS!

Do



Crafting Communications

Words matter

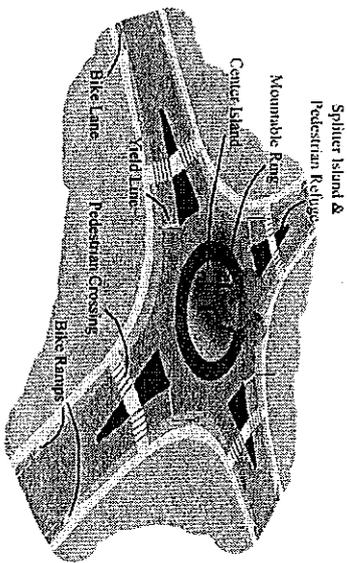
What language is used?

Do



Crafting Communications

Visual aids matter



Do

Crafting Communications

Visual aids matter

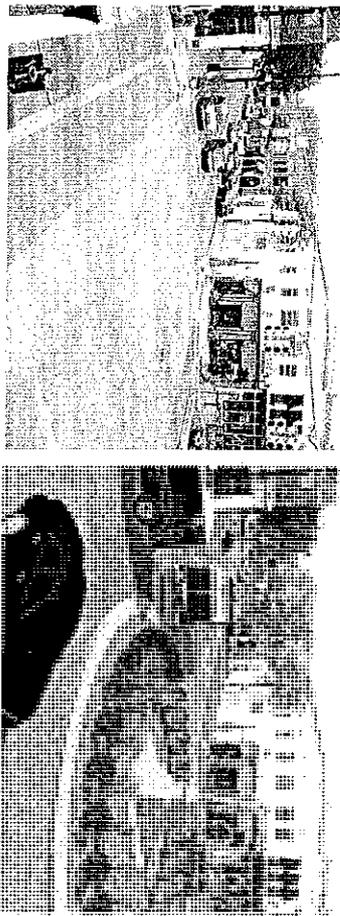


Do

Images with palm trees are not taken seriously in Michigan

Crafting Communications

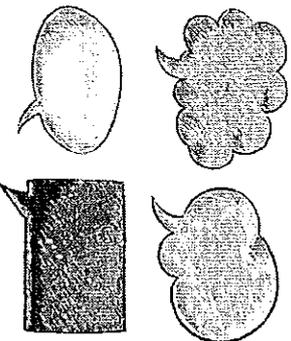
Visual aids matter



Do

Crafting Communications

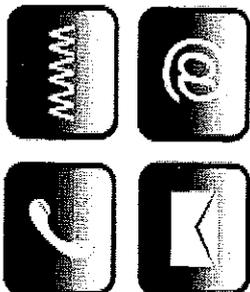
Method of delivery matters



Do

Crafting Communications

Method of delivery matters



Do

Crafting Communications

Content matters

All communications should have:

- Goal of tool
- The overall process
- Time, place, how and by whom the information will be used
- Limitations or parameters of project
- How participants will be informed about developments & decisions
- How to continue to participate

Do

Crafting Communications

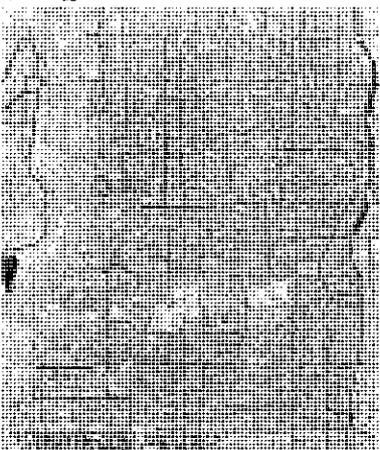
Content matters

- Limitations or parameters of project

Do

Crafting Communications

Content matters



Limitation:
Population of
37,671
decrease of 44%
from 2000

Do

Crafting Communications

Content matters

If asking questions, share:

- Reasons for the question
- Time, place, how and by whom the answers will be used
- Possible answers to prompt thought or discussion
- How to share an answer after the event or interaction

Do

Do

Prepare

Prepare

Test tools with a steering committee or group of representative stakeholders



Do

Prepare

Train all staff or volunteers who are helping



Do

Prepare

Train all staff or volunteers who are helping

- Hold training well before event
- Clear but simple written and oral instructions
- If on a schedule, give time check-ins

Do

Prepare

Staff and volunteers from stakeholder groups



Photo by Nicole Gault for Williams & Wiers

Do

Prepare

Use a checklist for each formal event and informal interaction

Exhibit 11-1 Sample Checklist

Checklist Item	Yes	No
1. All staff and volunteers are trained	<input type="checkbox"/>	<input type="checkbox"/>
2. Training materials are available	<input type="checkbox"/>	<input type="checkbox"/>
3. Training is held well before the event	<input type="checkbox"/>	<input type="checkbox"/>
4. Clear written and oral instructions are provided	<input type="checkbox"/>	<input type="checkbox"/>
5. Time check-ins are provided if on a schedule	<input type="checkbox"/>	<input type="checkbox"/>
6. Staff and volunteers are available on the day of the event	<input type="checkbox"/>	<input type="checkbox"/>
7. Staff and volunteers are clear on their roles	<input type="checkbox"/>	<input type="checkbox"/>
8. Staff and volunteers are clear on the event schedule	<input type="checkbox"/>	<input type="checkbox"/>
9. Staff and volunteers are clear on the event location	<input type="checkbox"/>	<input type="checkbox"/>
10. Staff and volunteers are clear on the event agenda	<input type="checkbox"/>	<input type="checkbox"/>
11. Staff and volunteers are clear on the event objectives	<input type="checkbox"/>	<input type="checkbox"/>
12. Staff and volunteers are clear on the event outcomes	<input type="checkbox"/>	<input type="checkbox"/>
13. Staff and volunteers are clear on the event evaluation	<input type="checkbox"/>	<input type="checkbox"/>
14. Staff and volunteers are clear on the event feedback	<input type="checkbox"/>	<input type="checkbox"/>
15. Staff and volunteers are clear on the event follow-up	<input type="checkbox"/>	<input type="checkbox"/>
16. Staff and volunteers are clear on the event contact information	<input type="checkbox"/>	<input type="checkbox"/>
17. Staff and volunteers are clear on the event sponsor information	<input type="checkbox"/>	<input type="checkbox"/>
18. Staff and volunteers are clear on the event partner information	<input type="checkbox"/>	<input type="checkbox"/>
19. Staff and volunteers are clear on the event media information	<input type="checkbox"/>	<input type="checkbox"/>
20. Staff and volunteers are clear on the event social media information	<input type="checkbox"/>	<input type="checkbox"/>

Do

Prepare

Use a checklist for each formal event and informal interaction

Exhibit 11-2 Sample Checklist

Checklist Item	Yes	No
1. All staff and volunteers are trained	<input type="checkbox"/>	<input type="checkbox"/>
2. Training materials are available	<input type="checkbox"/>	<input type="checkbox"/>
3. Training is held well before the event	<input type="checkbox"/>	<input type="checkbox"/>
4. Clear written and oral instructions are provided	<input type="checkbox"/>	<input type="checkbox"/>
5. Time check-ins are provided if on a schedule	<input type="checkbox"/>	<input type="checkbox"/>
6. Staff and volunteers are available on the day of the event	<input type="checkbox"/>	<input type="checkbox"/>
7. Staff and volunteers are clear on their roles	<input type="checkbox"/>	<input type="checkbox"/>
8. Staff and volunteers are clear on the event schedule	<input type="checkbox"/>	<input type="checkbox"/>
9. Staff and volunteers are clear on the event location	<input type="checkbox"/>	<input type="checkbox"/>
10. Staff and volunteers are clear on the event agenda	<input type="checkbox"/>	<input type="checkbox"/>
11. Staff and volunteers are clear on the event objectives	<input type="checkbox"/>	<input type="checkbox"/>
12. Staff and volunteers are clear on the event outcomes	<input type="checkbox"/>	<input type="checkbox"/>
13. Staff and volunteers are clear on the event evaluation	<input type="checkbox"/>	<input type="checkbox"/>
14. Staff and volunteers are clear on the event feedback	<input type="checkbox"/>	<input type="checkbox"/>
15. Staff and volunteers are clear on the event follow-up	<input type="checkbox"/>	<input type="checkbox"/>
16. Staff and volunteers are clear on the event contact information	<input type="checkbox"/>	<input type="checkbox"/>
17. Staff and volunteers are clear on the event sponsor information	<input type="checkbox"/>	<input type="checkbox"/>
18. Staff and volunteers are clear on the event partner information	<input type="checkbox"/>	<input type="checkbox"/>
19. Staff and volunteers are clear on the event media information	<input type="checkbox"/>	<input type="checkbox"/>
20. Staff and volunteers are clear on the event social media information	<input type="checkbox"/>	<input type="checkbox"/>

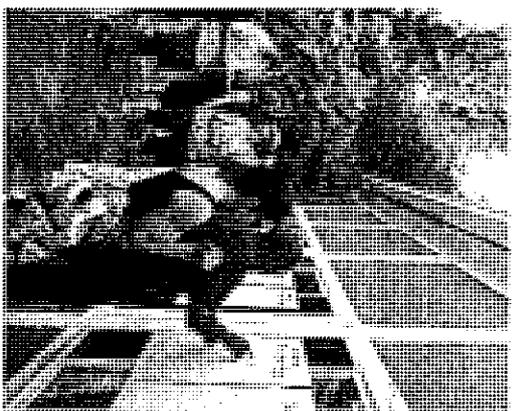
Do



Prepare

Plan on things going wrong

Do



Listen

Don't hear

Do

Listen

Don't hear
Listening is a process, like digestion

Do

Listen

Don't hear
Listening is a process, like digestion
It can get messy

Do



Listen

Write down exactly what people say

Do

Listen

Use a parking lot



Budget time to revisit what is in the parking lot

Do

Listen

When things get messy...



Do

Shift conversation from people to issues
Listen, don't argue
Repeat and rephrase
Ask what is causing the emotion
Bring the conversation back to the goal of the event

Listen

When things get messy...



Do

Repeat and rephrase

Listening Exercise

Split into pairs

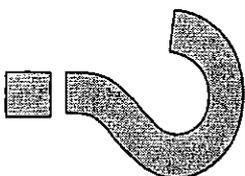
One person talks for two minutes

Then, the other person repeats what they heard

First person then responds as the accuracy of the retelling and their emotional reaction.

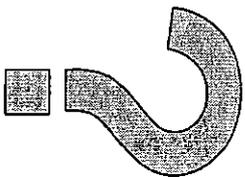
Switch roles and repeat the exercise

Do



Question

Did you partner listen accurately?



Question

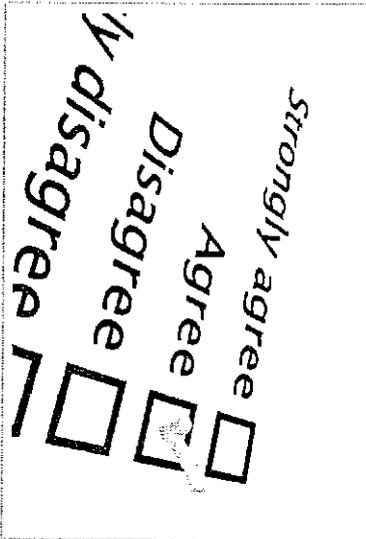
When your partner repeated back what you said, did you have a positive emotional reaction?

Do

Evaluate

Evaluate

Was the method successful in achieving community engagement goals?
 Were all stakeholders reached?
 What did participants think?



Do

Evaluate

Quantitative	Qualitative
How many people participated?	Did we ask the right questions?
What were evaluation results?	Did we get the right information?
	Were the right people at the table?
	Who did we miss?
	What is the level of enthusiasm?
	Were our engagement techniques the right ones for the right audiences?

Do

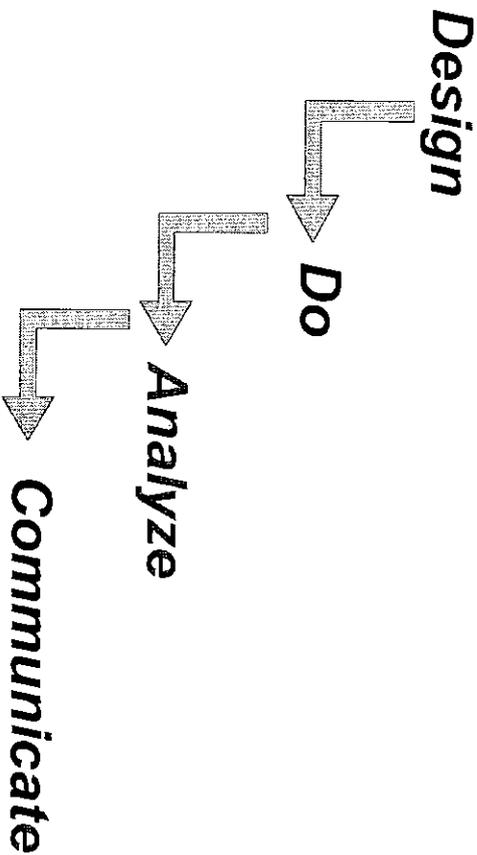
Evaluate

Revisit community engagement tools based on results

Tool	Goal	Level of Engagement (Inform, Consult, Involve, Collaborate)
Website	1, 2, 5	Inform
Social media	1, 3, 5	Inform, consult
Workshop	4	Consult
Charrette	3, 4	Involve or collaborate
Newsletter	1, 2, 5	Inform
Walking Tour	3, 4	Consult

Do

Steps



Analyze

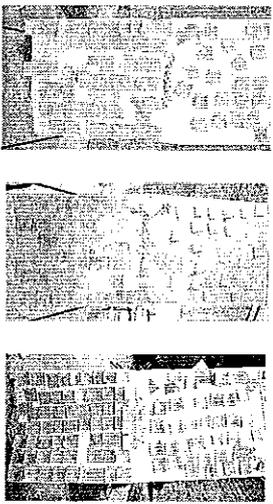
209

Respond, not react

Analyze

210

Document



Address	Year Built	Number of Units	Current Use	Historic Designation
1000 N. State St.	1920	12	Residential	Historic
1002 N. State St.	1920	12	Residential	Historic
1004 N. State St.	1920	12	Residential	Historic
1006 N. State St.	1920	12	Residential	Historic
1008 N. State St.	1920	12	Residential	Historic
1010 N. State St.	1920	12	Residential	Historic
1012 N. State St.	1920	12	Residential	Historic
1014 N. State St.	1920	12	Residential	Historic
1016 N. State St.	1920	12	Residential	Historic
1018 N. State St.	1920	12	Residential	Historic
1020 N. State St.	1920	12	Residential	Historic
1022 N. State St.	1920	12	Residential	Historic
1024 N. State St.	1920	12	Residential	Historic
1026 N. State St.	1920	12	Residential	Historic
1028 N. State St.	1920	12	Residential	Historic
1030 N. State St.	1920	12	Residential	Historic
1032 N. State St.	1920	12	Residential	Historic
1034 N. State St.	1920	12	Residential	Historic
1036 N. State St.	1920	12	Residential	Historic
1038 N. State St.	1920	12	Residential	Historic
1040 N. State St.	1920	12	Residential	Historic
1042 N. State St.	1920	12	Residential	Historic
1044 N. State St.	1920	12	Residential	Historic
1046 N. State St.	1920	12	Residential	Historic
1048 N. State St.	1920	12	Residential	Historic
1050 N. State St.	1920	12	Residential	Historic
1052 N. State St.	1920	12	Residential	Historic
1054 N. State St.	1920	12	Residential	Historic
1056 N. State St.	1920	12	Residential	Historic
1058 N. State St.	1920	12	Residential	Historic
1060 N. State St.	1920	12	Residential	Historic
1062 N. State St.	1920	12	Residential	Historic
1064 N. State St.	1920	12	Residential	Historic
1066 N. State St.	1920	12	Residential	Historic
1068 N. State St.	1920	12	Residential	Historic
1070 N. State St.	1920	12	Residential	Historic
1072 N. State St.	1920	12	Residential	Historic
1074 N. State St.	1920	12	Residential	Historic
1076 N. State St.	1920	12	Residential	Historic
1078 N. State St.	1920	12	Residential	Historic
1080 N. State St.	1920	12	Residential	Historic
1082 N. State St.	1920	12	Residential	Historic
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1086 N. State St.	1920	12	Residential	Historic
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1186 N. State St.	1920	12	Residential	Historic
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1190 N. State St.	1920	12	Residential	Historic
1192 N. State St.	1920	12	Residential	Historic
1194 N. State St.	1920	12	Residential	Historic
1196 N. State St.	1920	12	Residential	Historic
1198 N. State St.	1920	12	Residential	Historic
1200 N. State St.	1920	12	Residential	Historic

Analyze

211

Document



Who

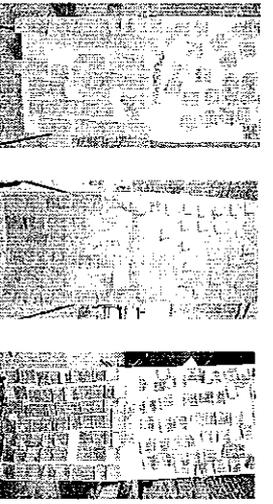
- Downtown
- Lots of residents
- Less business owners
- Residents
- Many from historic areas
- Few from the south side
- University
- Many students
- Faculty only when invited

Analyze

Analyze

212

Summarize



Consensus

- Preserve
- Historic Downtown
- Neighborhoods
- Improve
- Streets
- Bus service
- Change
- More jobs
- Vacant buildings

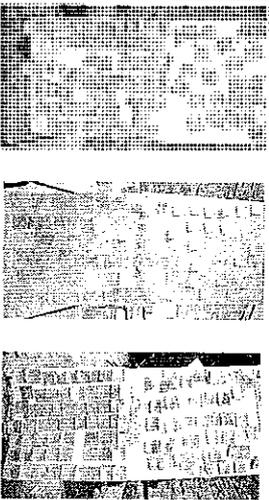
Analyze

Analyze

213

Tension

Summarize



Urban Gardens
More gardens (change)
No urban farms (preserve)

Historic Preservation
Maintain enforcement
Rules to strict

Downtown Buildings
Too tall
Need to be taller

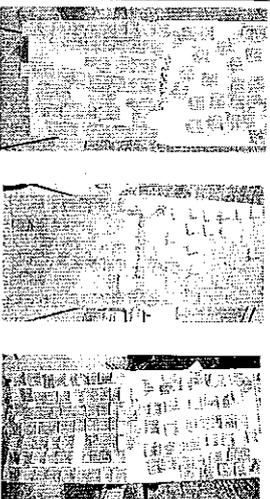
Analyze

Analyze

214

Outliers

Summarize



Preserve
FUN!

Change
Parking lots to impervious
surface

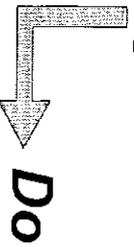
Create
Permaculture food forest

Analyze

Steps

215

Design



Do



Analyze



Communicate

Communicate

216

Communicate, don't command

Communicate

217

Share input and analysis from every tool
Convey all information to decision-makers
Embed community engagement in all products

Communicate

219

Share input and analysis from every tool

Crafting Communications

218

Language
No jargon
Language understood by stakeholders
Brand
Use your logo, font & color scheme

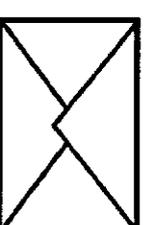
Visual aids
Form follows function and audience
Method of Delivery
Easily accessed by audience
Content
Tailored to function and audience

Communicate

Share

220

With participants:
1-2 weeks
Effective methods
Multiple ways



Online File Sharing & Discussion Forum

Communicate



Communicate

221

Convey all information to decision-makers

Convey

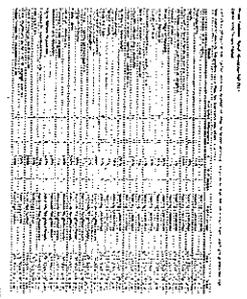
222

Process steps include communication points with decision-makers

Process Step	Public Needs
1. Define the problem/opportunity and decision to be made	Clear understanding of the scope of the decision
2. Gather information	Full range of objective information about the issue to be addressed
3. Establish decision criteria	Clear understanding of the criteria by which the alternatives will be evaluated
4. Develop alternatives	Balanced alternatives that include stakeholder issues and concerns
5. Evaluate alternatives	Clear comparison of alternatives
6. Make decision	Clear understanding of who made the decision and how stakeholder issues were considered

Communicate

Reuse and repackage reports shared with the community



Communicate

Convey

223

MEMO

TO: Decision-makers
FROM: Planner
SUBJECT: Phase I Community Engagement Update

Package for three types of decision-makers

Type of Decision Maker

I read every word

I read what I want to

I glance at it, maybe

Communicate

Convey

224

Convey

225

Package for three types of decision-makers

Type of Decision Maker	Strategy
I read every word	Appendix with data
I read what I want to	
I glance at it, maybe	

Communicate

Convey

227

Package for three types of decision-makers

Type of Decision Maker	Strategy
I read every word	Appendix with data
I read what I want to	Formatting to guide reader
I glance at it, maybe	Graphics & formatting of important material

Communicate

Convey

226

Package for three types of decision-makers

Type of Decision Maker	Strategy
I read every word	Appendix with data
I read what I want to	Formatting to guide reader
I glance at it, maybe	

Communicate

Convey

228

Package for three types of decision-makers

Type of Decision Maker	Strategy
I read every word	Appendix with data
I read what I want to	Formatting to guide reader
I glance at it, maybe	Graphics & formatting of important material

Communicate

Communicate

229

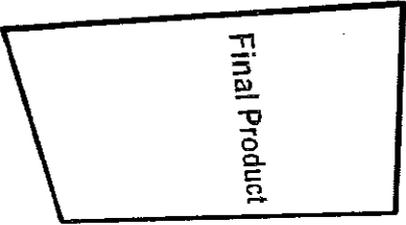
Embed community engagement in all products

Embed

231

Form easily accessed by all stakeholders & decision-makers
Language, content, visuals are tailored to the community
Consistent visual image

Communicate



Embed

230

Communicate

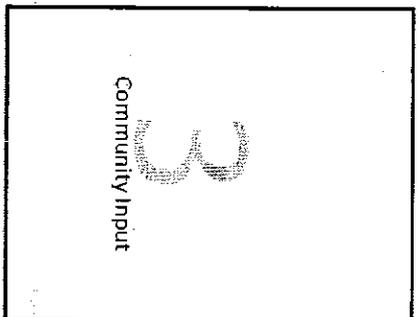
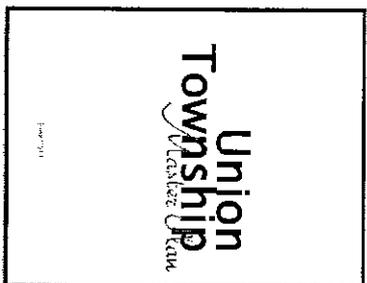


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Group Exercise COMMUNITY ENGAGEMENT STRATEGY FOR A PUBLIC HEARING

Group Exercise

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Public Hearing



Group Exercise

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Public Hearing

Group Exercise

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Public Hearing

Group Exercise

236

Is there a better way to engage the community for public hearings?

Public Hearing

Group Exercise

237

Is there a better way to engage the community for public hearings?

MAP wants to engage you as stakeholders to generate best practices.

Public Hearing

Group Exercise

239

- | | |
|------------|----------------------|
| Commitment | Perspective |
| Time | Community engagement |
| Thought | Invitation |
| Money | Listening |
| | Responding |
| | Communicating |

Public Hearing

Group Exercise

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Educate

Employ

Enable

Public Hearing

Group Exercise

240

- Cautionary Tale
- 2 variances can create an unsafe situation
- Power line can be touched from the roof

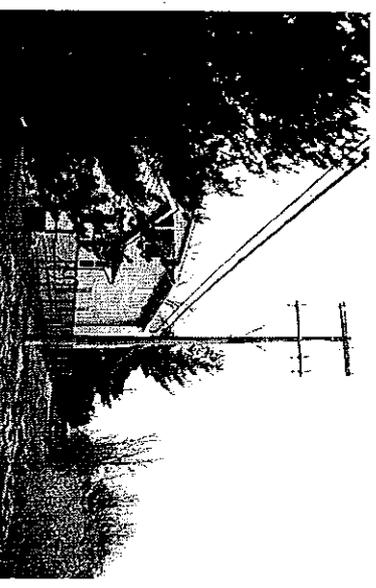


Photo from DTE Energy

Public Hearing

Group Exercise

241

Description

Level of Public Participation

Goals

Stakeholders

Process & Community Needs

Tool Selection

Public Hearing

Group Exercise Reports

243

Turn in group's worksheets

5 Minutes per group

What is your proposed process?

Public Hearing

Group Exercise

242

30 minutes to work

Write proposed process on flipchart

5 minute report out per group

Sticky dot vote after

MAP communicate results in 2 weeks

Public Hearing

Sticky Dot Votes

244

What MAP should include in best practices for public hearing?

5 dots a person

No limit to dots per item

Use all 5 on one item or one per item, it is up to you

Public Hearing



THANKS FOR COMING!

Please fill out the evaluation!

For more info:

www.planningmi.org

734.913.2000



PUBLIC PARTICIPATION PLAN GUIDE



A general outline for how a community may organize
its public participation plan



INTRODUCTION

A public participation plan (P³) is essential for outlining how the public will be engaged throughout the planning and development process. The plan allows for interactions to share and receive information in ways that are adjusted in content and intensity to the size and scope of the project at hand. In addition, the P³ acts as a tool for accountability and transparency, requiring a municipality to often seek public input as well as record and share the results of the various methods. Furthermore, the public participation plan conserves resources in the long-run by evaluating the most valuable ways to engage the public. The document is updated to reflect success and areas in need of improvement, leaving a strong culture of public involvement, despite municipal turnover.

The Redevelopment Ready Communities® (RRC) program, administered by the Michigan Economic Development Corporation (MEDC), embraces open government with clear policies and procedures. Part of obtaining certification is to have a public participation plan in active use. The following information acts as a general outline for how a community may organize its public participation plan. Each section contains a brief explanation for the purpose of that section and a few examples or ideas to consider.

RRC staff and advisory council find the approach described in this guide to be very helpful when preparing public participation plans. However, the material in this guide is advisory and does not constitute official MEDC policy or guidance.

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PARTICIPATION GOALS AND OBJECTIVES

The public participation plan (P³) should include a section that describes what the municipality seeks to accomplish through the creation of the plan. This allows all involved in the creation of the document to come to consensus on what successful public participation looks like. The following are examples of goals and objectives of a P³:

- **Solicit public participation in each phase of the master planning process.** Throughout the multiple phases of the master planning process, extensive participation components are and will continue to be incorporated to foster public participation. Proactive participation denotes early and continuous involvement in important policy or project decisions before they are finalized. There are many opportunities for the public to play a role in shaping short- and long-term needs, solutions and funding priorities. The earlier the public is involved in the process, the greater the opportunity to influence important land-use decisions.
- **Seek broad identification and representative involvement of all residents of the community.** The diverse characteristics and needs of residents require different communication and outreach techniques.
- **Utilize effective and equitable avenues for distributing information and receiving comments.** There are many techniques and mechanisms available to ensure that a diverse public is well-informed and able to play a role in the planning process. Recognizing that no single technique or mechanism will work in all cases, it is up to the municipality to consider the special communication needs of the public and use the best approaches to accomplish this objective.
- **Provide educational materials and design participation initiatives that will support and encourage effective participation.** Effective participation in the decision-making process requires an understanding of land-use issues and the framework for making local investment decisions. Planning professionals and officials need to be well-versed in and employ visualization techniques that optimize public understanding of issues and concepts. Visualization techniques can be especially helpful with specific sites or areas of re-development.
- **Maintain and develop staff expertise in all aspects of participation.** This includes techniques for bridging language, cultural and economic differences that affect participation; ways to convey issues and information in meaningful ways to various cultural groups; and means for ensuring equitable representation for all segments of the population and sectors of the economy.
- **Support and encourage continuous improvement in the methods used to meet the public need for information and involvement.** Public information and involvement methods are continually evolving. The municipality is committed to seeking new and innovative ways to engage and keep the public involved throughout the process.
- **Record results of public engagement and recount these results back to the public.** To properly capture the concerns, priorities and vision of the public, the municipality will develop a system to track the various techniques and mechanisms of public input. To maintain transparency and consistency, the municipality will develop a method for sharing public participation with the public.

STATE REGULATIONS ON PUBLIC PARTICIPATION

The P³ should include laws concerning public participation to establish the bare-minimum public participation requirements. The following is sample language:

“Along with the desire to include a diversified public in its planning processes, the municipality relies on state statutes to help guide its participation activities.”

Michigan Open Meetings Act

In accordance with the Michigan Open Meetings Act (PA 267 of 1976), the municipality will hold meetings in the xxx building located at address, which is accessible to the general public.

The public will be notified within 10 days of the first meeting of a public body in each calendar or fiscal year; the body will publicly post a list stating the dates, times and places of all its regular meetings at its principle office. (If a public body does not have a principle office, the notice would be posted in the office of the county clerk for a local public body or the office of the Secretary of State for a state public body.)

If there is a change in schedule, within three days of the meeting in which the change is made, the public body will post a notice stating the new dates, times and places of regular meetings.

For special and irregular meetings, public bodies will post a notice indicating the date, time and place at least 18 hours before the meetings.

Note: A regular meeting of a public body which is recessed for more than 36 hours, can only be reconvened if a notice is posted 18 hours in advance.

Public bodies will hold emergency sessions without a written notice or time constraints if the public health, safety or welfare is severely threatened and if two-thirds of the body's members vote to hold the emergency meeting.

Any citizen can request that public bodies put them on a mailing list so that they are notified in advance of all meetings by contacting the following: XXXXX

Michigan Planning Enabling Act

In accordance with the Michigan Planning Enabling Act (PA 33 of 2008) the following parties will be notified via first class mail, personal delivery or electronic mail by the planning commission (or legislative body if no planning commission exists) of the intent to plan and request the recipient's cooperation and comment:

- The county in which the municipality is located
- The regional planning commission for the region in which the municipality is located, if there is no county planning commission for the county in which that municipality is located. If there is a county planning commission, the municipal planning commission may consult with the regional planning commission but is not required to do so
- The county planning commission, or if there is no county planning commission, the county board of commissioners for the county in which that municipality is located
- Each public utility company, railroad company, and public transportation agency owning or operating a public utility, railroad, or public transportation system within the local unit of government, and any government entity that registers its name and mailing address for this purpose with the planning commission
- If the master plan will include a master street plan, the county road commission and the state transportation department

After the draft master plan has been submitted to the legislative body for review and approval for distribution, the draft plan will be submitted to the previously listed entities for review.

Before approving a proposed master plan, a planning commission will hold not less than one public hearing on the proposed master plan. The hearing will be held after the expiration of the deadline for comment as outlined in the act.

The planning commission will give notice of the time and place of the public hearing not less than 15 days before the hearing by publication in a newspaper of general circulation within the local unit of government. The planning commission will also submit notice of the public hearing by first class mail, personal delivery or electronic mail to the previously listed entities for review.

After the adoption of the master plan, a planning commission may publish and distribute copies of the master plan or of any report, and employ other means of publicity and education.

KEY STAKEHOLDERS

The P³ should identify important groups that can assist and enhance the public participation process, as well as identify groups that are not often at the visioning table. This section can describe the role that groups have played in the past and opportunities for them to participate in the future. The creation of the P³ is an advantageous time to identify contacts within organizations or groups and solidify partnerships in the public participation process.

The following are often important entities:

- Chamber of Commerce
- Commercial business owners
- Community's largest employers
- Downtown Development Authority (DDA), Principal Shopping District (PSD) or Business Improvement Zone (BIZ)
- Local brokers
- Neighborhood groups
- Neighboring municipalities
- Potential investors
- Public employees (police, fire, health, education)
- Real estate professionals
- Religious groups
- Senior groups
- Social organizations
- Students
- Young professionals
- Other entities familiar with the community

THE COMMUNICATION TOOLBOX

The public participation toolbox is virtually limitless, from tried and true methods to the truly imaginative. This section is where a municipality can describe the positive and negative aspects of ways the public is already being reached and brainstorm new ways to engage stakeholders. The following are sample methods for community involvement:

Basic announcement methods for public meetings

The following methods are often used to advertise public meetings. Many times, this does not result in involvement of all stakeholders, especially those with visual impairments, non-English speakers, the illiterate, youth, citizens with limited mobility and those who work during the time of the public meeting.

- Newspaper posting
- Website posting
- Flier posting on community hall door
- Announcements at council meeting
- Postcard mailings
- Attachments to water bills
- Local cable notification

Proactive practices

The following are some example public participation methods that are less reactive and more focused on education and collaborative visioning. Many of these methods would not be possible without strong partnerships with stakeholders identified earlier in the P³ and a community that is committed to public input.

- **Surveys:** Surveys are useful for identifying specific areas of interest or concentration from a broad scope of ideas or issues. These areas of interest can then be further explored using other methods like the ones outlined below. A community may use a survey to identify where to start in the planning process, or the general climate surrounding a topic. Surveys can be useful to get a general idea of something, but should not be used as the sole method of public input. It is helpful for a municipality to administer surveys with partners. For example, schools can send surveys home with children, churches can have them available to fill out and neighborhood groups can put them in mail boxes. As with most public input efforts, it is best to vary the delivery method (mailed, handed out, electronic) and include bilingual language if applicable in your community.
- **Community workshops:** These could be as simple as a series of question and answer sessions or as creative as creating a board game. The P³ should identify potential venues, considering access for the disabled and citizens without vehicles. In addition, the P³ should identify how to reach underrepresented groups. For example, holding workshops in different languages to suit your community's demographic and at different locations and times. This section is an ideal place to identify who would facilitate the workshops; whether it is an outside consultant, active citizen or municipal staff. Often workshops are a great way to educate the community surrounding a specific topic and hear concerns, questions and ideas.
- **Charrettes:** The charrette differs from a workshop because it is a multi-day event where designers and planners work on a plan in-between what are called "feedback loops." Usually between three and seven days, citizens can come to the "charrette studio," which is an office on or near the location of the proposed plan or project. Citizens offer ideas while the charrette team facilitates and observes. From these suggestions, the designers and planners change the plan to suit community input and present their creation the next day where the community offers feedback again. This makes up one cycle of a "feedback

loop". There can be up to five feedback loops, resulting in a final plan shortly thereafter. This process can be completed with many different budgets, depending on the expertise of municipal staff and local residents. Charrettes take much planning beforehand. The P³ offers an opportunity to begin planning for how a community would hold a charrette and who would be involved. For more information, visit www.charretteinstitute.org.

- **Walkabouts:** Walkabouts offer candid feedback from a variety of stakeholders when discussing a specific area. They can be paired with community workshops or charrettes to measure the perceived safety and comfort of pedestrians in a downtown, neighborhood or corridor. Walkabouts are also useful for identifying desired design, problem properties or safety concerns. The P³ should identify how citizens will be notified of a walkabout, keeping in mind the limitations of just one notification method. In addition, the P³ should determine if community partners and staff can facilitate the sessions, or if a consultant will be necessary.
- **One-on-one interviews:** Interviews are a great way to get specifics on a topic. In the stakeholder section of the P³, specific community leaders may have been identified, making them ideal candidates for an interview. Some communities have individuals that are very vocal about issues in the community. Interviewing them may give some perspective on how to address their concerns. It is important to remember that one interview reflects the opinion of one individual and should not be considered the standing of the entire community.
- **Focus groups:** Like interviews, focus groups can help to narrow down concepts or get a specific side of the story. Stakeholders groups identified earlier in P³ make ideal participants of a focus group.
- **Standing committees:** These are focus groups that repeatedly meet and will differ depending on the needs of a community. They are perfect for concerned residents, underrepresented groups, or groups that may have specific needs in a community, such as students or seniors. This is an opportunity for a municipality to draw from the expertise of residents, perhaps organizing a standing committee of real estate professionals, business owners and brokers to offer feedback.
- **Social networking:** Technology offers a unique opportunity to give and receive information to a mass of people. Municipalities can post events, share information and even solicit feedback. This public participation method is best used in conjunction with other methods because it excludes those who do not use social media. The P³ should identify the social media venues a community will use, the target audience of these venues and who will be responsible for making posts and monitoring the posts of others. The ability to spread misinformation or post disrespectful comments makes it important to plan for the use of social media.

STRATEGIES FOR OUTREACH

The P³ allows a municipality to plan for public input, rather than simply reacting to it. In this case, the sooner the public is involved, the better. Proactively engaging stakeholders fosters a sense of ownership and prevents delays caused by unforeseen issues. This section should outline how the community will be engaged from the communication toolbox depending on the situation. The following are common times at which public input should be solicited:

Master plan update

Zoning ordinance update

Downtown development plan

Corridor improvement plan

Parks and recreation plan

Low controversy development project

High controversy development project

COMMUNICATING RESULTS

This section should outline how results from public participation sessions will be communicated back to the public. This demonstrates that the responses were heard, and creates an environment of transparency. Municipalities have many venues of communication: television, newsletters, the municipal website, social media. The appropriate venue to communicate, who is responsible for this communication and how soon after the public participation event are all described in this section. There is no one way of communicating. The community should choose venues that make sense for that community. The following are examples of ways to communicate public feedback:

Public meetings: The meetings will be televised on station. Also, person will post meeting minutes online no later than amount of time after the meeting is held.

Surveys: Surveys will be compiled by person no later than amount of time after the survey was completed. The results will be posted online and published in the quarterly newsletter.

Community workshops/charrettes: Person is charged with taking notes during community workshops and charrettes. These notes will be posted on the workshop/ charrette Facebook page no later than amount of time after the workshop or the charrette. In addition, the results of these events will be communicated in a wrap up community meeting.

Walkabouts: The facilitator(s) of will walkabouts will take notes during the walkabout. These results will be compiled by person and posted online no later than amount of time after the walkabout.

One-on-one interviews: Interview results will be kept confidential for the comfort of the participants unless requested otherwise.

Focus groups: Focus group results will be kept confidential for the comfort of the participants unless requested otherwise.

Standing committees: Meeting minutes will be taken by person and posted online no later than amount of time after the standing meeting occurs.

Social networking: Person is responsible for monitoring the municipal Facebook page. They will respond to public posts no later than amount of time after the post was made. Person will tweet on behalf of the municipality concerning community events and public participation results.

EVALUATING THE EFFECTIVENESS OF PARTICIPATION EFFORTS

In this section, the community should identify how the P³ will be updated depending on the success of the various outreach methods. For example, this section may identify who records all public participation efforts. In addition, it may outline an exit survey for certain public participation events. Furthermore, this section will identify when the P³ will be reviewed again. This will result in public participation that is continuously evolving to better obtain public input. A sample document for reviewing public participation events and a sample exit survey can be found in the appendix.

CLOSING

Public participation, when properly executed, builds community consensus and strengthens sense of place. Creating a culture of collaborative visioning enriches democracy by allowing citizens to voice their ideas, not just their complaints. A community's public participation plan is not another document to be created and shelved, but a daily guide for how to best incorporate the public into decisions that affect their space. The community should end the P³ by stating again why the document was created and making a commitment to its use. Both elected/appointed officials and municipal staff should participate in the creation and application of the P³. The result will be development that the whole community has planned for, smoother approval processes and a more satisfied public.

APPENDIX

The community event satisfaction survey (page 15) and internal public participation evaluation (page 16) are included for your use.

COMMUNITY EVENT SATISFACTION SURVEY

What event did you attend today?

How did you hear about this event?

Was this event held at a convenient location and time?

Are you glad you came to this event? Would you improve it in any way?

date _____

INTERNAL PUBLIC PARTICIPATION EVALUATION

Type of public participation:	Date
How was the event advertised?	
Where was the event held?	
How many people attended? Was there a group that was under-represented?	
Who facilitated/completed the event?	
Are there ways this could be improved for future events?	

Redevelopment Ready Communities®

Report of Findings

Picture of Community

City of Traverse City

March 2015



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Executive Summary

Redevelopment Ready Communities® (RRC) is a certification program supporting community revitalization and the attraction and retention of businesses, entrepreneurs and talent throughout Michigan. RRC promotes communities to be development ready and competitive in today's economy by actively engaging stakeholders and proactively planning for the future – making them more attractive for projects that create places where people want to live, work and invest.

In January 2014, the Michigan Economic Development Corporation (MEDC) announced the second open application round for communities interested in achieving RRC certification. MEDC received submissions from over forty communities across the state. Traverse City's application scored in the top tier and was selected to receive a full RRC assessment. We applaud the city's efforts in working to achieve RRC certification. The foundation of the evaluation is the RRC Best Practices. Developed by experts in the public and private sector, the best practices are the standard to achieve certification and designed to create a predictable experience for investors, businesses and residents working within a community. Communities must demonstrate that all best practice evaluation criteria have been met to receive RRC certification. While the report of findings outlines recommended actions to meet each best practice criteria, each community may choose its own path of alternate strategies as long as the required criteria is being accomplished.

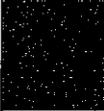
Traverse City is the 19th community to be evaluated under the statewide RRC program and is on its way to becoming redevelopment ready. With a strong history of proactive planning, the city has positioned itself to strengthen local quality of life. Despite solid support for redevelopment projects, proactive planning efforts and community engagement, our evaluation found Traverse City still has work to do in order to receive RRC certification. In a time when businesses can locate anywhere in the world, a community that is dedicated to a proactive approach for redevelopment and straightforward procedures will stand out. While a spirit for redevelopment exists, a public participation plan documenting the community engagement process must be finalized and priority redevelopment sites need to be packaged and marketed. The RRC certification is a statement to the private sector that Traverse City's development process is streamlined, predictable and user-friendly and these steps will help ensure the city's competitiveness and secure RRC certification.

Methodology

The basic assessment tool for evaluation is the RRC Best Practices. These six standards were developed in conjunction with public and private sector experts and address key elements of community and economic development. A community must demonstrate all of the RRC Best Practice components have been met to become RRC certified. Once received, certification is valid for three years.

Measurement of a community to the best practices is completed through the RRC team’s research, observation and interviews, as well as the consulting advice and technical expertise of the RRC Advisory Council. The team analyzes a community’s development materials, including, but not limited to: the master plan; redevelopment strategy; capital improvements plan; budget; public participation plan; zoning regulations; development procedures; applications; economic development strategy; marketing strategies; and website. Researchers observe the meetings of the community’s governing body, planning commission, zoning board of appeals and other committees as applicable. In confidential interviews, the team also records the input of local business owners and developers who have worked with the community.

A community’s degree of attainment for each best practice criteria is visually represented in this report by the following:

	Green indicates the best practice component is currently being met by the community.
	Yellow indicates some of the best practice component may be in place, but additional action is required.
	Red indicates the best practice component is not present or outdated.

This report represents the findings of the evaluation of the Traverse City’s redevelopment processes and practices. All questions should be directed to the RRC Team at RRC@michigan.org.

Best Practice 1.1- The Plans

Best Practice 1.1 evaluates community planning and how the redevelopment vision is embedded in the master plan, capital improvements plan, downtown development plan and corridor plan. The master plan sets expectations for those involved in new development and redevelopment, giving the public some degree of certainty about their vision for the future, while assisting the city in achieving its stated goals. Local and city-wide plans can provide key stakeholders with a roadmap for navigating the redevelopment process in the context of market realities and community goals.

The Michigan Planning Enabling Act (MPEA), Public Act 33 of 2008, requires that the planning commission create and approve a master plan as a guide for development and shall review the master plan and determine whether to commence the procedure to amend the master plan or adopt a new master plan at least once every five years after adoption. The Act also requires communities to adopt a six year capital improvements plan (CIP) for public structures or improvements, in general order of their priority.

Traverse City's master plan was adopted in 2009; the city has indicated that an update to the master plan will occur in 2015. Goals identified in the current master plan include; the need to enforce compatible intensities within, among and between neighborhoods; seamlessly link neighborhoods while allowing each neighborhood's unique character and culture to evolve; become more pedestrian friendly; develop neighborhoods through consensus; stabilize neighborhood economies; and locate services near users. Building on those goals, the city undertook a planning effort aimed at improving the appearance, function, and vitality of strategic corridors

throughout the city. The Corridors Master Plan identifies goals, actions, implementation steps, tools and priority redevelopment sites along five corridors. The Plan focuses on restoring economic activity by identifying opportunities for housing, commercial activity and improvements to public infrastructure, including both the vehicular and pedestrian networks. A master plan was developed for an additional redevelopment area, the Grand Traverse Commons. It outlines a comprehensive vision for the development and redevelopment of this site, including a series of objectives, strategies and action policies. Planning staff provides annual reports that outline progress on achieving the goals and objectives outlined in each of these redevelopment strategies.

An adopted capital improvements plan (CIP) provides a consensus document for city staff to coordinate and implement public improvements. Traverse City has an adopted capital improvements plan that details six years of prioritized projects and improvements. The plan is available online and is updated annually; projects included in the CIP are a reflection of the goals and objectives of the master plan and redevelopment plans.

Downtown is often viewed as the heart of a community; it is an indicator of economic health and serves as a gathering place. Traverse City has two downtown strategies; one for each of the two Tax Increment Financing (TIF) districts, TIF Plan #97 and TIF Plan #2. Both TIF Plans identify district boundaries, projects and estimated project costs; both contain mixed-use and pedestrian oriented development elements and both plans are accessible online.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	The governing body has adopted a master plan in the past five years.	<input type="checkbox"/> Adopt an updated master plan in compliance with MPEA and Best Practice 1.1	9 months
	The master plan identifies a strategy for redevelopment or the governing body has adopted a redevelopment plan.	✓	
	The governing body has adopted a capital improvements plan.	✓	
	The governing body has adopted a downtown plan, if applicable.	✓	
	The governing body has adopted a corridor plan, if applicable.	✓	

Best Practice 1.2- Public Participation

Best Practice 1.2 assesses how well the community identifies and engages its stakeholders on a continual basis. Public participation aims to prevent or minimize disputes by creating a process for resolving issues before they become an obstacle. Traverse City conducts exceptional public engagement and sharing of outcomes using a variety of methods. Through interviews, workshops, social media, surveys, an open house and an interactive

website, stakeholders provided input in to both the Corridors Master Plan and the Grand Traverse Commons Plan. Results and outcomes were shared through social media posts, meetings and minutes posted online, and in the body of the planning document. These efforts to engage stakeholders and share the outcomes should be documented in a public participation plan to ensure that appropriate levels of public outreach occur on a continual basis.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	The community has a public participation plan for engaging a diverse set of community stakeholders.	<input type="checkbox"/> Create public participation plan in compliance with Best Practice 1.2	6 months
	The community demonstrates that public participation efforts go beyond the basic methods.	✓	
	The community shares outcomes of public participation processes.	✓	

Best Practice 2.1 – Zoning Regulations

Best Practice 2.1 evaluates the city’s zoning ordinance to determine how well it regulates and implements for the goals of the master plan. Zoning is a key tool to implement plans in a community. Inflexible or obsolete zoning regulations can discourage redevelopment and investment.

Traverse City’s zoning ordinance is accessible online, allowing developers and other interested parties access to codes and regulations at any time of day or night. To improve user friendliness and improve understanding amongst all parties involved, the city should incorporate ways to easily view often-referenced data that is currently spread throughout the document, such as permitted and special land uses.

As the legal tool to implement the master plan, it is critical that zoning ordinance intent statements and districts align with the master plan land use recommendations. The zoning element described in Traverse City’s master plan provides a framework to translate the vision and goals of the master plan into the zoning ordinance. Once the planned master plan update has been adopted, the city should review the zoning ordinance to ensure the two are in alignment.

Zoning is an essential tool for shaping inviting, walkable communities, and changed demographics and consumer preferences signal the need for a variety of housing options in a community. The city provides for areas of mixed use concentrated development in appropriate locations by right, specifically the downtown. Residential units above non-residential uses, accessory dwelling units and mixed-income housing are all provided for in the ordinance, including an Accessory Dwelling Units Overlay District. Traverse City has discussed using form based codes along strategic city corridors as a method for addressing building heights and massing. Form based codes emphasize building form with the goal of creating a “place” and

primarily manage physical form with a lesser focus on land use than traditional zoning.

Flexible zoning tools can provide the community appropriate latitude in accommodating and encouraging development activity. The zoning ordinance includes; procedures for conditional zoning, the need to maintain and reinforce the context of historic buildings and land, and provisions to preserve environmental features. Flexible parking standards in the city zoning ordinance can provide relief where appropriate. To that end, the ordinance considers the availability of on-street and public parking, interconnected vehicle passage between lots, and bicycle parking. The Planning Director has the authority to grant a parking exception which reduces parking space location or requirements if a practical difficulty is demonstrated.

Non-motorized transportation and its many benefits are important to a communities’ health and economy. Traverse City understands the benefits of connectivity by requiring pedestrian access in internal and external site design. The city also has an ordinance that requires drivers to stop for pedestrians in marked and posted crosswalks, and development of a non-motorized plan is underway. The Corridors Master Plan includes street cross sections with suggested improvements to enhance the mobility and safety for all modes of travel. Bicycle parking and pedestrian travel provisions are included in the zoning ordinance.

Stormwater runoff is a major cause of water pollution in developed areas. Traverse City’s zoning ordinance includes regulations requiring street tree plantings for every site involving new development or redevelopment. To ensure long term health, all landscape plant materials must be healthy and compatible with local climate and site soils, and must be selected from the region-specific list provided in the ordinance. The city provides credits toward required plantings if a development preserves existing quality and

mature trees. When the zoning ordinance is updated, inclusion of standards for green infrastructure such as rain gardens, green roofs and bioswales should be considered, as they help mitigate the effects of stormwater runoff. Many green infrastructure elements can be integrated into parking lot designs. Permeable pavements can be installed in sections and rain gardens and bioswales can be included in medians and along a parking lot perimeter. Benefits include urban heat island mitigation and a more walkable built environment.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	The governing body has adopted a zoning ordinance that aligns with the goals of the current master plan.	✓	
	The zoning ordinance is user-friendly and accessible online.	<input type="checkbox"/> Add a use matrix or other element to improve the user-friendliness	9 months
	The zoning ordinance provides for areas of concentrated development in appropriate locations and encourages the type and form of development desired.	✓	
	The zoning ordinance includes flexible zoning tools to encourage development and redevelopment.	✓	
	The zoning ordinance allows for a variety of housing options.	✓	
	The zoning ordinance includes standards to improve non-motorized transportation.	✓	
	The zoning ordinance includes flexible parking requirements.	✓	
	The zoning ordinance includes standards for green infrastructure.	✓	

Best Practice 3.1 – Development Review Policy and Procedures

Best Practice 3.1 evaluates the city's site plan review policies and procedures, project tracking and internal/external communications. The purpose of the site plan review process is to ensure that plans for specific types of development comply with the zoning ordinance. An efficient site plan review process is integral to becoming redevelopment ready and can assist a community in attracting investment dollars. Site plan review procedures and timelines should be communicated in a clear and concise manner to prospective developers and business owners. To do this, sound internal procedures need to be in place and followed. The framework for Traverse City's site plan review process is clearly documented in the zoning ordinance. If the site plan accompanies a request for Planning Commission special land use permit, planned unit development or change of use that generates more than 500 trip ends per day, the plan requires Planning Commission approval. Otherwise, the Planning Director can review and approve the site plan administratively.

The Planning Director serves as the point person on development projects and coordinates the review of site plans. Developers and consultants can meet with staff involved with the site plan review process to review the proposed project and the city code of ordinances, free of charge. Pre-application meetings can facilitate a smooth and efficient review process and also provide an opportunity to discuss community objectives. The availability of pre-application meetings are outlined in the zoning ordinance and noted on the site plan review application available online.

Documenting internal processes helps to ensure consistency over time, regardless of staffing. Streamlined, well documented site plan policies ensure a smooth and predictable experience when working with a community. The zoning ordinance outlines the site plan review process including standards for administrative and planning commission review. A

visual depiction of the site plan review process, including timelines, would improve communication and understanding amongst all parties involved. An internal team comprised of Planning, Inspections and Engineering (P.I.E.) and other city staff meets weekly to review new permit applications and is available to meet with developers and the general public to discuss proposed projects. Once a site plan is received, the Planning Director circulates it to the appropriate P.I.E. team members for review. Tracking development projects allows for increased transparency and efficiency, keeps staff well informed, provides clarification as to the status of a project and can assist in measuring the results of the approval process. A software application is used to track development projects from initial application to certificate of occupancy.

Significant public opposition or concern can slow down the review and approval of a project and ultimately cost a developer time and money. Often, public concern arises out of limited or incorrect understanding of a project. By soliciting public input early in the process, well before required public meetings and hearings, neighbors can make their concerns known to the developer and decision makers. Traverse City encourages developers to follow the "good neighbor plan," whereby if there is known interest in a particular development, the developer will hold an informal meeting in a casual environment (restaurant, coffeehouse, church) to explain the proposed project and provide an opportunity for questions. The city facilitates this process by providing mailing labels for adjacent property owners, above and beyond standard legal requirements.

Overall, stakeholder interviews provided positive feedback, particularly with the exceptional, personalized customer service provided by city staff. However, while the city exhibits great customer service and responsiveness, there are opportunities for improvement. Traverse City should review the site plan review process at planning commission meetings and at P.I.E. team meetings and obtain formal customer feedback to capture lessons learned.

The city should develop a customer feedback mechanism to determine the success of or issues with the site plan review process, and amend the process accordingly.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	The zoning ordinance articulates a thorough site plan review process.	✓	
	The community has a qualified intake professional.	✓	
	The community defines and offers conceptual site plan review meetings for applicants.	✓	
	The community has a clearly documented internal staff review policy.	✓	
	The appropriate departments engage in joint site plan reviews.	✓	
	The community has a method to track development projects.	✓	
	The community promptly acts on development requests.	<input type="checkbox"/> Create visual depiction of the site plan review process, including timelines	6 months
	The community encourages a developer to seek input from neighboring residents and businesses at the onset of the application process.	<input type="checkbox"/> Incorporate the "good neighbor plan" into the public participation plan	6 months
	The community annually reviews the successes and challenges with the site plan review and approval procedures.	<input type="checkbox"/> Develop a customer feedback mechanism	6 months

Best Practice 3.2 – Guide to Development

Best Practice 3.2 evaluates the availability of the community’s development information. Land use planning and development is a process that involves a wide range of stakeholders. For the process to work effectively, everyone involved must know their roles and responsibilities. Development materials should be assembled to help citizens, developers and public officials gain a better understanding of how the development process works. Contact information, meeting schedules, minutes and packets, application forms and submittal requirements are available on Traverse City’s website. The city has also developed a Guide to Development to assist with navigating through the permitting process. The Guide is missing a number of documents that

are referenced, including historic district maps and permit application forms. The Guide could be further enhanced by providing web links to referenced information and flowcharts to explain timelines and steps to approval.

It is important that developers understand review and permitting costs at the start of the process, so there are no surprises later. The city reviews the fee schedule annually as part of the budgeting process, to ensure that fees and costs are fair to applicants and affordable by the community.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	<p>The community maintains an online guide to development that explains policies, procedures and steps to obtain approvals.</p> <p>The community annually reviews the fee schedule.</p>	<p><input type="checkbox"/> Add missing documents to Guide to Development</p>	<p>3 months</p>
		<p>✓</p>	

Best Practice 4.1 – Recruitment and Orientation

Best Practice 4.1 evaluates how a community conducts recruitment and orientation for newly appointed or elected officials and board members. Numerous boards, commissions and committees advise city leaders on key policy decisions. An online application for open commission and committee seats has been developed and vacancies are posted on the city’s website. A brief overview of the role and responsibilities of each board, commission and committee and desired skill sets should be added to the application. Planning commission members should be recruited based on requirements articulated in Michigan Public Act 33 of 2008, the Michigan Planning Enabling Act.

Assisting newly elected officials and appointees with learning basic information about the structure and processes of government and community and economic development is vital to them playing a part in the city achieving its goals and objectives. New zoning board of appeals and planning commissioners meet individually with the Planning Director and receive orientation packets that include the zoning ordinance, rules of procedure and the Michigan Planning Enabling Act.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	<p>The community sets expectations for board and commission positions.</p> <p>The community provides orientation packets to all appointed and elected members of development related boards and commissions.</p>	<p><input type="checkbox"/> Add a description of each board and commission and desired skill sets for open seats to the boards and commissions application</p> <p style="text-align: center;">✓</p>	<p>3 months</p>

Best Practice 4.2 – Education and Training

Best Practice 4.2 assesses how a community encourages training and tracks training needs for appointed and elected officials, board members and staff. Trainings provide officials and staff with an opportunity to expand their knowledge and ultimately make more informed decisions about land use and redevelopment issues. Training needs are reviewed as part of the annual budget process and training is covered in each department’s budget. During the annual goal setting session, staff and officials discuss needed and upcoming educational opportunities. The city coordinates registration for commissioners who wish to attend training. The city also arranges for topic specific training when the need arises.

Tracking training is a useful way to identify future training needs by documenting education received, identifying gaps and determining what training should be focused on in the future. Traverse City does not formally track individual training needs and attendance. A simple tracking mechanism should be developed to log training information. Turnover in

officials and staff can create gaps in knowledge about development, which makes ongoing training essential.

Ongoing communication between the governing body, boards, commissions and staff provides an opportunity to share new and relevant information resulting in more consistent land use processes and decisions. Traverse City has held project-specific collaborative work sessions on the Master Plan, the Bayfront Plan and to discuss downtown planning. Further collaboration takes place with regional partners, including with Grand Traverse County when developing the countywide Master Plan. The Grand Traverse Commons site falls under the jurisdiction of a joint planning commission which is comprised of members from both the city and Garfield Township Planning Commissions. Joint work sessions between boards and commissions are essential to foster communication and effectively address development issues. Representatives from each of the governing bodies regularly attend each other’s meetings to provide project updates.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	The community has a dedicated source of funding for training.	✓	
	The community identifies training needs and tracks attendance of the governing body, boards, commissions and staff.	<input type="checkbox"/> Develop a simple mechanism to track training needs and log attendance	6 months
	The community encourages the governing body, boards, commissions and staff to attend trainings.	✓	
	The community shares information between the governing body, boards, commissions and staff.	✓	

Best Practice 5.1 – Redevelopment Ready Sites®

Best Practice 5.1 assesses how a community identifies, visions and markets their priority redevelopment sites. Communities must think strategically about the redevelopment of properties, and investments should be targeted in areas and properties that have the potential for positive future redevelopment. Focusing on the redevelopment and reuse of a single property can catalyze further developing around it. Restoring buildings without a vision for the surrounding area is often insufficient to generate lasting change.

The Traverse City Master Plan identifies strategic corridors as target areas for redevelopment; the Corridors Master Plan provides further details on the economic opportunities within those corridors. Grand Traverse Commons is also a targeted area for redevelopment; a master plan and zoning ordinance have been developed for that area. Finally, the city has also identified the downtown as a priority redevelopment area. Extensive

planning and community visioning has already occurred for each of these areas.

Grand Traverse County provides economic development services to the city, including meetings with developers to discuss prospective projects and sites. Within identified redevelopment areas, the city and county must collaborate to identify and prioritize specific site(s) for redevelopment, and then package and market to prospective developers. The city must identify information that a developer would need to pursue a project on each site and assemble the materials in a property information package. The property information package should include available financial incentives or resources, if any. Asserting what the city is willing to negotiate for specific sites will entice developers to spend their time and financial resources pursuing a project in Traverse City. Property information package(s) should be linked to on the city website.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	The community identifies and prioritizes redevelopment sites.	<input type="checkbox"/> Prioritize redevelopment sites	6 months
	The community gathers preliminary background information for prioritized redevelopment sites.	<input type="checkbox"/> Gather preliminary background information for priority sites	6 months
	The community has developed a vision for the priority redevelopment sites.	✓	
	The community identifies available resources and incentives for prioritized redevelopment sites.	<input type="checkbox"/> Identify resources available for priority sites	12 months
	A property information package for the prioritized redevelopment site(s) is assembled.	<input type="checkbox"/> Develop a property information package for one priority redevelopment site	12 months
	Prioritized redevelopment sites are actively marketed.	<input type="checkbox"/> Market the property information package online	12 months

Best Practice 6.1 – Economic Development Strategy

Best Practice 6.1 evaluates what goals and actions a community has identified to assist in strengthening its overall economic health. Strategic economic development planning is critical to attract jobs and new investment in communities. Traverse City’s economic development strategy is incorporated into the master plan; goals of the strategy include: enhancing the city’s role in coordinating the regional economy, specifically, working with local and regional institutions to represent and support the needs of Traverse City’s citizens; facilitating regulatory functions to ensure proportional and appropriate processes to safeguard the community’s economic stability and success; developing a system of prioritization that

supports economic goals of other Master Plan elements, encouraging development that protects and promotes the distinctive character of neighborhoods; and after financial and economic analysis, prioritizing capital improvements and private development projects that require public funding. The strategy provides implementation steps to achieve the stated goals and is available online as a sub plan of the Master Plan document. The city should annually review the strategy and its implementation steps, and amend as needed.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
	The community has approved an economic development strategy.	✓	
	The community annually reviews the economic development strategy.	<input type="checkbox"/> Annually report on benchmarks, and amend strategy as needed	12 months

Best Practice 6.2 – Marketing and Promotion

Best Practice 6.2 evaluates how the community promotes and markets itself. Community marketing and promotion can take many forms, but the goal is to create a positive image that rekindles community pride and improves consumer and investor confidence. Traverse City does not currently have a community marketing strategy that identifies specific goals and strategies for attracting businesses, talent and real estate development. The marketing strategy should also include specific approaches to promoting prioritized redevelopment sites. The marketing strategy should serve as a means to implement the vision and goals identified in the Master Plan, Corridors Master Plan, Economic Element sub area plan and other city planning documents.

Visitors to a community’s website need to be able to find accurate information quickly and the importance of a user-friendly website cannot be overstated. Traverse City’s website is updated and easy to navigate, with pertinent planning, zoning and economic development information easy to find. City Commission and board/commission meeting packets, agendas and minutes are posted on the website and are up to date. Links to property information packages should be added when available. Traverse City has several social media pages that are updated on a regular basis with various announcements and events.

Status	Evaluation Criteria	Recommended Actions for Certification	Estimated Timeline
<p>The community has developed a marketing strategy.</p> <p>The community has an updated, user-friendly municipal website.</p>	<p><input type="checkbox"/> Develop a unified marketing strategy as outlined in Best Practice 6.2</p> <p>✓</p>		<p>12 months</p>

Conclusion

The RRC Program assists communities in maximizing their economic potential by embracing effective redevelopment tools and best practices. The city must find a balance between removing unnecessary delays and hurdles, while preserving the integrity of the community's vision and goals, positioning the city for success. Traverse City has exhibited a strong commitment to improving their redevelopment readiness and is working diligently to meet the best practice criteria and achieve the Redevelopment Ready Certified Community designation. Next steps for the city include the governing body adopting a resolution of support to proceed with the RRC program. Traverse City will need to continue to implement actions toward achieving certification. Staff has attended the RRC Best Practice trainings and is required to submit quarterly progress reports to inform the RRC Team of progress made in terms of implementing the necessary steps to meet the RRC Best Practices. Once Traverse City has met all of the Best Practice criteria, the city will be a certified Redevelopment Ready Community.

LAC #3 Summary Memo
US-31/M-37 (Division Street) PEL

March 9, 2015

Dear Local Advisory Committee Members,

Below is a summary of the key information shared, discussed, and presented at the LAC 3 meeting held Thursday, February 26th at the Traverse City Governmental Center. Three key items of specific importance made up the majority of the meeting discussion and included:

- Traffic Forecasting and Analysis
- Historic Resources and Properties within the Corridor
- Range of Alternatives for Analysis

The presentation included the Traffic Forecasting and Analysis which was requested at LAC meeting 2. The presentation is attached.

Also presented was a very good description of the laws and analysis related to the historic resources located within and adjacent to the corridor. The presentation is attached. This is a very important issue for this project as the location of these historic districts and properties represent key constraints along the corridor due to potential historic impacts. The presentation also includes maps which show the location of historic properties and districts along the corridor. Other constraints include parks, wetlands, creek, etc.

Draft alternative concepts for five of the intersections and associated roadway segments along the corridor were presented. The purpose was to illustrate the range of alternatives to be considered and to obtain feedback from the committee to help steer the alternatives development. The alternatives presented fell into three basic categories:

- *Existing Roadway* – no build
- *Safety and Operational Improvements* - represents the minimum improvement needed to help increase the overall safety and operations of the intersection
- *Boulevard with Signal* - 11 foot median from 14th Street to 8th Street with a signal at key intersections
- *Boulevard with Roundabout* - same as above only using a roundabout instead of a traffic signal

All alternatives include a continuous sidewalk on the east side of Division Street between 14th and Grandview Parkway. This was a consistent message we heard at both public information sessions and at the prior LAC meetings.

At this time we are unable to provide you with the alternative concepts drawings presented at the LAC 3 meeting due being only draft concepts. However, we have summarized the basics of each alternative along with the comments and feedback heard at the meeting into the following headings for your consideration.

We would like each of you to take the information below back to your respective governments, organizations, associations, and agencies to obtain additional feedback to provide to the Administrative Team. We would like your responses returned within two weeks so we can use this information to refine the concepts and make sure we are heading in the right direction for the next LAC meeting. **Please respond via e-mail to Patty O'Donnell at odonnellp@michigan.gov or by phone at 989-614-4229 by Friday, March 20th.**

Draft Alternatives from LAC Meeting 3 Attendees:

14th Street Intersection

- A two lane roundabout at this location was favored over a traffic signal.

Existing Issues
• High crash concentration
• Excessive traffic backups
• Lack of storage capacity for turning traffic
Two-Lane Roundabout with Boulevard Alternative Improvements
• Sidewalk connectivity on east side of Division Street
• 11' raised median (north Division Street)
• Median restricted left turns along Division Street
• Improves operations by reducing delay
• Reduces speeds and improves safety
• Easy U-turn opportunities within the roundabout (because of restricted left turns)

11th Street Intersection

- A signal is favored at this location as it would allow all turning options and provide a signalized crossing for pedestrians.
- A roundabout at this location is not possible due to potential park and historic impacts.

Existing Issues
• Unsignalized and unrestricted movements
• High crash concentration
• Eleventh Street backups
• Difficult pedestrian crossings
Boulevard With a Signal Alternative Improvements
• Sidewalk connectivity on east side of Division Street
• 11' raised median along Division Street
• Add one northbound and one southbound left turn lane in each direction
• Signalized intersection provides full access
• Median restricted left turns

7th Street Intersection

- Switching 7th and 8th Streets to 2-way traffic which would eliminate the eastbound weave from 7th to 8th Street. This directional change could be limited to just one block on 7th (Division to Maple), not the entire length of the street, which would allow vehicles to travel east one block, and then turn south on Maple for one block to pick up eastbound 8th Street.

- The one-way westbound travel on 7th Street results in a difficult situation for bicyclists travelling east out of the medical/Grand Traverse Commons area as they have to weave on Division to continue east.
- A roundabout is not possible at this location due right-of-way constraints and the historic properties located near the intersection.

Existing Issues
<ul style="list-style-type: none"> • Excessive traffic backups
<ul style="list-style-type: none"> • Lack of storage capacity for turning traffic
<ul style="list-style-type: none"> • One-way pair (Seventh and Eighth) creates an eastbound zig-zag traffic pattern on Division
<ul style="list-style-type: none"> • Seventh Street lane alignment
Boulevard With a Signal/Alternative Improvements
<ul style="list-style-type: none"> • Sidewalk connectivity on the east side of Division Street
<ul style="list-style-type: none"> • 11' median south of Eighth Street
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Front Street Intersection

- This intersection is constrained by newer buildings and limited right-of-way.
- Most important improvement is to extend northbound and southbound left turning lanes as far as possible north and south to allow for maximum storage of vehicles during peak times.
- A roundabout is not possible at this location due to the right-of-way constraints.

Existing Issues
<ul style="list-style-type: none"> • Busiest intersection in the corridor
<ul style="list-style-type: none"> • High crash concentration
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Boulevard With a Signal/Alternative Improvements
<ul style="list-style-type: none"> • Sidewalk connectivity on the east side of Division Street
<ul style="list-style-type: none"> • 6' raised median to restrict left turns
<ul style="list-style-type: none"> • Traverse City Project - Front Street reconfiguration (East of Division 2015, West of Division 2016)

Grandview Parkway Intersection

- This intersection has a lot of pedestrian and vehicle volumes during the summer season. Due to the proximity of Bay Street the intersection is especially complicated and congested.
- A roundabout at this location had mixed reviews by some due to the complexity of the intersection and the heavy pedestrian volumes in the summer.

- A signal solution was also viewed with mixed reviews due to the longer pedestrian crosswalk at Grandview due to the addition of a new westbound left turn lane.
- One suggestion was to provide a pedestrian only phase for this intersection (all traffic stops as pedestrians cross street in all directions).

Existing Issues
• High crash concentration
• Excessive traffic backups
• Lack of storage capacity for turning traffic
• Bay Street proximity and interaction
• Indirect pedestrian movements
Boulevard With a Signal/Alternative Improvements
• Sidewalk connectivity on east side of Division Street
• 6' raised median to restrict left turns
• Double northbound left turn lanes and double westbound left turn lanes
• Restrict Bay Street to right-in-right-out only
Boulevard With a Roundabout Improvements
• Eliminates Division Street access to Bay Street
• Improves operations by reducing delay
• Reduces speeds and improves safety
• Easy U-turn opportunities within the roundabout (because of restricted left turns)

General Comments

- Some expressed concerns about pedestrian crossings at proposed roundabouts (14th Street and Grandview Parkway) as it would appear to be more difficult to cross during heavy traffic volumes than at a standard signal intersection. Pedestrian safety at roundabouts discussion, while conflict points are reduced in Rochester Hills overbuilt with high speeds, vehicles still yield to pedestrians, also some discussion at national level about signals at roundabouts for pedestrian safety.
- Some concern that the boulevard section could encourage higher traffic speeds. Lanes are currently being shown as 11 feet wide, not 12 feet to discourage higher speeds along roadway and reduce potential right-of-way impacts.

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