

**OFFICIAL PROCEEDINGS
CITY COUNCIL
CITY OF ESCANABA, MICHIGAN
All Boards and Commission Meeting
Tuesday, October 6, 2015**

Pursuit to a special meeting notice posted September 2, 2015, an All City of Escanaba Board and Commission meeting was held at 6:00 p.m. in the Bonifas Fine Arts Center Auditorium located at 700 First Avenue South. The following City Council, City Board and Commission Members, and City Administration were present:

ESCANABA CITY COUNCIL

Marc D. Tall, Mayor
Ronald J. Beauchamp, Mayor Pro-Team
Patricia A. Baribeau, Member
Michael R. Sattem, Member

BOARD OF APPEALS

Jon Liss, Chairperson
Dennis P Renken, Member
Mark Hannemann, Member

BOARD OF EQUALIZATION AND REVIEW

Judith Schroeder, Vice-Chairperson
William A. LaMarch, Member

BOARD OF LIBRARY TRUSTEES

Elizabeth Keller, Chairperson

BOARD OF LIBRARY TRUSTEES

Elizabeth Keller, Chairperson

**BROWNFIELD REDEVELOPMENT
AUTHORITY**

Joseph Kaplan, Vice-Chairperson
Matthew D Sviland, Member

DOWNTOWN DEVELOPMENT AUTHORITY

Tara L Deno, Trustee
Mary A Finlan, Trustee

ELECTRICAL ADVISORY COMMITTEE

John Anthony, Member
Glendon Brown, Member

ESCANABA BUILDING AUTHORITY

Melissa Becotte, City Controller
James V. O'Toole, City Manager

HISTORIC DISTRICT COMMISSION

Don Curran, Chairperson
Judith Fouts, Vice-Chairperson
Suzell Eisenberger, Secretary
Karen E Lindquist, Commissioner
Elizabeth Keller, Commissioner

HOUSING COMMISSION

Sarah Hansen, Commissioner
Dee Richmond, Commissioner

LIQUOR LICENSE REVIEW BOARD

Judith Schroeder, Member
Ronald J Beauchamp, Member

LOAN ADMINISTRATION BOARD

Chris Economos, Member
Roni Beaudoin, Member
Holly Thomma, Member

PLANNING COMMISSION

Patrick Connor, Chairperson
Thomas P Warstler, Vice-Chairperson
Brian Black, Commissioner
Stephen B Buckbee, Commissioner
Paul P Caswell, Commissioner
Christine Williams, Commissioner

PUBLIC SAFETY RETIREMENT BOARD

David Schaaf, Vice-Chairperson

RECREATION ADVISORY BOARD

Jonathan Harris, Member
Randy Kleiman, Member
Joe Kaplan, Member

ADMINISTRATION

James V. O'Toole, City Manager
Robert S. Richards, CMC, City Clerk

HARBOR ADVISORY COMMITTEE

Robert Buckbee, Member
David Pinozek Jr., Member

TRAFFIC SAFETY ADVISORY COMMITTEE

John Economopoulos, Chairperson
Wayne A. Hardwick

ADMINISTRATION (Continued)

Ed Legault, DDA Director
Blaine DeGrave, Code Enforcement
Kimberly Peterson, Recreation Director
Daina Norden, City Assessor
Buffy Smith, Executive Assistant
Melissa Becotte, City Controller
Bob Valentine, Treasurer
Josh Krajniak, Electric Superintendent
Ken Vanderlinden, Public Safety Dir.
Robert LaMarch, Public Safety Lt.
Bill Farrell, City Engineer
Jeff Lampi, Water/Wastewater Director
Carolyn Stacey, Library Director

Also Present: City resident Jim Finlin, Darren Young of the Upper Peninsula Commission for Area Progress (UPCAP), and members of the media.

City Manager James V. O'Toole, welcomed everyone to the Training session.

Darren Young of UPCAP briefly reviewed the Aging & Adult Services Agency survey and the chance for the City of Escanaba to be recognized for engaging in an assessment and improvement planning process that helps make the community more "aging-friendly" through its Communities for a Lifetime (CFL) program.

Mr. Young advised that as Michigan's population ages, communities that adapt to meet the needs of older adults, their families, and caregivers, would attract and retain more residents and be able to provide them with a better quality of life.

The CFL program was part of a broader national movement called Creating Aging Friendly Communities and was developed by the Michigan Commission on Services to the Aging in 2007 with input from the State Advisory Council on Aging.

City Manager James V. O'Toole summarized the City Master Plan Process and its purpose and introduced Nancy Ohle.

Training – Engaging the Public - Public Participation Planning Process Guide Development.

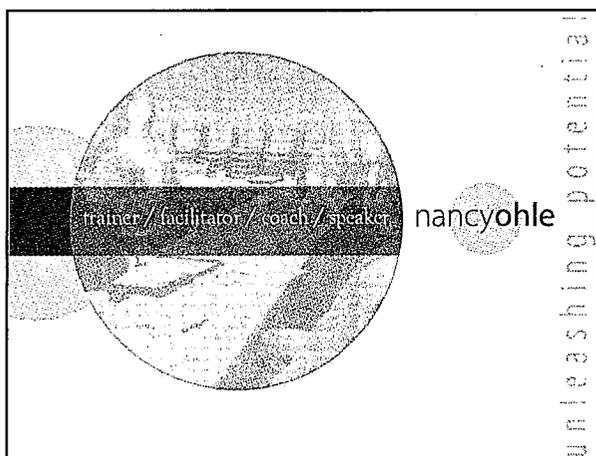
As part of the Community Master Planning process and the Redevelopment Ready Communities Program, Nancy Ohle, an Organizational Development Consultant and Corporate Trainer from the Michigan Economic Development Corporation (MEDC), facilitated a work shop focused on engaging the public throughout the various upcoming planning processes being undertaken by the City of Escanaba to include the creation of an updated community based master plan. Nancy Ohle reviewed the 12 step process with those in attendance. (See Attachment – A) There was no action taken at this meeting.

City Council Minutes
October 6, 2015 – cont.

The meeting was adjourned at 7:44 p.m.

Respectfully submitted,

Robert S. Richards, CMC



Putting Effective Community Engagement Strategies into Action

MEDC Redevelopment Ready Communities
Nancy Ohle
nancy.ohle@gmail.com
989.274.2039

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Our Purpose Tonight

- New ideas involve change and change usually means resistance.
- Since community and board members represent different goals, needs, and interests, there may be ongoing competition for ideas, plans, and resources in your municipality/county/township/village.
- *A collaborative approach to influencing change gives you your best chance of success.*

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Introducing Your Own Community 12 Step Program!

A graphic featuring a staircase that leads up to a large number '12'. Below the number, the word 'STEPS' is written in a bold, sans-serif font. The entire graphic is enclosed in a square frame.

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Step 2. Desired Outcomes: *What do we want?*

- A Master Plan and then unified community vision
- Prioritization of initiatives
- Recommendations for development
- Cross-section of ideas/opinions
- Physical or social character of city, neighborhood, region reshaped
- Economic, business climate, neighborhood revitalization initiatives inspired
- Shared values around economic and cultural goals inspired
- Community transformed

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Categories of Outcomes

- **Material Benefits:** Business climate improved, people getting jobs; housing improved; infrastructure supports efforts.
- **Process Benefits:** Working partnerships established; committees/boards/commissions have inclusive representation; they are functioning well; communities are able to influence decisions
- **Capability Benefits:** People are more confident and involved; community groups able to achieve their goals; public agencies able to engage communities; community groups and government able to work together.

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Step 3. Analyze Sensitivity in Situations?

- History or baggage from previous efforts?
- Recent history or events that have resulted in tensions among stakeholders or between the City/County/Townships and particular groups
- Sensitivity around the issues?
- Sensitivity among people?

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Obstacles

- What are the major barriers/obstacles you face?
- What are your concerns?
- What are others' concerns?
- Does anyone stand to lose anything as a result of yours or others' proposals?
- Does anyone have major changes they will need to make as a result of yours or others' proposals?

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Step 4. Who to Engage?



- **Users and Beneficiaries** of the outcomes of RRC.
 - Could include businesses, service clubs and organizations, residents, other government entities, public utilities, not-for-profits, Chambers, faith-based groups, racial, ethnic, and cultural groups, volunteer organizations, web-based or virtual groups
- **County Planning Commission, Board of Commissioners if no PC, Regional Planning Commission if no PC**
- **Technical Experts**, i.e. urban planners, architects, contractors, engineers, city staff, historic preservation, elected officials, planners, and community developers

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Step 4. Who to Engage?



- **Public Utilities, transportation, County Commission, railroads**
- **Coaches** who have had experience with similar initiatives
- **Connectors/Networkers** who know many people and organizations and can provide respected linkages.
- **City Leadership**, both staff and elected.
- **Decision Makers**. Based on expertise, position power, influence, ability to make things happen, credibility...
- **Implementers of projects/initiatives**

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Keep These Things in Mind when Meeting People's Needs

- **Control** -- Build Implementation Teams for projects with Key Stakeholders
- **Inclusion** -- Manage Stakeholder Expectations
 - Appropriate buy-in
 - Plan for and resolve issues
- **Openness** -- Design and Execute a Communications Strategy

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Key Influencers/Connectors

- Include:
- Respected colleagues
 - Respected community members
 - Ask "Who is listened to"?
 - Ask "Who do others TRUST"?

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Include Naysayers in Discussions

- Be prepared for questions and challenges with ANSWERS
- Listen carefully to naysayers
 - Buy-in comes from “bring-in”
 - Paraphrase their concerns to ensure they know you’re listening
 - “Respectfully” disagree
- Know in advance what you’re willing to compromise on
 - Never about winning
 - When you feel the need to win, you’re losing sight of your purpose
 - Always about serving the needs of your community

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Step 5. Framing The Invitation

- What will motivate each group/individual to participate?
 - Outcomes the same but benefits to groups different?
 - Akin to features vs. benefits in sales
- Ask, “What might prevent them from participating?”
 - Remove barriers
- What is expected from participants in the process?
- Does this initiative provide value?
 - Talking points
- Is there an appropriate timetable for the process?
- Do you have focal points for communications?
 - Provide contact names and telephone numbers, or website details, from which people can obtain more information.

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Step 6: New Outreach Tools



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Stakeholders: Are You Planning for Gen Next: Millennials?

- Mostly single
- Highly social
- Early/unsettled careers
- Huge college debt
- Very mobile
- Most likely to be renters
- Ethnically and culturally diverse
- Green
- Living at home longer



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How Are You Also Planning for Housing?

- ✓ Identifying emerging markets...
- ✓ Demonstrating wider housing choices
- ✓ Attracting new households
- ✓ Retaining existing residents
- ✓ Reversing household decline
- ✓ Dealing with blight



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Step 7. Resources Needed for Successful Engagement Efforts

- Input by staff, volunteers and other interested stakeholders
- Background information or briefing papers on the issue(s) or plan proposals
- Independent or highly respected neutral facilitation
- Communication and promotion, venue, transportation, childcare, translation
- Printing and circulating reports on the outcomes of the process and for provision of feedback
- Resourcing local Community and Voluntary groups to support people in understanding and responding to information and proposals; council/commission research; convene meetings; prepare papers, reports or proposals.

Step 8. Matching Methods to People

- Literacy issues?
 - No questionnaires.
 - Provide note takers.
- Access issues?
 - Check facilities in advance.
- Timing issues?
 - Multiple times of day.
- Demographics?
 - Meet together to share views or go for convenience.
- Technology access?
 - Paper.
 - Meeting facilitation.
- Language barriers?
 - Translated documents
 - Facilitators

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Step 9. Effective Messaging



- **Consistent Terminology** that local leaders use when engaging residents in community engagement
- Visioning, economic development planning and housing review need **consistent messaging** throughout.

Consistency is far better than rare moments of greatness.

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How Does Change Impact Your Ability to Sell Your Ideas? Gauge:

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Communicating Results

- Go back to tailored communications for your audience
- Agreements about “process checks” to community
- Ambassadors of communications for stakeholder groups
 - Consistent talking points
- Consider communicating not only decisions but “minority reports” so all voices are heard

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Sample of Web-Based Updates

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Key Objectives May Need Proof Points for Visioning

- Pieces of evidence used to strengthen a case.
- “Factual”, “ethical”, and “emotional” proof points
- *If language fails to resonate with residents, local officials may unnecessarily face opposition, criticism that the outcome is predetermined or that outside entities or only a few individuals are influencing the process.*

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No Wriggle Room?

- No need to sell rules and regulations. Instead, **EDUCATE** about those changes
- Know **WHY** the changes are instituted
- Emphasize “what’s in it for them”



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Step 10. Set Groundrules and Expectations for Clarity and Control

- Set clear expectations by describing the overall community visioning, planning or project review process
- Include how public input will be incorporated, anticipated outcomes and next steps.
 - Build trust with processes that have integrity

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Your Meetings Telegraph Proactive or Reactive Approach

- ✓ Did you involve the public in drafting your Master Plan?
- ✓ Are mission, vision, values prominently displayed in meeting room?
 - ✓ Does your mayor bring you back to them?
- ✓ Do you communicate groundrules for public comments that utilize your time effectively while respecting the citizens’ voice to be heard?
- ✓ Do you have department heads report regularly on goal progress that’s consistent with your mission/vision elements?
- ✓ Do you revisit vision elements when approving recommendations? Special projects? Making important decisions?

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Plan with Group Norms for Meetings



1. We won’t interrupt someone who is speaking.
2. We will avoid using sarcasm with each other.
3. We will focus on the problem - not the person. No put downs.
4. We will strive for competence.
5. We will convey to others that we want to help.
6. Team members will be treated with respect.
7. We will view each other as competent and responsible.
8. Each member is an equal member of the team.
9. We will be non-judgmental in our dealings with each other.
10. We acknowledge that on occasion we disagree, and agree to disagree.

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Your Speech Telegraphs

Proactive or Reactive Approach

| | |
|--|---|
| <p>Reactive</p> <ul style="list-style-type: none"> • There's nothing we can do • That's just the way it is • They make me so angry • They won't go along with this • You mean we have to do THAT? • We have to... • If only... | <p>Proactive</p> <ul style="list-style-type: none"> • Let's look at the alternatives • How do we work with this? • I will not descend to that level • What gives them heartburn so I can help relieve it? • We will deal with it • We will • Let's look at this carefully |
|--|---|

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Your Response to Difficult People Telegraphs Proactive or Reactive Approach

| | |
|--|---|
| <p>Reactive</p> <ul style="list-style-type: none"> • Rolling your eyes • Sarcasm • Laughing <ul style="list-style-type: none"> • Even if nervous laughter • Raising your voice • Cutting people off • Debating • Multi-tasking | <p>Proactive</p> <ul style="list-style-type: none"> • Direct eye contact • Listening completely • Paraphrasing others for understanding • Measured tone of voice • Maintain calm <ul style="list-style-type: none"> • React below their intensity • Respectfully disagree • Keep your mind on the issue |
|--|---|

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Step 11. Change Our Language

- "All transformation is linguistic
- If we want to change a culture, we need to change the conversation
- Look at the value of your stories, the positions you take, our love of the past
- Context is decisive. Our worldview. Mental models. We have a choice over the context within which we live. *When we realize that our past stories are our limitation, this opens the possibility to future.*
- Possibility is created by DECLARING what we want to create (vision, goals, purpose and destiny)
Werner Erhard

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Restorative Community

- Shift from problems in community to "possibilities" in community
- Focus on "What can we create together?"
- From a focus on leaders to a focus on citizens

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Process: Building Community

- Methodology is centered around an empowerment that is shared and owned by the community, as well as the responsibility of the RRC team.
- Bias toward the future with little time devoted to negotiating the past or talking about things where we'll never agree anyway.
 - "What do we want to create together?"
- Accountability and commitment to what we have a hand in creating.
- **At the base of it are three simple steps:**
 - Future is transformation; Small groups are the unit of transformation
 - Transformation is linguistic; if you change the conversation you can change the world.
 - Future arises out of our questions and not our answers

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John McKnight: Asset-Based Community Development

- Focus is on realizing "gifts" in our communities
- **DO NOT FOCUS ON GAPS, PROBLEMS, DEFICIENCIES, WEAKNESSES**
 - When visioning, what this meeting "is", and what it "is not"
- Study communities assets, resources, and talents.

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Elected Officials

- Need to shift the focus from meetings where citizens are critics and consumers to small gatherings where citizens are engaged in building their community
- Thought for the Day: Roberts Rules of Order is for efficiency and containing conflict. Dampens energy, doesn't create energy.

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Step 12. Methods Available

- Arts and Creativity
- Community Mapping
- "Planning for Real"
- Public Meetings
- Workshops and Focus Groups
- Forums
- Web-based engagement
- Charettes
- Open Space
- Roundtables/Consensus Building
- Citizen Panels
- Interactive Displays
- Community Surveys
- Community Auditing
- Appreciative Inquiry
- Story Dialogue
- Community Asset Mapping

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Public Participation Plan Criteria

- Solicit Public Participation in each phase of your master planning project
- Seek broad identification and representative involvement from all segments of your community
- Utilize effective and equitable avenues for distributing information and receiving feedback
- Provide educational materials and design participation initiatives that will support and encourage effective participation
- Maintain and develop staff expertise in all aspects of participation
- Support and encourage continuous improvement efforts in all methods used to engage the public's need for information and involvement
- Record results of public engagement and report back to the public

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Decision-Making and Prioritization Techniques

- N/3
- Affinity diagrams
- Matrixes
- Weighted votes
- Majority votes
- Relations diagrams
- Decide and Announce
- Recommendations
- Majority Vote
- Consensus
- Delegate out with constraints

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Communicating Results: Logical Appeal

- Data to support the need
- Data to support the change
- Other's experience with the change
- Chronological presentation
- Detail
 - I's dotted and t's crossed
- Questions answered before asked
- Visuals, charts, graphs



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Ethical Appeal

- Moral approach
 - Focus on who will be affected by each action and what benefits or harms will be derived from each.
 - Advocate for actions that produce the greatest benefits and the least harm.
- Favor individual's right to choose?
 - Do your due diligence on what stakeholders want in advance so their wishes can be respected.
 - Provide guidelines, not rules.
- Fairness or justice approach focuses on *everyone* being treated fairly?
 - Risk of favoritism/discrimination for members of the community?
- Meeting the majority's needs?
 - Did we heard from the majority in advance? Did we put the issue to the majority for decision-making?
- Sustainability issue
 - Have we ensured resources to continue providing services in the future?



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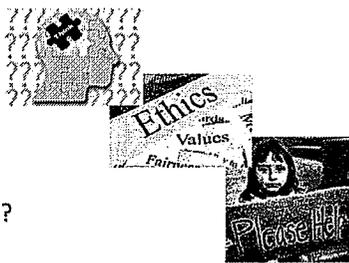
Communicating Results: Emotional Appeal

- Focus on feelings
- Utilize images that produce emotions
- Use emotional words, i.e. disenfranchised, poor, help, appeal...
- Personal connection
- Come closer
- Look me in the eye
- Inflection and melody in your voice

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Which Appeal Works for Your Stakeholders?

- Logical
- Ethical
- Emotional?
- A little of each?



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Finally, Demonstrate Courage Under Pressure...

- Ask if you and your city have made adequate plans for your future?
- When defending those plans, utilize a proactive, not reactive approach with those who wish to bait you!



The pressure of public opinion is like the pressure of the atmosphere; you can't see it — but, all the same it is sixteen pounds to the square inch.
 (James Russell Lowell)

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What are your action plans?

-
-
-
-
-
-
-

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Appendix Material

What follows are some detailed recommendations and tools you might consider for RRC initiatives.

MAP's Recommendations on Planning

- Place a star (*) next to those you have a high level of confidence in your progress
- Circle (○) those you need to address
- Prioritize those circled for discussion back in your township (1, 2, 3)

www.planningmi.org/

MAP's Recommendations on Planning

- 1. The community planning decision-making process should, first and foremost, be concerned with the long-term sustainability of our communities, environment, and economy.
- 2. The community planning process should involve a broad-based citizenry, including public and private sector leaders, community interest groups and multi-disciplinary professionals.

A positive relationship between development and the making of community should be established through a citizen-based participatory planning and design process.

MAP's Recommendations on Planning

- 3. Public policy and development practices should support development of communities that are:
 - diverse in land use, population and character;
 - designed for pedestrians and non-motorized transit as well as for motorized transit;
 - shaped and physically defined by parks, open space and other natural resource areas;
 - structured by physically defined, accessible public space and community institutions and
 - based on local history, climate, ecology, and
 - building practices.
- 4. Physical solutions by themselves will not solve all problems. A coherent and supportive physical framework should be established to provide economic vitality, community stability, and environmental health.

MAP's Recommendations on Planning

□ 5. Common challenges that should be addressed by community planning are:

- increasing opportunities for reinvestment in established urban centers;
- encouraging appropriate intensity and location of new development served by adequate public facilities;
- minimizing the spread of low density, non-contiguous development;
- encouraging a wide range of housing opportunities which serve all segments of our diverse population;
- recognizing the value and encouraging the preservation of agricultural lands and natural resources;
- encouraging the preservation and/or restoration of our natural and built heritage environments;
- encouraging development in accordance with the adopted community master plan; and
- recognizing that land use decisions may have impacts beyond community boundaries.



MAP's Recommendations on Planning

□ 6. The quality of life for the citizens of Michigan can be enhanced by developments that:

- support and restore existing community centers;
- reconfigure existing low density, centerless communities into communities of diverse neighborhoods and districts;
- preserve and protect natural environments;
- maintain and build a positive social and strong economic climate and
- improve the physical design and condition of our region, cities, villages, townships, neighborhoods, districts, corridors, parks, streets, blocks and homes.



MAP's Community Principles for Planning Efforts

- 1. Development should be encouraged in existing city, village and township centers.
- 2. Historic city, village and township centers should be preserved.
- 3. New development or redevelopment in existing communities should respect local historical patterns, precedents and boundaries.
- 4. Viability in established or developing downtowns and community or village centers is strengthened by street-level retail, onstreet parking, downtown residential, the maintenance of an appropriate street pattern, street-level activity, the retention of historically significant buildings, and the provision of parking structures.
- 5. Civic buildings and public gathering places are important and require prominent accessible sites.
- 6. The scale and configuration of streets and open spaces (parks, greens, squares should be attractive and comfortable to pedestrians.



MAP's Community Principles for Planning Efforts

- 7. The design of streets and buildings should result in safety and security, as well as be accessible and open to the public.
- 8. Architecture, building placement and landscaping should result in the physical definition of streets and other public spaces.
- 9. Neighborhoods should include a variety of public spaces (tot-lots, village greens, ballfields, community gardens, etc.) that are strategically distributed and physically well defined.
- 10. New investment along highway corridors should complement investment in existing community business centers.
- 11. New development should be seamlessly woven into the physical fabric of its surroundings, regardless of differences in size or architectural style.



MAP's Community Principles for Planning Efforts, cont.

- 12. Design is important and should contribute to the community's safety, security and attractiveness.
- 13. Complete communities have defining edges with an identifiable center. A center should consist of a full and balanced mix of residential, commercial, office, recreational, cultural and civic uses.
- 14. Complete communities should contain housing alternatives available to people of all incomes.
- 15. Complete communities should provide convenient access to public transportation as well as non-motorized options.
- 16. Community planning should recognize that regions are composed of urban areas, suburban areas, farmlands, water features and natural open spaces, all contributing to their diverse character.

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MAP's Community Principles for Planning Efforts, cont.

- 17. Community planning should involve balances between physical, environmental, economic, social, and cultural conditions within the region.
- 18. Strategies encouraging development and redevelopment of communities should include previously developed sites (brownfields), infill development and reuse of existing facilities rather than continuing outward expansion.
- 19. Community planning should create an efficient and cost effective system of public services, transportation, recreation, cultural institutions and housing to achieve a viable, sustainable region.
- 20. Intergovernmental cooperation is necessary for achieving a viable, sustainable region.

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MAP's Recommendations on Plans for the Environment

- 1. Community planning should recognize that natural resources are system-dependent, not limited to jurisdictional boundaries.
- 2. Lands with unique or sensitive resources should be preserved in their natural state.
- 3. The health and quality of the natural resource base are directly related to public health, welfare and economic growth.
- 4. Natural resource areas, farmlands and open space characterize the rural landscape. They are important and useful in shaping development and maintaining and establishing a rural community character.
- 5. To preserve rural community character, site design should encourage clustering of development and preservation of open space.

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MAP's Recommendations on Plans for the Environment

- 6. To preserve rural community character, site design should include desirable views and vistas across water features and farmlands.
- 7. Natural resources are limited in their ability to accommodate development without incurring damage. Development within our natural environments should occur in a balanced and sustainable manner.
- 8. Sensitive and fragile lands should be protected from degradation.
- 9. Wildlife habitat corridors should be interwoven with development to achieve environmental balance and maintain biodiversity.

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MAP's Recommendations on Plans for Infrastructure

- 1. Development should be directed to areas serviced by adequate roads, water, sewers, and utilities.
- 2. Expansion and upgrading of public roads, water and sewer services should be planned to strategically direct growth.
- 3. Public transportation should connect homes to jobs, community center and cultural, recreational, educational and institutional facilities.
- 4. A comprehensive transportation plan should support a unified, long-term vision of how the land is to be used.
- 5. New and expanded public transportation systems should be located to attract urban reinvestment.
- 6. Non-motorized transportation should be accommodated in new road corridors and strategically retrofitted into existing transit corridors and greenway linkages.
- 7. The number and frequency of automobile access driveways along road corridors should be minimized.

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MAP's Recommendations for Plans and Implementation

- 1. A broad-based citizenry should be involved during the development of local comprehensive master plans, including representation from neighboring and impacted jurisdictions. Local plans should consider and address the impacts of neighboring communities land uses, planned uses, goals and objectives.
- 2. Local planning decisions which affect neighboring communities should consider multi-jurisdictional impacts.
- 3. Local comprehensive master plans should be reviewed periodically and updated as necessary to remain viable documents.
- 4. Local zoning ordinances should be reviewed periodically and updated as necessary to ensure they are consistent with the comprehensive master plan.
- 5. Local zoning ordinances should be consistent with the comprehensive master plan.

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MAP's Recommendations for Plans and Implementation

- 6. Local zoning decisions should be consistent with current local comprehensive master plans.
- 7. Local comprehensive master plans should be accompanied by an action strategy that specifies individual tasks, timing, and responsibilities for implementation.
- 8. Comprehensive master plans and zoning ordinances should include interpretive graphics conveying standards and design guidelines.
- 9. All communities should prepare realistic Capital Improvement Programs as a means of making municipal improvements consistent with their comprehensive master plan.
- 10. Communities should have an administrative structure that provides clear direction throughout the development process.
- This structure, including information on the status of projects, should be equally accessible to citizens, developers and local officials.

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