

# AGENDA

SPECIAL JOINT SESSION  
GRAND HAVEN CHARTER TOWNSHIP BOARD & PLANNING COMMISSION  
WEDNESDAY, JUNE 3, 2015 – 7:00 p.m.

- I. Call to Order
- II. Roll Call
- III. Items for Discussion
  - A. Strategic Plan Update
  - B. Resilient Grand Haven Master Plan Update
  - C. Community Engagement
- IV. Public Comments/Questions (Limited to 4 minutes)
- V. Adjournment

**Note: Persons wishing to speak at public hearings, on agenda items, or extended comments, must fill out a “Speakers Form” located on the counter. Completed forms must be submitted prior to the meeting.**

# GRAND HAVEN CHARTER TOWNSHIP STRATEGIC PLAN

2015 – 2018



## GRAND HAVEN TOWNSHIP BOARD

Karl French, Supervisor  
William Kieft III, Treasurer  
Laurie Larsen, Clerk  
Howard Behm, Trustee  
Mike Hutchins, Trustee  
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GRAND HAVEN CHARTER TOWNSHIP

*Above all else, our purpose is to provide superior customer service to our community.*

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# STRATEGIC PLANNING



Simply put, strategic planning is an organization’s process for defining its direction and identifying objectives to guide decisions regarding the allocation of capital and people. The focus of a strategic plan is typically on the whole organization and they are established for a specific timeframe, typically three to five years. Since strategic planning cannot foretell exactly how the marketplace will evolve and what issues will surface over time, it is essential to re-visit them on an annual basis.

## Why is the Township doing a Strategic Plan?

Grand Haven Charter Township is a desirable place to live with its beautiful natural features, lakeshore location, and reasonable commute to regional employment centers. Over the last 60 years the Township’s population has grown from 1,997 to about 16,000+ and that rapid growth has led to an increased demand for public services.

The long lasting impacts of the so-called “Great Recession” have largely passed and the Township has entered a new period of growth. Although this growth is not as robust as the pre-2006 levels, the growth is expected to continue through 2017. Consequently, the Township is facing questions regarding the level of service and capital projects designed to improve quality of life as opposed to being mainly focused on cost control measures.

### **How will the Township use the Strategic Plan?**

The plan will be used as a tool to:

- Assist with communicating the Township’s goals
- Assure that elected officials are all “on the same page”
- Set priorities and make decisions
- Monitor and measure implementation progress
- Identify needed changes

# OUR PLANNING PROCESS



## “Resilient Grand Haven” Planning Process

A joint planning project with the City of Grand Haven directed by the Land Information Access Association (LIAA), a non-profit community planning firm based out of Traverse City.

This collaborative planning process included the following steps:



*“Resilience is the capacity to absorb severe shock and return to a desired state following a disaster.”*

—Godschalk, 2009

1. Monthly **Community Planning Commission meetings** with the planning staff and commissioners from both jurisdictions.
2. The **Community Summit** invited residents, community leaders, and an array of presenters to learn about the project.
3. Three **Community Action Team (CAT)** meetings were held after the Summit. Each included six “break-out” sessions to focus on specific topics.
4. The **University of Michigan** presented their fiscal impact model based on a matrix of scenarios for various weather conditions.
5. Two **Special Joint Sessions** with the Township Board and Planning Commission were held to correlate the needs of an updated Strategic Plan with the “Resilient Grand Haven” Master Planning process.
6. Draft **Goals & Objectives** were submitted to Department Directors for review and comment.
7. At the **Community Open House** each municipality presented their updated “Resilient Grand Haven” master plans for public comment.
8. The updated **Master Plan** and **Strategic Plan** include valuable information obtained during the community engagement sessions and the “Resilient Grand Haven” planning process.

# OUR MISSION



## The Mission of Grand Haven Charter Township is to:

- Provide and continually improve those essential services that can best be provided by the Township and are necessary for the health, safety and welfare of all who live, work or visit the community;
- Protect and invest the financial resources entrusted to us;
- Provide a superior customer experience; and,
- Protect, promote and invest in our abundant natural resources.



The 2015 Mission statement shows only a minor evolution from the 1997 Strategic Plan Mission statement:

*“The mission of the Grand Haven Charter Township Board is to provide those professional quality services that can best be furnished by the Township and are necessary for the health, safety and welfare of the residents.*

*The Township shall continually improve these services to accommodate the needs and expectations of the residents, who are the customers and stakeholders of the Township.”*

The 2015 Mission Statement recognize the fiscal constraints that exist even during periods of growth and places an emphasis on meeting the service needs of the citizens.

# OUR GOALS



***Maintain a Healthy Financial Balance that Reflects Current Revenues and Future Projections (see page 7)***

***Deliver Superior Essential Services that Can Best Be Provided by the Township (see page 9)***



***Maintain and Improve the Infrastructure that is Necessary to Enhance the Community's Health, Safety, and Quality of Life (see page 10)***

***Establish Strong Partnerships within Our Community, with Our Neighbors, and with Other Governmental Agencies to Promote Shared Essential Services and Resources (see page 12)***



***Support and Retain Economic Development that Enhances the Quality of Life in Balance with the Protection of Our Community Character (see page 13)***



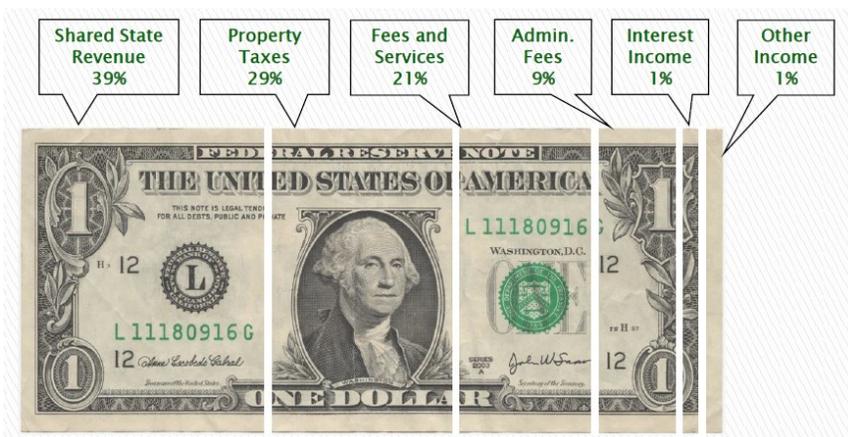
## GOAL: Maintain a Healthy Financial Balance that Reflects Current Revenues and Future Projections

Grand Haven Charter Township maintains eleven (11) funds with majority of operations found in eight (8), including the General Fund, Fire/Rescue Fund, Police Services Fund, DDA Fund, Municipal Street Fund, IT Fund, Water Fund and Sewer Fund. In general, monies from one fund cannot be transferred to the other funds.

The \$3.0± million annual expenditures from the General Fund are the source of most of the services associated with local government, such as assessing, building and zoning services, parks, elections, drain maintenance, pathways, etc. Grand Haven Charter Township relies on various sources of revenues to supply its General Fund, including property taxes, fees and state revenue sharing. Most of the revenue sources have stabilized since the so-called “Great Recession” with some revenue streams showing recent increases.

Although the Township collects over \$22 million in property taxes each year, the vast majority of these taxes are not kept by the Township. Rather, they are distributed to the State of Michigan, the local school districts, Ottawa County and other taxing jurisdictions. For every tax dollar that the Township collects, about 84.3 cents is distributed to others.

### General Fund Revenue Sources

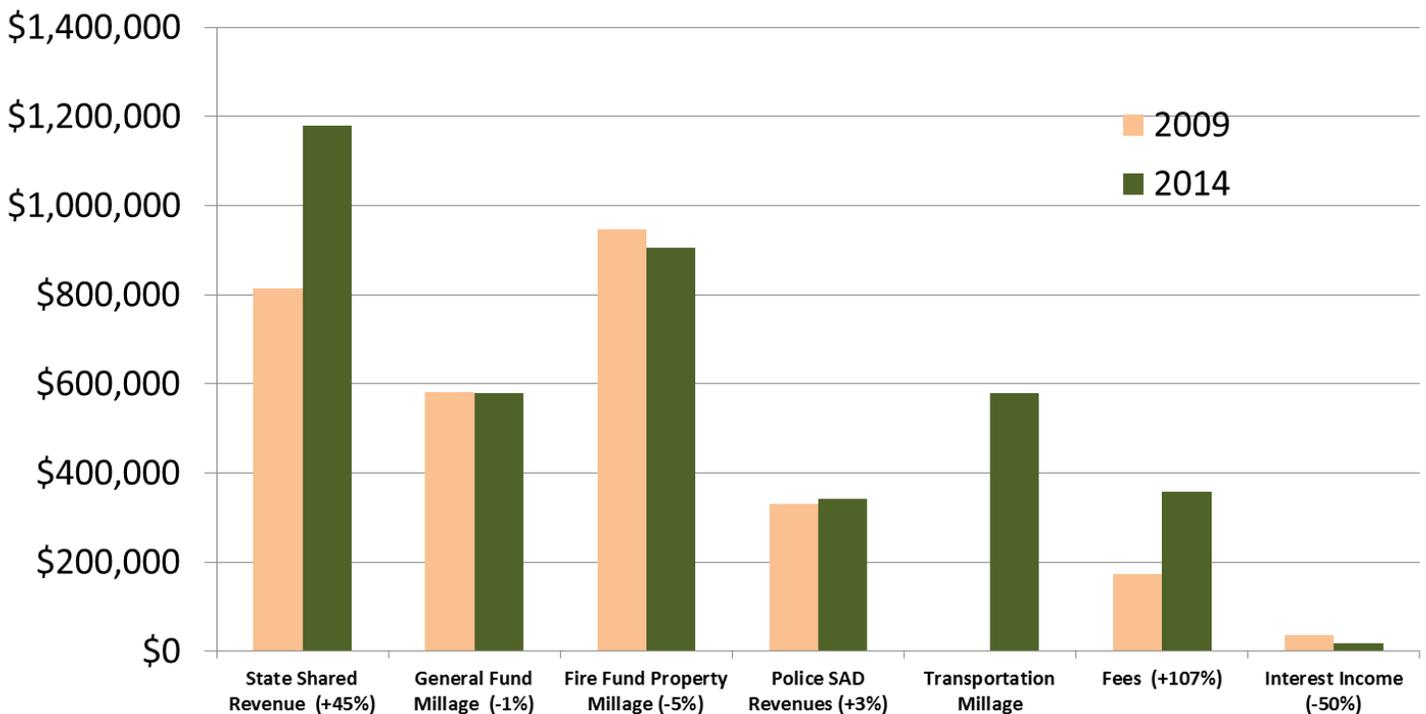


## Objectives:

- Adopt policies that support – “living within our means”.
- Have sufficient financial reserves to respond to emergencies and economic downturns.
- Prioritize taxing and spending to focus on “quality of life” issues.

## Low Millage Rate

Grand Haven Township’s millage rate is the 5th lowest of all 24 municipalities in Ottawa County and is about 4.12 mills below ↓ the average.



Selected Revenue Streams—change from 2009 (*not adjusted for inflation*)

# ESSENTIAL SERVICES

## Objectives:

- Define and prioritize those essential services that can be best furnished by the Township.
- Continually improve the services provided by the Township, especially those services that relate to public safety (*i.e., fire/rescue services and police protection*).
- During the annual budget approval process, review department organization, responsibilities, functions, and staffing (*including succession planning*).
- Develop a versatile professional workforce that is cross trained to ensure superior customer service.
- Show appreciation for superior staff, committee and board service.
- Review and implement recommendations for sustainable and creative solutions.

## GOAL: Deliver Superior Essential Services that Can Best Be Provided by the Township

Grand Haven Charter Township provides a broad array of public services and amenities to its citizens. The Township recognizes that unlike the private sector, citizens cannot “choose” to do business or receive their services from another local government or agency. With this in mind, the Township staff adopted the creed that *“Above all else, our purpose is to provide superior customer service to our community.”*

As the Township’s population has increased, so has the demand for services and the need to both maintain and expand the existing infrastructure (*e.g., pathways, streets, drain districts, bus service, etc.*).

The Township’s goal is to carefully evaluate and prioritize the services and amenities it offers to ensure they can be provided at the highest possible level and in a fiscally responsible manner.

Under state law, the only services that the Township Board must provide are:

### Property assessments, tax collection, and elections.

However, the Board has chosen to provide or support a variety of services, many of which are considered foundational for local governments, including:

- |                               |                                |
|-------------------------------|--------------------------------|
| 1. Fire/Rescue services       | 12. Road maintenance           |
| 2. Contracted police services | 13. Storm water maintenance    |
| 3. Municipal water            | 14. Property Code enforcement  |
| 4. Municipal sewer            | 15. Drain maintenance          |
| 5. Planning and Zoning        | 16. Trash collection           |
| 6. Building Code Enforcement  | 17. Library services           |
| 7. Parks                      | 18. Liquor control enforcement |
| 8. Pathways                   | 19. Yard waste collection      |
| 9. Cemeteries                 | 20. Website and IT services    |
| 10. Economic development      | 21. Recreational programs      |
| 11. Ambulance service         | 22. Bus Service                |

# INFRASTRUCTURE

## **GOAL: Maintain and Improve the Infrastructure that is Necessary to Enhance the Community's Health, Safety, and Quality of Life**

Grand Haven Charter Township prides itself on the quality infrastructure it provides to its citizens. This is considered to be a basic and fundamental function for the Township.

Even during the so-called "Great Recession", the Township was able to sustain road maintenance in cooperation with the Ottawa County Road Commission (OCRC) at levels "fair" or higher. And, in cooperation with the Ottawa County Water Resources Commission (OCWRC), the Township was able to maintain the storm systems throughout the community.

### **Objectives:**

- Establish and implement asset management principles for roads in the Township to address issues of safety, mobility and community character.
- Maintain funding source for basic infrastructure maintenance (e.g. roads, pathways and storm drains).
- Provide high quality water and sewer services.
- Collaborate and partner with other communities and agencies to provide and maintain essential infrastructure and services.
- Use technology to enhance services and to increase efficiencies in every aspect of operations.
- Integrate other Township plans with the Strategic Plan and use these as key tools in making decisions regarding operations, capital investments, and natural resource protection.
- Maintain and refine planning and zoning requirements so they are responsive to community character and priorities.



# Infrastructure Facts Sheet

INFRASTRUCTURE	WHAT DO WE HAVE?	FUNDING SOURCE	FACTS
 <p><b>ROADS</b></p>	<ul style="list-style-type: none"> <li>• 106.28 Miles of Public Roads                             <ul style="list-style-type: none"> <li>• 23.25 Primary</li> <li>• 24.20 Local</li> <li>• 18.81 Gravel</li> <li>• 40.48 Subdivision</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Tax monies through the OCRC</li> <li>• Municipal Street Fund</li> <li>• General Fund</li> </ul> <p>Transportation Revenues are increasing.</p>	<p>At the end of 2014, all of the <b>paved roads</b> were rated “5” or better on the Pavement Surface Evaluation and Rating System (PASER) where “10” is excellent.</p>
 <p><b>DRAINS</b></p>	<ul style="list-style-type: none"> <li>• 15 County Drainage Districts</li> </ul>	<ul style="list-style-type: none"> <li>• Special Assessments</li> <li>• General Fund</li> </ul>	<p>All costs are paid through assessments, except for minor maintenance.</p>
 <p><b>WATER SYSTEM</b></p>	<ul style="list-style-type: none"> <li>• 88.42 Miles of Main</li> <li>• (2) 500,000 Gallon Elevated Storage Tanks</li> <li>• 5 Meter Stations</li> <li>• 5,039 Taps</li> </ul>	<ul style="list-style-type: none"> <li>• Water Use Fees</li> <li>• Connection Fees</li> </ul>	<p>A cost of service rate study will be completed in 2015.</p>
 <p><b>SEWER SYSTEM</b></p>	<ul style="list-style-type: none"> <li>• 18.79 Miles of Main</li> <li>• 9 Pump Stations</li> <li>• 722 Connections</li> </ul>	<ul style="list-style-type: none"> <li>• Sewer Use Fees</li> <li>• Connection Fees</li> </ul>	<p>A cost of service rate study will be completed in 2015.</p>
 <p><b>BIKE PATH</b></p>	<ul style="list-style-type: none"> <li>• 26.7 Miles</li> </ul>	<ul style="list-style-type: none"> <li>• Funded with 2 debt mileages approved by voters</li> <li>• Maintenance funded by General Fund</li> </ul>	<p>The last debt millage expired in 2008; plans for a ten mile expansion will be presented to the voters in 2016.</p>
 <p><b>PARKS</b></p>	<ul style="list-style-type: none"> <li>• 437 Acres of Public Land with 6 Parks</li> <li>• Ottawa County has 587 acres of additional Park land in the Township</li> </ul>	<ul style="list-style-type: none"> <li>• General Fund</li> <li>• Grants</li> </ul>	<p>During 2015, the Township expects an additional 115 acres from the Witteveen Estate and to purchase 40 acres with a MNRTF grant.</p>
 <p><b>CEMETERIES</b></p>	<ul style="list-style-type: none"> <li>• Lakeshore Cemetery</li> <li>• Historic Cemetery</li> </ul>	<ul style="list-style-type: none"> <li>• General Fund</li> <li>• User Fees</li> </ul>	<p>All tasks within a 2002 Cemetery Plan are complete. User Fees are insufficient to fund maintenance.</p>

# STRONG PARTNERSHIPS

## GOAL: Establish Strong Partnerships within Our Township, with Our Neighbors, and with Other Governmental Agencies to Promote Shared Essential Services and Resources

To further reduce costs and to provide benefits to the region as a whole, Grand Haven Charter Township is working cooperatively through partnerships with adjacent communities and organizations. In addition to the cost savings that result from improved efficiency, regional cooperation has also led to improved relations with adjacent municipalities and local agencies. The Township currently cooperates on a regional basis in the following ways:

- Grand Haven/Spring Lake Sewer Authority
- Harbor Dredging
- Harbor Transit
- Loutit District Library Authority
- Fire Department Mutual Defined Response Areas
- NOCH Ambulance Authority
- North Ottawa Community Hospital
- North Ottawa Recreation Authority
- North Ottawa Water System (NOWS)
- Regional Economic Development contract
- Resilient Grand Haven Plan
- Robbins Road Sub-area Plan
- July 4th Fireworks
- Emergency Management and Planning



North Ottawa Community Health System



Loutit District Library  
Expanding Horizons, Enriching Minds



### Objectives:

- Share progress on the Strategic Plan with the community through articles in the Township newsletter.
- Regularly communicate with the community about the issues facing the Township.
- Identify meaningful ways for citizens to engage in the process to govern.
- Collaborate with other governmental agencies to provide essential services and to enhance natural resources.



## GOAL: Support and Retain Economic Development that Enhances the Quality of Life in Balance with Protecting Our Community Character

- Ottawa County is ranked second in Michigan and 98 in the United States in the total value of agricultural production.
- Tourism attracts nearly \$50 million each year to the greater Grand Haven area.
- Manufacturing provides for about 29% of the jobs in this region. This is more than 30,000 jobs.
- In comparison, only 12% of jobs in Michigan and only 14% of the jobs in the nation are provided by manufacturing.
- Of the three types of wealth creating businesses in this region, manufacturing is the most important.

Community wealth is created by businesses that sell products or provide services to others that are outside of the region. These businesses attract dollars to this region. The Township is fortunate to benefit from three different types of wealth creating businesses – tourism, agriculture and manufacturing. Also, North Ottawa Community Hospital is important to the area's economy through the 1,000± jobs provided.

Grand Haven Charter Township is a unique community that benefits from its proximity to Lake Michigan, the Grand River, and bayous. The economic vitality of the region is sustained by the agricultural, manufacturing, and tourism industries and the community supports its existing businesses and employers. It also encourages economic growth and development. While the makeup of the Township is varied, its rural character is nonetheless a prime asset. This unique dimension adds importance to establishing and maintaining development standards that appropriately respond to community character, surrounding land uses, and environmental features.



# DEVELOPMENT

*“In order for the Township to be successful, the Township must support and partner with local businesses”*

## Objectives:

- Support business retention and expansion.
- Seek economic development opportunities that provide employment and sustain community character and quality of life.
- Work with businesses and economic development organizations to identify and support the assets necessary for economic growth in alignment with the Township’s Master Plan.
- Collaborate with local agencies and neighboring municipalities to attract and support:
  - Higher education
  - Healthcare services
  - Senior housing and services
- Protect the Township’s environmental features that help define its rural character, including water resources, wetlands, and woodlands.
- Continue a policy of balanced development that is based on community character, surrounding land uses, and environmental features; establish design standards.





# GRAND HAVEN CHARTER TOWNSHIP

## GOALS & OBJECTIVES

May 18, 2015

**GOAL 1:** The Township will preserve valuable natural resources, and the shorelines along Lake Michigan and the Grand River. These natural assets provide a cultural identity, and add economic value to the community.

1. The sensitive natural resources that distinguish the Grand Haven landscape will be identified and protected, which include but are not limited to: wetlands, critical dunes, high risk erosion, floodplains, and water resources.
2. Limit the amount of impermeable surface with all new development to minimize surface runoff and maintain infiltration.
3. Develop and implement shoreline protection standards such as riparian buffers, erosion protection with native vegetation plantings, and low-impact development.
4. The Township will take thoughtful measures to ensure residents will have long-term sustainable water sources.
5. Develop best management practices to prevent the introduction, and spread, of invasive species and diseases transmitted by insects such as Lyme disease through ticks.
6. Encourage forest stewardship practices through public education.

**GOAL 2:** The preservation and enhancement of natural features of the community will be a central consideration in all civic decisions in Grand Haven Township. Buildings and infrastructure will be planned, constructed and maintained to protect and improve the quality of the natural environment while serving the needs of the population and allowing residents and visitors appropriate access to enjoy natural features.

1. Develop a green infrastructure plan to enhance and sustain the network of natural features of the Township and the ecological interaction of those features, within the context of the built environment of the community.
2. Integrate the Cluster Development Ordinance into the PUD Ordinance to substantiate the Township's dedication to open space preservation.
3. Recognizing the importance and value of tree coverage the Township will evaluate the need and feasibility of implementing a tree planting policy.
4. Support the goals and objectives of the *Explore the Grand Region: A Community Parks and Recreation Plan in Northwest Ottawa County, 2015 – 2019*.
5. Preserve the viewsheds of Lake Michigan, the Grand River, and the bayous by minimizing encroachment into riparian areas, floodplains, and steep slope areas within the Township.
6. Incorporate the use of solar energy whenever feasible.

**GOAL 3:** Discourage the inappropriate and unplanned use of land through sporadic and isolated land divisions. Encourage carefully planned developments that are responsive to market demands.

1. Support a Township land use policy that results in a well-balanced, but diverse pattern of land uses that incorporates sustainable growth principles.
2. Refine and enhance the Planned Unit Development (PUD), and Cluster Development, Ordinances to ensure that residential developments are designed to promote the goals of clustered residential development, the preservation of large tracts of contiguous open space, and the preservation of development buffers along external county roads.
3. Develop a balanced growth policy to discourage fractured development locations and low-density sprawl.
4. Limit new development to land that is supported by existing infrastructure and paved roads. All proposed developments within 2,700 feet of municipal water or sewer must bear all costs to extend the infrastructure services.
5. Establish ordinances to achieve the targeted growth areas defined in the 2009 Master Plan.
  - a. Land east of US-31 – new residential development should generally be limited to the north side of Lincoln Street. However, the Township may consider future residential Planned Unit Development’s or Cluster Developments along the immediate southern edge of Lincoln Street in limited circumstances. Such as, the proposed development would fulfill a unique housing niche (*i.e., affordable housing, senior housing, assisted living, PUD with a crop and livestock theme, etc.*).
  - b. Land west of US-31 – limit new residential development to land north of Buchanan Street.
  - c. Limit future commercial and industrial development along US-31 and M-45 to those areas that are currently served, or are planned to be served, by municipal water and sewer. The costs associated with any utility extensions must be assumed by the developer.
6. Preserve the local character of the Township by implementing development regulations to protect the rural character, thriving agricultural operations, and successful agri-businesses.

**GOAL 4:** The Township desires to increase access to food sources.

1. Research the viability of “urban/residential/backyard farming,” which may include livestock. This movement is also known as “farm-to-table.”
2. Support an amendment of the Planned Unit Development ordinance that permits residential crops and livestock as the main theme of the new development.

**GOAL 5:** Support multiple housing options and mixed-use developments for all segments of the population that place users near daily services.

1. Support affordable housing opportunities for younger families and the elderly.
2. Support and encourage senior housing and assisted living facilities (*i.e., aging in place*).
3. Integrate and perform a Health Impact Assessment (HIA) when considering new development projects.

**GOAL 6:** Grand Haven’s public facilities, including its roads, utilities, parks, and public buildings will be carefully planned, constructed and maintained to efficiently serve the needs of current and future generations.

1. Incorporate the Capital Improvement Plans into the Master Plan.
2. Research the viability of a “Complete Streets” ordinance. If viable, develop and implement a zoning text amendment ordinance.
3. If appropriate, the Township will consider establishing a Safe Routes to School program that is administered through the Michigan Department of Transportation (MDOT).

**GOAL 7:** Grand Haven Township will continue to be a vital economic center that includes a balance of clean manufacturing, professional and personal service, the arts, hospitality, retail, commercial, and institutional employment.

1. Research the viability of incorporating an incentive-based development plan for all land uses, including energy efficiency and brownfield redevelopment.
2. Support the expansion, and improved access, to high-speed and reliable wireless broadband service.

**GOAL 8:** Residents and visitors to the greater Grand Haven community will have safe and convenient access by way of private automobiles, public transportation, and non-motorized pathways.

1. Coordinate current, and future, development projects with the Ottawa County Road Commission (OCRC).
2. Develop a best practices access management plan with OCRC and Ottawa County Planning Commission. This plan will strive to reduce traffic volumes; correct unacceptable traffic conditions; address safety concerns on major thoroughfares; and develop street design standards.
3. Support efforts to increase access to a regional transit system. This includes supporting the goals and objectives of Harbor Transit’s strategic plan.

**GOAL 9:** Grand Haven Township will be a leader in working with other units of government, state agencies, schools, and special authorities to manage growth and service delivery to the residents and businesses of the area in the most efficient and transparent manner possible.

1. Cooperate with other area communities in the evaluation and implementation of any feasible joint approach to service delivery.
2. Coordinate planning efforts with surrounding municipalities for well-planned and cooperative communities.
3. Complete an evaluation of Township buildings and facilities to identify improvements to reduce energy consumption and stormwater runoff and implement those that prove feasible.
4. Partner with the Tri-Cities to create a marketing and branding strategy for the community.
5. Consolidate separate community initiatives into a common vision, which results in sound community building, promotes leadership, engages volunteers, and involves students.

DRAFT



# Community Development Memo

DATE: May 28, 2015

TO: Township Board & Planning Commission

FROM: Stacey Fedewa, Planning & Zoning Official

RE: Community Engagement Strategies

## BACKGROUND

On April 16<sup>th</sup> GHT and Ottawa County hosted a Community Engagement Workshop presented by the Michigan Association of Planning (MAP). Following the Workshop staff identified two upcoming projects that will benefit from a community engagement strategy. The projects are:

1. 40 acre addition to Hofma Park
  - What amenities are wanted and needed?
2. Pathway expansion
  - What side of the road?
  - Around, or through, trees?
  - Easement purchase or right-of-way?

## LEVELS OF ENGAGEMENT

Inform	One-way communication: Planner → Public	Public Hearing
Consult	One-way communication: Planner ← Public/Subject Expert	SWOT Analysis
Involve	Single session of Two-way communication: Planner ↔ Public	Focus Group
Collaborate	Circular communication: Planner ↻ Public	Citizen Advisory Committee
Empower	Public ( <i>holds decision making power</i> ) → Planner	Visioning Facilitation

TOOLS	
<b>Formal Event</b>	Interactive Collaboration ( <i>use Legos on a map to discuss density</i> )
	Walking Tour ( <i>or bus tour</i> )
<b>Individual Interaction</b>	Survey
	Design On-Site: <ul style="list-style-type: none"> <li>• Wishing Wall (<i>chalkboard paint on building, residents use chalk to describe the type of business/building they want in that location</i>)</li> <li>• Arts &amp; Crafts (<i>instructions and materials provided in a specific location, residents design their ideal concept. E.g., park amenities</i>)</li> <li>• Speak from the Heart (<i>residents enter booth and provide audio recording that conveys their feelings on a specific topic</i>)</li> </ul>
	Open House Event ( <i>stations setup to display important aspects of a project, officials and staff at each station begin the conversation</i> )
	Sticky Dot Voting
<b>Informal Interactions</b>	Interactive Display Booth ( <i>e.g., display posters, important information, and have comment cards available for the Resilient Master Plan. Locate in the GHT Lobby during the 42 day comment period</i> )
	Coffee with Stakeholders
<b>Online Interactions</b>	Social Media
	Create Website ( <i>specific to the project, e.g., Resilient Grand Haven</i> )
	Attach Documents to GHT Website ( <i>attach in color &amp; grayscale to accommodate all printers</i> )

## TIMING MATTERS

Different age groups and demographics have varying schedules. Furthermore, the same groups have comfort zones in varying locations. **Catering to the variations is key to successful engagement.** Examples include:

- Coffee shop at 8am for Seniors
- Cafeteria @ noon for K-12 children and parents
- Local hotel @ 3pm for shift workers and parents
- Township hall or community center @ 6pm for working adults

## WORDS MATTER

When crafting the message GHT wants to convey there are two important factors to consider:

- Do not use jargon (*say sidewalk, not pedestrian pathway*)
- Decide which phrase to use (*community gardening or urban agriculture*)

## BRANDING MATTERS

An engagement strategy will have greater success if residents can remember the “branding” of the project. Use a logo, font, and color scheme throughout the project (*letters, reports, posters, etc.*) to keep continuity.



## REPORTING THE RESULTS

The final, and most important, aspect of engagement is **sharing the results with the community**. Additionally, GHT will need to explain how the engagement shaped the project, and provide visual aids on how the completed project will look.

**Citizen ownership of a project will help gain support.**

Included you will find example worksheets provided by MAP. These worksheets will be utilized to identify the appropriate level of engagement and strategy development.

Please contact me prior to the meeting with questions or concerns.

## Worksheet #1: Project Description

Complete this worksheet to gain an understanding of the project itself, timing, 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				
<b>AVERAGE SCORE</b>	<b>3.1</b>				

**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

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

### Consult

To obtain public feedback on analysis, alternatives and/or decisions.

### Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

### Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

### Empower

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.

## 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. Based on the Public Participation Spectrum, each goal should reflect one of the categories as identified in Worksheet #2 (i.e. inform, consult, involve, collaborate).

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><b>Affected</b></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,</i></p> <p><i>County Drain Commission, Bus provider</i></p> <p><i>City Council</i></p>
<p><b>Impacted</b></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><b>Interested</b></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,</i></p> <p><i>School District, Road millage campaign groups (for &amp; against)</i></p>
<p><b>Aware</b></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	
<i>Businesses at intersection</i>	<i>Knowledge, energy</i>	<i>Involve</i>	<i>Time</i>	<i>Ethnicity, language</i>	<i>Interviews, hold meetings at their businesses</i>
<i>Neighborhoods on Easy Street</i>	<i>Knowledge, networks</i>	<i>Involve</i>	<i>Time, childcare</i>	<i>??</i>	<i>Meetings in evening/weekends with childcare</i>
<i>City Council</i>	<i>Decision makers</i>	<i>Involve</i>	<i>Time, resources</i>	<i>--</i>	<i>Well-organized meetings</i>
<i>Electric Utility</i>	<i>Knowledge, skills</i>	<i>Involve</i>	<i>Time</i>	<i>??</i>	<i>Interviews?</i>
<i>MDOT</i>	<i>Knowledge, approval</i>	<i>Involve</i>	<i>Time, resources</i>	<i>Jargon</i>	<i>Consultant can help?</i>

## Worksheet #5: Stakeholder Analysis

Stakeholder  List stakeholders from previous worksheet and if they are affected, impacted, interested or aware	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 & neighborhoods within 5 miles	Energy	Consult	Motivation	All of them!	Variety of tools, know what we are asking!
Local cyclists group	Energy & network	Consult	Time		Attend weekly ride
Road millage campaign groups	Energy	Consult	Disbanded		
Public at large	Energy	Inform	Don't care	??	News, website
Media	Network	Inform	Busy		
Bloggers	Network	Inform	Busy	Age	
Neighboring cities	Commitment	Inform	Busy		Go to their meetings
Bus provider	Network	Involve?	Motivation		Interview?
School District	Network	Inform	Motivation		Interview?

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



## 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.

<b>Role</b>	<b>Individual(s)/Group(s)</b>	<b>Stakeholders Represented</b>	<b>Responsibility</b> <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>Elementary</i>	<i>Neighbor</i>	<i>Advise engagement</i>
Project Manager	<i>Jane</i>	<i>City</i>	<i>Tasks, analysis, evaluate</i>
Staff	<i>Jeff &amp; 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	