Above PAR

Planning for

Placemaking, Access, and Redevelopment

Guidebook

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The Michigan Association of Planning exists so that Michigan will consist of healthy, safe, attractive, and successful communities built first and foremost on quality community planning.

Making great communities happen through information, education, and advocacy.
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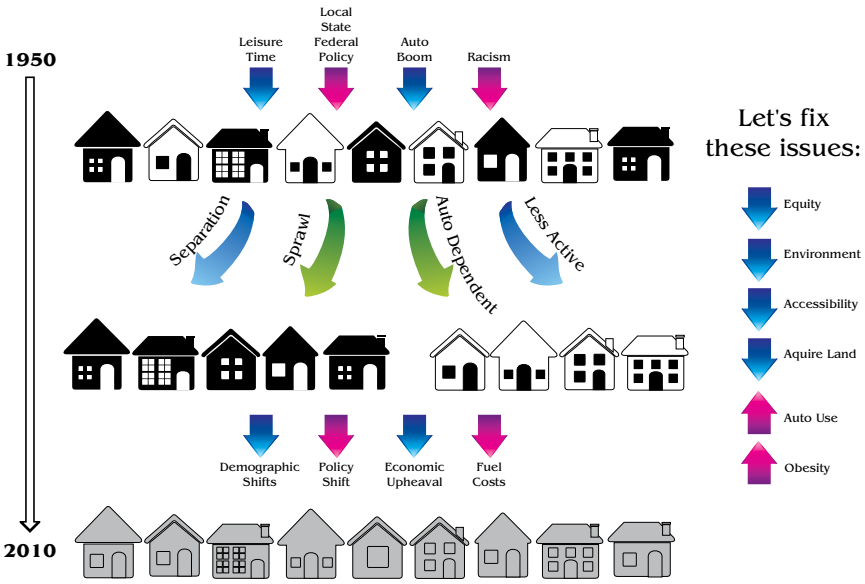
INTRODUCTION

Historical Context



Over the last several decades, Michigan's built environment has followed a pattern of auto dependency at the expense of natural resources, social equity, public health, accessibility, and quality of life. Local, state and federal policies created in the 1950's and 60's, and even into the 70's with urban renewal and 701 planning grants, resulted in many devastating consequences:

- separation of land uses dictated by zoning codes;
- a transportation system that carried city residents with the means far from urbanized areas to burgeoning suburbs;
- a dependency on the automobile that would leave those without resources to remain in cities that experienced disinvestment and decline for decades;
- and suburban development patterns that made non-motorized transportation difficult or impossible, and turned the automobile from an option to a necessity.

Communities were built that were inaccessible except by the automobile, and which were often non-descript, character-less places that could be "Anywhere, USA."

Other consequences arose as we traveled more by automobile and lower income residents suffered disproportionately from these policies. Our health deteriorated as we began to see increasing rates of obesity, diabetes and heart disease and a decline in walking and biking for transportation purposes. We lost prime agricultural land as we built more sprawling, auto-centric communities. Air quality suffered and carbon footprints expanded with our auto emissions. We divided our communities by class and by race as jobs, now located in the hinterlands, were inaccessible to lower income residents unable to afford a car, and who suffered from the lack of public transportation opportunities.

Suburban mothers spend 17 days a year behind the wheel, more time than they spend bathing, dressing and feeding a child.

One-third of all Americans don't or can't drive, limiting their access to healthcare, jobs, food, housing, and recreation if their public transportation options are also limited, inconsistent, or difficult to use.

Opportunities to Create the Types of Communities More People Seek

But the tide is now shifting, and those once popular sprawling cul-de-sac communities are not as desirable as they once were. Escalating fuel costs, both gasoline to power our cars, and natural gas and electricity to warm and cool our homes, will affect our decisions about where and how to live. There is renewed interest in smaller homes that cost less to heat; jobs that are closer to where we live; easy access to cultural amenities and entertainment; and multimodal transportation systems that make connections to all of the above possible.

While much of the focus in recent years in Michigan has been on attracting and maintaining the "talent" or "creative" class, college graduates who contribute so greatly to a community's vitality, more attention is being paid also to retirees and senior citizens, an oft ignored demographic that has the disposable income and time to volunteer and contribute to a community but whose transportation options will become more and more limited as age and associated decline reduce their ability to safely drive an automobile. Young families, too, recognize the value of being able to walk to school or the grocery store, and to run errands.

While planning for placemaking, transportation and health can attract the talent class, seniors and families, an integrated system is critically important to better serve those of more modest means, minorities, and other disadvantaged populations who would benefit directly from integrated planning approaches. Results can include better access to jobs, schools, health care and fresh food; opportunities for convenient physical activity and active living; and connections to the community that encourage a thriving, authentic place with a vibrant local economy.

Clearly, a placemaking effort that integrates transportation and healthy living components benefits all members of a community, and members of each of these cohorts seek communities that provide a better quality of life than can be found in neighborhoods and/or communities without it. Quality indicators like mobility alternatives and opportunities to make active transportation choices score high when decisions about where to locate are made by any of these groups. Communities that build and plan transportation systems for all users – from children to families and young professionals, to the disabled and senior citizens – will fare better in livability standards, and will attract and maintain each of these demographics as residents.

Never has there been a better time to focus efforts on communities that recognize the value of creating places that are connected; that focus on accessibility in their placemaking efforts; and that are willing

to implement innovative planning and transportation techniques that will attract and maintain residents of all types, from the young, educated talent class, to the retiree with time, talent and money to contribute locally, to families who populate the schools and shop locally, to a growing immigrant population, to those who are socially and economically disadvantaged or impoverished: Each seeks a quality of life that is enhanced by improvements that enrich our day to day activities, and free us up to enjoy work, family and leisure time activities.

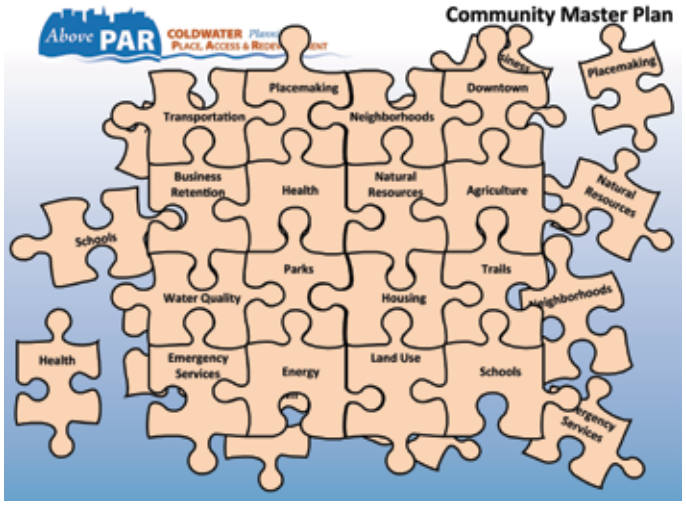
There is a heightened recognition about the relationship between quality of life and livability and the way our transportation systems have been designed and constructed. Michigan's passage of Complete Streets legislation in 2010 bears witness to an understanding that communities can no longer look at land use and transportation planning independently. A community's transportation system is the glue that holds a community together, and is the foundation upon which all aspects of a community emerge: Where housing is located in relation to the schools our children attend, and the shops where we purchase our food and other essentials; where we work and whether we are in a car for ten or 45 minutes; whether cultural, entertainment, and recreation opportunities are in close proximity and easily accessible, or if they are available only by car; whether our most vulnerable residents are able to attain a satisfying quality of life. These relationships are determined in very great measure by the transportation systems that underlie them.

Placemaking has come to be defined as those efforts undertaken by private and public entities to create livable and inclusive communities which offer citizens amenities such as access to health care and active living, education, a quality built environment including commercial and residential uses, transportation options between and among uses, opportunities for employment, and easily reached culture, recreation, natural resources and support services.

An Inclusive and Integrated Planning Approach for All Demographics

As we become more aware of the quality of life enhancements that can be realized through the planning, design and construction of transportation systems that are accessible and connected and integrated with the things we do daily, there is a chance that we can create new systems that integrate all modes of transportation, and can retrofit existing streets where appropriate to create attractive and prosperous places that attract residents, investment and activity. We can also plan and design transportation systems in ways that enhance rather than detract from our special places and attributes.

Changing the way we design and modify transportation systems begins with changing the way we think about them. Fostering a collective community mindset that accepts new ways of creating accessibility begins with engagement, dialogue, education and information. Laying the groundwork at the front end, and getting community buy in for the possibility of new ways of planning can make shorter work of the end game of writing plans and policies to implement.



While Complete Streets and integrated transportation systems that provide accessibility for all users are not a panacea for all that ails a community, when coupled with placemaking techniques, community engagement, asset mapping and leadership, a cohesive program can be developed that connects these ideas with the implementation tools to realize the benefits.

Photo credit: Jeff Guyer-Heidelberg Project

This Guidebook

Community planning is one of the most important functions undertaken by local government, and yet it is often misunderstood or overlooked.

Community planning is one of the most important functions undertaken by local government, and yet it is often misunderstood, or overlooked as basic services like public safety and trash pick-up consume municipal budgets. Recent decades have seen what was at one time holistic and integrated approaches to community building devolve into a series of separate functions. Incorporating the principles of placemaking, transportation and redevelopment to intentionally converge the practices and connect each with the other creates a

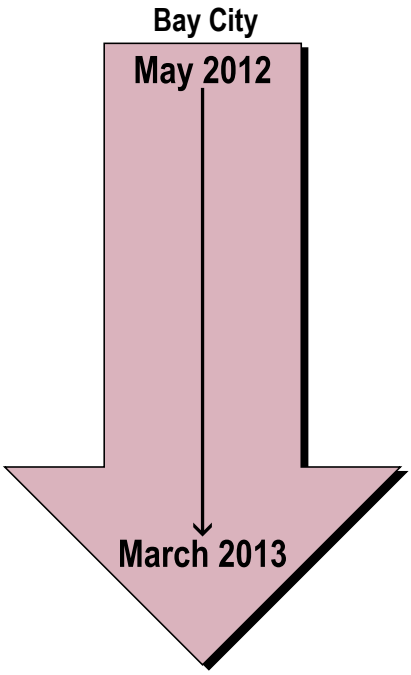
true, informed, systems approach. Embedding this approach in a community's guiding policy—its master plan and land use policies and regulations—is crucial to achieving positive, comprehensive outcomes for residents' quality of life.

Communities across the state need new tools and proven models that can be applied to problems caused by past planning practices, state and federal policies, and local regulations. We have learned that what we thought were solutions in past decades in fact caused some of the problems communities now face with the disconnect between land use and transportation planning. Innovative approaches to bridge this disconnect are now common across the nation, but are only recently gaining traction in Michigan. Communities must be exposed to new and updated approaches like complete streets, smart growth, sustainable communities, green building, active communities, walkable communities, context sensitive solutions, form-based codes, and sense of place.

MAP offers this guidebook as one solution. The guidebook is born from testing a process that integrates the practices of planning, transportation and redevelopment with recognition of equity and improved health as the foundational underpinning of the project in two Michigan communities. It delivers an overview which captures the planning processes and shares best practices, experiences, and lessons learned. It also includes national examples and model language for planning policies and regulations that can be used for inspiration, and that can be customized and localized to other communities. This guidebook also supplies resources throughout. The guidebook is designed to assist Michigan communities' efforts to integrate placemaking, transportation systems, and redevelopment, health, and equity principles into local plans and policies by offering a menu of opportunities and ideas.

THE ABOVE PAR PROCESS

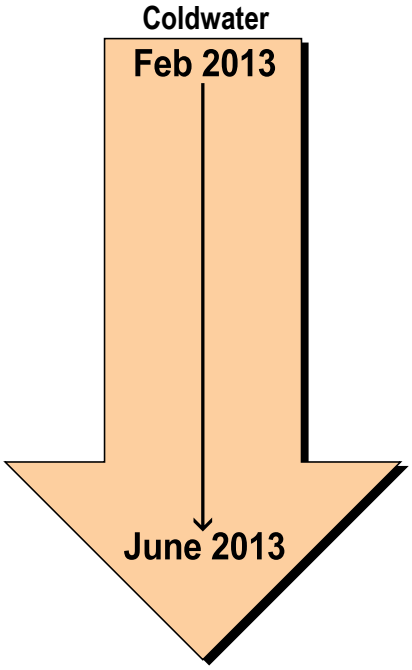
The foundation for this guidebook was a process that was designed to elevate community understanding about connecting access, place, and redevelopment with health and equity to create quality communities while supplying valuable recommendations for planning policy and regulation change in two Michigan communities. For information on community selection, please see the Appendix A.



Similar processes were deployed in each community, which consisted of a multi-faceted approach to deliver comprehensive training, technical support and information and tools to connect the concepts of transportation, redevelopment, health and equity with placemaking and design. The project sought to

- unify local leaders and key stakeholders,
- deliver uniform information, training, knowledge,
- build community consensus,
- lead collective learning and problem solving exercises, and
- utilize multidisciplinary approaches and innovative approaches, tools, models.

Outreach and Engagement



Public engagement in any planning process is absolutely essential. Projects begin and end with transparent community outreach and there are many reasons why seeking public participation is a good idea. It helps hold local units of government accountable and shows citizens what government is doing and how. It ensures that the plans are representative of the entire community. Because it provides for a more complete picture of the community, better decisions are made. Many public participation methods include educational components that inform the public on an issue or proposal. Public participation affords a local unit of government the means to gather and incorporate ideas and address any issues, concerns, and hopes that are raised. It develops the community's and local unit of government's capacity to manage more complex issues and identifies partners within the community to help implement plans. Lastly, law mandates it.

Project protocols dictate that key community leaders and decision makers be involved with planning efforts, from start to finish, and

that logical stakeholder organizations also be involved from the start. Including residents in the process from the early stages, particularly those who don't typically have a voice at the table, is critical for local officials to understand and undertake, and this model project integrated the practice of inclusion at all stages of the planning effort.

Who is a Stakeholder?

People in the community who represent a diverse range of groups or organizations who can make changes and have an impact on the process. And they may not be the same for every planning process.

The first step in the outreach and engagement process is attracting people to events where they can provide input, and in today's world of highly scheduled lives, this is no small feat. Developing a comprehensive list of community leaders and engaged citizens (i.e. elected officials, staff, board and commissions, residents, neighborhood groups, business and faith-based community leaders, social service providers and nonprofits, transportation agencies, and others) is a critical first step to the success of any process or project. While having this list is important, it is equally valuable to eliminate any barriers to participation and continually expand and groom leadership through the planning process.

There are many reasons why people don't participate in planning meetings, events, open houses, and workshops. It is part of a decision-makers job to ensure that the public's time is used efficiently and effectively and to eliminate any barriers to their participation. It is important to make sure that citizens have chosen not to participate, ***not*** that they ***couldn't***. Eliminating barriers means that consideration be given to:

- Logistics (venues, times, days)
- Disabilities
- Economics (transportation, daycare, incentive/stipend)
- Language (jargon, multiple languages)
- Culture

It also may require reaching out to less accessible sectors about the best ways to reach certain populations and what barriers exist for them. Assumptions can be misleading and erroneous. Also, gone are the days of posting a public meeting notice and thinking that that was good enough. Aggressive, varied, and consistent outreach is critical.

Removing Physical Barriers

Venues must be physically barrier-free. Removing Barriers: Planning Meetings that are Accessible to All Participants by the North Carolina Office on Disability and Health is an excellent resource for planning barrier-free events.

Removing Economic Barriers

For many, there are serious and direct economic consequences to participating in planning processes. For disadvantaged populations, the everyday expense of food, housing, and transportation to employment often leave little funds for other items like time and travel costs associated with public meeting participation. Consider the following:

- A variety of public participation times that correspond with local employment shifts may encourage attendance. Better yet, take the engagement activity to the identified audience during a lunch hour or break.
- If the meeting coincides with a meal, provide participants with a healthy, balanced meal. If not during mealtime, nutritious snacks are always a good idea.
- Transportation may need to be provided, either in the form of direct service or bus passes. When direct service or public transportation isn't an option, fuel cards purchased from local gas stations can offset the cost of transportation for lower-income residents.
- Quality daycare may also be necessary. Community and/or agency partners like local public health departments, Head Start programs, women shelters, and faith-based organizations may be able to assist with finding or offering daycare. Check with the Department of Human Services on any requirements or standards and consult legal authorities to ensure compliance.
- Consider offering a stipend or incentive for participating.

While it is a planners' ethical duty to include residents from all socio-economic sectors in planning processes, justification for any incentives that are provided to certain segments of the population may be necessary, so document the need.

Removing Language Barriers

In communities with linguistically-diverse populations, materials may need to be translated into the languages that are spoken throughout

Elevators can fail. It is best if entrances/exits, meeting space, and restrooms are all on the same floor.

the community. Keep in mind that there can be more than one dialect in a language and interpreters may be needed at live events.

MAP recognizes the responsibility and "obligation of community planners to seek social justice by working to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integrations. We urge the alteration of policies, institutions, and decisions that oppose such needs" (AICP Code of Ethics).

Practitioners in any field can get caught up in the jargon of the industry, but it is especially important that planners avoid it as the general public is a major constituent. Research has shown that the average adult American reads at an 8th grade reading level; communications and materials should be geared to this level. Avoid using industry jargon. There are many readability calculators online to test text and the Washington State Employment Security Department offers another method using Microsoft Word.

Removing Cultural Barriers

Cultural differences also can be a barrier. Some immigrant cultures aren't accustomed to public participation. Others have highly structured hierarchies for who can participate and how. It is best to find someone within the niche community and ask about appropriate engagement approaches.

To effect real change, it is critical to bring together local leaders and key stakeholders in a unified manner, so that everyone is receiving the same information, to build community consensus, and to inspire the desire for something new. Working directly with a community from identifying leaders to recommending changes to policy, consistently, over an identified period of time, can ensure results. The foundational information must be provided to all community leaders, who must in turn go through the process of learning, and then applying, new techniques.

If outreach is done comprehensively (this will be addressed later) a community can expand and build its leadership. Leaders can identify

resources, reveal unknown issues, and become advocates for the plan. When reaching out to individuals or groups, it is important to frame the issue or message from their perspective. This will help them see the value of investing their time in the community process.

Critical to engagement techniques is outreach to essential communities such as minorities, non-English speakers, low and moderate income residents and other vulnerable populations. Intentional and ongoing outreach, through faith based organizations, public housing and schools, and non-profit and social service organizations, is integral to ensuring representative participation. When broad scale community outreach is coupled with the systematic introduction of new ideas, concepts and innovations, the likelihood for meaningful change is far more likely.

Once the stakeholders are identified and barriers considered, it is valuable to identify the type of involvement that is necessary for the project at hand. The International Association for Public Participation is a well-regarded source of information on public participation. Their Spectrum of Public Participation provides a great overview of the differing levels of participation the public has in any public participation process. Participation levels are dictated by the goals, time frames, resources, and levels of concern in the decision to be made and should be made clear throughout the planning process.

International Association for Public Participation

Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	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.
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

Thanks in large part to advancing technology, there is an increasing number of methods to outreach into diverse populations and engage the community. Some of the methods on the spectrum of participation will be discussed later.

Basic Methods

- Public notice requirements
- Newspaper posting
- Website posting
- Newsletter announcement
- Flier postings on community hall door
- Announcements at governing body meeting
- Post card mailings

Proactice Practices

- Individual mailings, phone calls, emails
- Charrettes
- One-on-one interviews
- Canvassing
- Community workshops
- Focus groups
- Social networking
- Crowdsourcing

Non Traditional Methods

- Make a phone chain on key issues
- Community representatives meet and greet
- Town hall meetings
- Task forces
- Visioning sessions
- Stories and advertising in local papers, opinion editorials, general interest articles
- Posters/signs in local establishments and civic buildings
- Local cable public service announcements and television advertising

Creating a public participation plan is an effective way to ensure that methods are utilized to capacity and no one gets missed, but it also displays transparency about outreach methods. It is one of the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities (RRC) Program Best Practices. A public participation plan allows a municipality to plan for public input, rather than simply react to it. Proactively engaging stakeholders fosters a sense of ownership and prevents delays caused by unforeseen issues. Developing and implementing a public participation plan

When is public input needed?

- Master Plan Update
- Zoning Ordinance Update
- Downtown Development Plan
- Corridor Improvement Plan
- Transportation Plan
- Parks and Recreation Plan
- Sub area plans
- Neighborhood plans
- Low controversy development project
- High controversy development project
- Redevelopment site
- Redevelopment plan

helps a community to incorporate public input opportunities up front, rather than react to it later. The public participation plan can include the following activities:

- Solicit public participation in each phase of the planning process. Foster public participation using various and appropriate methods in every phase of the planning process. Early and continuous involvement in important policy discussion before adoption or approval is best. The community should have many opportunities to inform and shape the plan.
- Seek broad identification and representative involvement of all residents of the community keeping in mind that different audiences and community sectors require different outreach approaches.
- Utilize effective and equitable avenues for distributing information and receiving comments.

- Provide educational materials and design participation initiatives that will support and encourage effective participation. Use techniques to ensure the community is informed and has many opportunities to engage in the process. Recognize there is no single technique or mechanism that will work in all cases. Consider the unique characteristics of special populations and meet them where they are.
- Maintain and develop staff expertise in all aspects of participation. Convey issues and information in meaningful ways to various cultural groups. Ensure 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 needs for information and involvement. Evolve the community's understanding of new and emerging ways to engage with residents. Seek new and innovative ways to keep the community involved throughout the planning process.
- Record results of public engagement and recount these results back to the public and develop a system to track public input. Remember to share the results with the public and embed them in the master plan.

In the Above PAR process, outreach was a joint effort between project managers and city staff. Invitations to participate were sent and city staff followed up with personal emails and phone calls to encourage participation or project managers developed the content and the planner distributed the message. While mass emails were the primary tool for outreach, media in the form of press releases, radio interviews, announcements on city cable TV stations, print advertisements, and newspaper articles were also used to invite the public to events and inform them of project progress and process. City planners set

up focus groups and interviews with individual community leaders. Approximately 300 residents and stakeholders were reached through this process in each community.

It is important to note that media representatives were specifically invited to each workshop and reporters were present at all public events. This provided the media with an opportunity to ask questions and truly engage in the process. As a result, their representation of the process was accurate and they were more willing to write articles because they had personal experience with it.

Innovative Outreach to Diverse Stakeholders

In Coldwater, project managers expanded outreach and engagement activities for a more inclusive representation of the community in part due to Coldwater's unique demographics. Coldwater is home to the largest Arab community in Michigan outside of Dearborn. City staff reached out to leaders of the local Arab Community to talk about how to best solicit input into the Above PAR process. Project managers supplied a focus group and male project manager was invited to facilitate the session. The Arab community appreciated the opportunity to participate and later asked for another focus group to expand their numbers. They also invited city staff to attend regular meetings to increase communication between the community and the city. If time and permission had allowed, a focus group of Arab women would have been invaluable.

Project managers also worked with the local Head Start program and the Branch County Coalition Against Domestic Violence to identify barriers to participation in the Above PAR process. Both agencies offered access to existing groups and combined efforts to engage their constituents in a focus group. Project managers supplied dinner and fuel cards for adult participants, while Head Start provided child care and meals.

A local social studies and government high school teacher allowed project managers and city staff to conduct focus groups in each of six classes for a day. This supplied the often sought after and rarely gained youth perspective into the planning process. On the other end of the age spectrum, project managers and city staff conducted a focus group at a senior center.

The same set of questions was used in each group not only for consistency, but also so differences among the groups could be more easily identified.

TIPS:
A diverse local coalition that includes participants from a wide range of sectors can be a valuable asset not only for implementation, but to the community in general. The Michigan Department of Community Health offers the Community Coalition Assessment Tool to help coalitions evaluate outcomes and grow. A sampling of potential membership is below.

- Community Institutions (Office on Aging, social service organizations, foundations and philanthropic community)
- Economic Development (chambers of commerce, Downtown Development Authorities, business associations)
- Local Farmers, Producers
- Community Organizations and Groups ("friends of", disabilities, environmental groups)
- Faith-Based Organizations (including food pantries)
- Law Enforcement (police, neighborhood watch groups)
- Local Government (city council, township board, county commission, tribal entities, staff, engineers)
- Media (TV, print)
- Public Health (health department, hospitals, professionals, health clubs, Local YMCA's)
- Recreation (trails, parks and recreation, bike/run/ski groups)
- Schools (administration, teachers, parent teacher organizations/groups, colleges, students)
- Transportation (metropolitan planning organization, regional departments of transportation, transit groups/authorities)

Consider a Steering Committee or Advisory Group for the project. This can help distribute the work among members, and increase buy-in for the project early in the process. Ask the Steering Committee to locate needed data and reports; recruit participants for events; react to ideas and project outcomes; facilitate group meetings; and be project ambassadors.

Ask local and state agencies to partner on the project. They can lend valuable expertise (transportation, economic development, public health, etc.) and gain important contacts in the communities they serve.

Work with local schools and colleges to solicit student input. In the Above PAR process, project managers and city staff successfully embedded in classes in each location. In Bay City, project managers were allowed access to a middle school class during their social studies hour. In Coldwater, project managers and city staff were invited into each government and history class to conduct focus groups with students. It also provided an opportunity to speak to students about the importance of planning and introduce the discipline.

Preliminary Meetings, Interviews, and Focus Groups

Nearly every planning process begins with some sort of kick-off meeting or event, coupled with background studies, inventory and discovery.

Above PAR project managers held preliminary meetings in each community. In Bay City, a series of information-gathering and educational sessions with city planning staff, the Planning Commission, and active neighborhood Community Development Corporations (CDC) were held to introduce the project, gather base information, and engage local leaders. In Coldwater, a steering committee of community leaders was created to act as a sounding board and guiding force for the project.

Interviews with individuals identified by the community planner as community leaders and focus groups with key stakeholder groups were conducted in both communities. These included neighborhood groups; staff and elected officials; students; school administrators; representatives from community foundations, Head Start programs, hospitals and healthcare institutions, and shelter groups; minority community groups; senior groups; economic development personnel; and Michigan Department of Transportation staff. The purpose of these meetings was several-fold:

- to establish a rapport with community members,
- introduce the project and project managers,
- establish goals and refine them based on initial input,
- explain why the community was chosen,
- solicit preliminary comments and concerns,
- and answer questions.

During these, and similar, meetings it is important to clearly review what the deliverables of the project will be, which helps to set expectations accordingly. It is also important to

- review the schedule with participants so they can plan accordingly
- discuss how the outcomes will be implemented
- compare and contrast this project with other data gathering/ planning exercises and processes
- recap how the data will be used and its availability

Asking permission to use participant contact information for invitation and marketing purposes is compulsory, and lastly, explain what's in it for them. All of this may help alleviate reactions of reluctance, distrust of unfamiliar people or processes, and frustration that this may have been done before.

In both communities, a standard set of questions and exercises were developed and conducted with each interviewee or focus group member. Reiterating these activities confirmed messages and issues that were heard from community members and provided the justification for what ideas or issues were explored during the charrette.

TIPS:
Create a Steering Committee or Work Group for the project. This can help to distribute the work among members, and increase buy-in for the project early on. Ask the Steering Committee to locate necessary local data and reports; provide institutional knowledge; recruit participants for events; react to ideas and project outcomes; facilitate group meetings; and be project ambassadors.

Asset Mapping

Asset Mapping is used to understand local issues and problems, determine readiness for change, identify base knowledge of community leaders, and identify existing community features. The process also highlights a community's strengths and local character and identifies attributes, places, and their connections. Asset mapping can be applied in community engagement meetings and workshops through interviews and surveys, and during direct inspection of the community and of the plans, policies, programs and ordinances that currently drive placemaking and transportation decisions and include:

- inspection and inventory of existing transportation systems,
- documentation of key "destinations" that need to be accessed (schools, shops, hospitals, entertainment, public libraries/city hall, etc), by whom, and how, to gain a clear picture of existing networks, gaps, and opportunities to create new multi-modal connections,
- a scan of how the community uses all modes of transportation, what they would do differently if they could, and barriers and constraints to actual intermodal use, and
- review of plans and ordinances to identify gaps and opportunities to integrate placemaking and transportation into policies and implementation strategies.

Asset mapping was only used in Bay City, in part as a means for community inventory. Project managers compiled readily and publicly available data. Data sets were also gathered from stakeholders and purchased to round out gaps. Project managers worked with local stakeholders to aggregate additional data and identify local barriers and constraints. Assets were identified at several community meetings including the Community Kick-Off event, CDC focus groups, and the first workshop on Place. The assets and data were merged to form Bay City's asset mapping website: www.baycityabovepar.org/. Project managers then met with CDCs to discuss how to populate it and keep it current.

TIPS:
For asset mapping to continue beyond the life of a project, provide ample training opportunities for local stakeholders to learn how to crowdsource the website and identify a local champion who can oversee its development and ensure its success.

The first task in most planning endeavors is to inventory the area of interest (entire community, corridor downtown, site, etc.). Consider everything that is available.

- Master Plan
- Ordinance and districts
- Non-motorized transportation routes
- Parking surveys and studies
- SEV data
- Building footprints
- Total first floor building square footage and the total square footage of the vacant first floor space
- Total upper floor square footage and the total square footage of vacant or underutilized upper floor space (i.e., used for storage)
- Non-motorized crash data (by mode and location)
- Results from previous public engagement activities such as walking or biking audits, surveys, etc.
- Concept drawings, plans, etc. for pending development
- Historic district studies/reports
- Downtown revitalization plan
- Employment center data
- DDA plans
- TIFs and other assessment district information
- Capital Improvement Plan
- List of prioritized redevelopment sites
- Economic development strategy
- Retail market studies and Target Market Analyses (TMA)

Give the public a summary of the inventory work at the beginning of the planning process. This can help you (and them) dig deep at the very first meeting, and establish baseline data from which decisions can be made.

Community Conversation Kick-Off Event

A Community Conversation/Kick-Off Event was held in Bay City to introduce the project to the community, rally participants around the project goals of integration of placemaking and transportation, and engage participants in preliminary asset mapping exercises. A Community Conversation Kick-Off Event was used successfully in Bay City while in Coldwater project managers found that focus groups and interviews were a more cost-effective method of identifying assets and information about the community during this community inventory phase.

Community Workshops

Because bringing together all leaders and stakeholders, and instructing and inspiring them together, is a proven approach, the Above PAR process incorporated educational as well as engagement opportunities. Three workshops provided in-depth information, resources, and training; built community cohesiveness around the issue; and provided an integrated curriculum on the topic. These workshops provided both inspirations for change, as well as specific programs, practices, policies, and solutions that can be applied in the community. Workshops employed educational components, asset mapping and data collection activities to ensure community participation and collective learning.

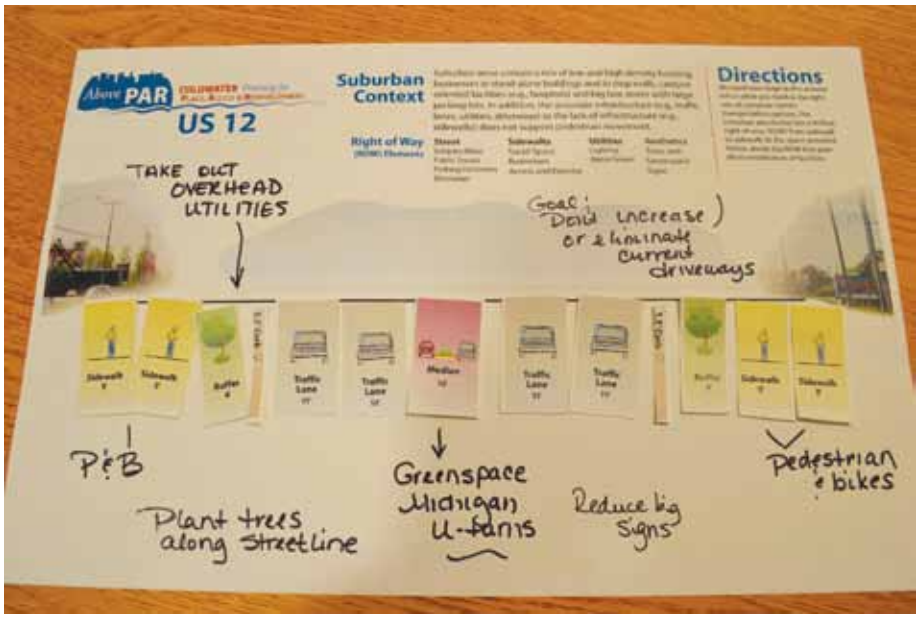
Using information gleaned from previous activities, three themed workshops were conducted in each community: Place and Placemaking, Access and Transportation, and Form and Vision. Each

of the workshops included an educational component, an exercise that reinforced the information received, and gathered community input to inform the project. These exercises used information learned during asset mapping, interviews, and focus groups. Workshops were generally 2 to 2.5 hours in length and provided a meal for participants. Times varied in communities as the retirement-aged heavy Bay City preferred afternoon meetings and the more family-oriented demographics of Coldwater called for evening events.

For the Placemaking workshop (workshop #1), participants were engaged in a walking audit to reinforce the placemaking principles that were discussed during the education portion of the workshop. Groups were taken on various walkable routes and asked to identify elements of place, how they were formed, and what could be enhanced. In Coldwater, a bus tour was added to evaluate the northern and eastern gateways. The placemaking audit was adapted from the Northern Michigan Community Placemaking Guidebook.

The Access workshop (workshop #2) began with a discussion of non-motorized transportation and Complete Streets. In Bay City, an informal conversation about how to improve gateways and connect portions of downtown followed. In Coldwater, two types of exercises were used to reinforce information presented and to solicit community feedback. The first exercise involved small groups working with cards with treatments and widths (sidewalks, travel lane, bike lane, etc). on a cross section of a road on paper to design their preferred streets. This process was adapted from the Washtenaw Area Transporation Study's Complete Streets Initaitive. The second exercise involved a

small group working to identify non-motorized transportation routes on a large wall map.



The third and final workshop - Visioning the Future - was held on the first night of the charrette. At this workshop, participants learned about a charrette and how form planning and design can impact and transform a community, along with other active learning exercises. In Bay City, participants affirmed project goals during an exercise similar to the one used at the Community Kick-Off event. In Coldwater, participants engaged in a visioning exercise and a real-time visual preference poll.

TIPS:
Activity-based workshops with hands-on exercises support adult learning principles, are critical for learning to apply knowledge, and are appreciated and remembered by participants.

Form refers to the shape and structure of buildings or an entire area (like a downtown) in this context.

Charrette is a process that is a multi-day collaborative planning event that engages all affected parties to create and support a feasible plan (on a particular topic, geography, or area) that represents transformative community change. There are multiple feedback loops for stakeholders and the public intertwined with design studios to ensure that at the end of the charrette, a draft product (site plan, form-based code, sub-area plan, etc.) is presented.

Charrette

The culminating aspect of the Above PAR project was a three-day charrette held in the downtown of each community. The charrettes utilized the National Charrette Institute's signature process. A charrette is a multi-day collaborative planning event that engages local officials, state and regional agencies, business owners, local stakeholder groups (including youth), and interested citizens to create and support a feasible and transformative plan for a specific issue or area of the community. A sample schedule of the charrette follows.

	Day One - June 18	Day Two - June 19	Day Three - June 20
8:00 a.m.	Breakfast	Breakfast	Breakfast
9:00	Studio Set Up & Charrette Team Meeting	Charrette Team Meeting and Prep	Charrette Team Meeting and Prep
10:00	Stakeholder Meeting(s) (Downtown/Corridor Merchants) & (Seniors 10-11:30)	Stakeholder Meeting (Downtown/Corridor Merchants)	Stakeholder Meeting (Downtown/Corridor Merchants)
11:00	Lunch	Lunch	Lunch
12:00 p.m.	Stakeholder Meeting (Municipal Officials/Staff)	Stakeholder Meeting(s) (Municipal Officials/Staff) & Arab American Society	Stakeholder Meeting (Municipal Officials/Staff)
1:00	Stakeholder Meeting (Steering Committee)	Stakeholder Meeting (Steering Committee)	Stakeholder Meeting (Steering Committee)
2:00	Flex Time & Stakeholder Meeting with Transportation Officials	Flex Time & Stakeholder Meeting with Transportation Officials	Alternative Concept Development and Meeting With Transportation Officials & Production and Final Presentation Prep (closed to public - pizza)
3:00			
4:00	Public Meeting Set Up & Prep	Open House Set Up & Prep	
5:00	Kick-Off Public Meeting	Public Open House	
6:00			Final Public Meeting
7:00	Dinner	Dinner	
8:00	Charrette Team Meeting and Next Day Prep (illustrations, power-point, etc...)	Charrette Team Meeting and Next Day Prep (illustrations, power-point, etc...)	Post Charrette Gathering (Tibbits)
9:00			Charrette Team Meeting - Next Steps
10:00			Pack & Depart
11:00			

Charrette activities drew upon what was discovered during community engagement and outreach, asset mapping, and the workshops to develop a set of alternatives for the community that would enhance its placemaking and access ability.

Goals of the Bay City Charrette

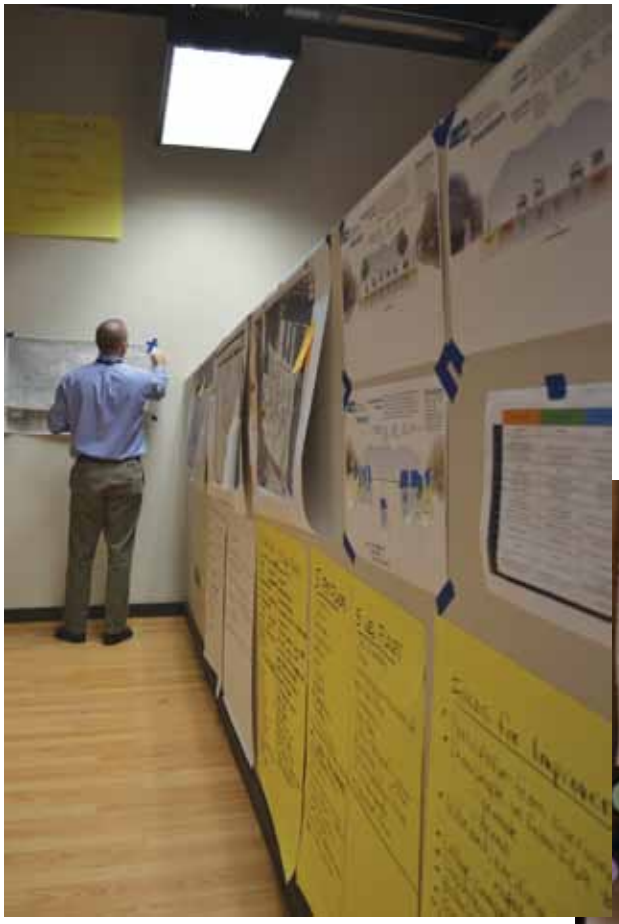
1. Develop a vision for Downtown that included the three key project elements:
   - Sense of Place
   - Access (walkability)
   - Connecting Downtown with the planned Uptown development
2. Develop guidelines for future development for the following:
   - Buildings and facades
   - Development blocks and infill
   - Streets
   - Fundamentals of "form-based" zoning
   - Amenities and signage
3. Develop recommendations for on-going issues and opportunities
   - Jenny and Thomas Streets and the Gateway Experience
   - Parking
   - Accessing the waterfront

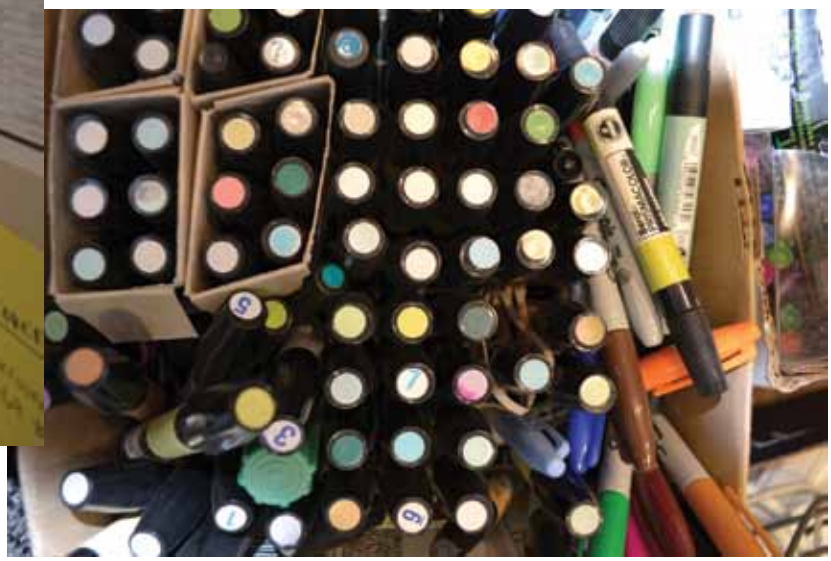
Goals of the Coldwater Charrette

1. Establish community input for Master Planning process
2. Develop redevelopment scenarios for some key Places
   - Fairfield Plaza
   - Area surrounding Tibbits Opera House
   - Monroe Street
   - Downtown
3. Develop scenarios for key transportation corridors
   - 1-69 and US12
   - US12 through Downtown
   - Marshall Road (northern gateway)
   - Non-motorized connections
4. Introduce form-based zoning

TIPS:

- Schedule business owner's meetings in the morning before they open. Many small business owners can't leave during business hours without closing the store. Few will participate to the detriment of their livelihood.
- In marketing charrette activities like the stakeholder meetings and open house, show pictures of the space you're in. Most people have no idea what happens during a charrette and may be intimidated. Actually seeing it may alleviate participation anxiety and help citizens know what to expect.
- When posting maps and illustrations for viewing, also post previous maps and illustrations, alternatives, and pros and cons of each. This will help participants understand the progression of ideas and facilitate flow through the open house when you may not get a chance to communicate these things to everyone.
- Show how ideas have progressed from a small group discussion through to concept. This helps participants to see that their voices have been heard.
- Because the charrette is time intensive, you need to chose how many other times you convene the public. Three workshops were ample and it worked very well to have the last workshop kick-off the charrette. Cutting down our workshops from 4 to 3 also allowed us to abbreviate the second project in Coldwater and helped stave off meeting burnout.

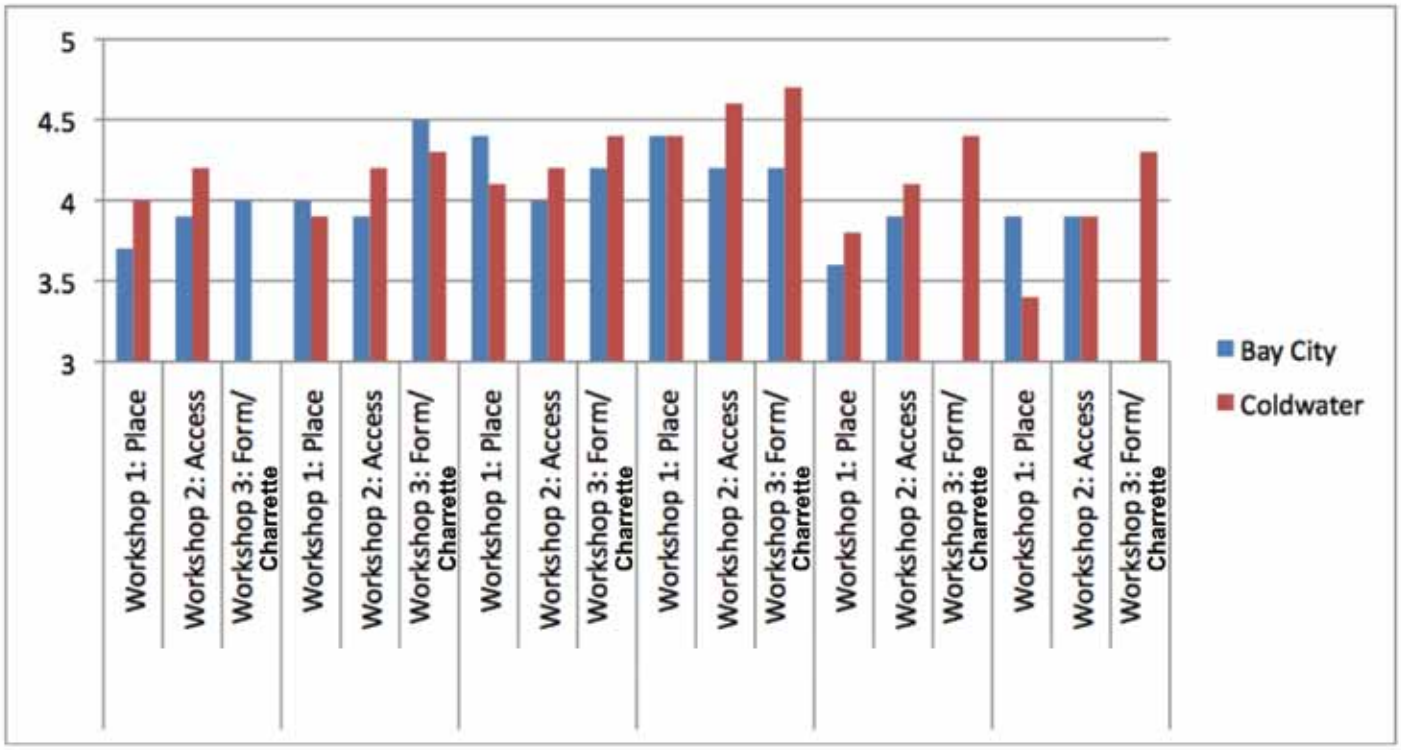




Evaluation

Evaluating a project allows practitioners to discover if they accomplished what they set out to do. It is a chance to learn alongside the process. As previously mentioned, evaluation of the entire process, communicating findings, and learning from evaluation results is key. Keeping notes, using sign-in sheets, deploying pre- and post-test surveys are just some methods practitioners can use to assess outcomes.

In the Above PAR project, post-event surveys were used to evaluate whether the community engagement strategies used were successful. Each event included a survey that assessed topics such as training and speaker effectiveness, if participants felt their voice was heard and participation was valuable, and understanding of concepts. While response rates were relatively low, those that did respond to surveys felt that their voice was heard and valued the opportunities for input. Participants at all events appreciated the interaction with other community members and enjoyed brainstorming ideas on ways to improve their city. The overall process that was used was valued by participants, particularly the charrette, where residents got to see their ideas take shape into actual concepts.



PROJECT PRINCIPLES, BEST PRACTICES LANGUAGE, AND RESOUCES

The convergence of disciplines critical to transforming communities in Michigan in a multi-disciplinary fashion is at hand. Placemaking, Access (transportation), Redevelopment, Health, and Equity are the dots to be connected to create accessible, resilient, and just communities that are planned, designed and constructed around sound quality community planning principles that integrate and build upon elements from each discipline and can result in communities that are sustainable, now and into the future.

Since the goal of the Above PAR project and this guidebook is to demonstrate how to weave these concepts together in planning policies and regulations, it seems counterintuitive to break them into separate sections. When Above PAR project managers were organizing themes and recommendations during the charrette, it was quickly revealed how interconnected the concepts were as many recommendations could have been placed in multiple categories. That is one indication that they were successfully connected. For the purposes of organizing and writing the guidebook it is necessary to separate them, but it becomes clear when crossover between topics occurs.

In the Above PAR project, all workshops included the principles and elements of Place either directly, or indirectly through asset mapping, discussing the connections between them, or identifying ways to improve those that were identified.

Planners use a variety of tools to implement a community's vision including plans, ordinances, other policies and regulations, and programs. A comprehensive national and state literature search was conducted to find best practice examples from which to inspire alternative, innovative and effective language for each of the core program elements (placemaking, transportation/complete streets, redevelopment readiness, health and equity). The research included topics on place, form-based codes, non-motorized transportation, redevelopment, equity, health, and others. Much care was taken to ensure that examples were used from communities of similar size to the pilot communities. A literature review and internet search were conducted to reveal examples. Then, "Best Of" lists were combed for more potential example candidates. When a community was noticed in several lists, their planning documents were explored. National

experts were also queried and occasionally interviewed to further discover more examples.

There are many definitions of Place and Placemaking. Placemaking is a PROCESS that results in quality Places where people want to be. Its outcomes are typically projects and activities (events) of all types and sizes. The process of Placemaking requires engaging and empowering people to participate in the process because they are the source of the ideas and ultimately the champions of the outcomes. Placemaking is a partnership pursued by the public, non-profit, and private sectors over a period of time. Placemaking is community planning!

Place

Places can be defined in many terms but there appear to be four general components that make a place a Place: physical, functional, economic and emotional.

- Physical: It is a point on a map, a geographic location. It defines space and can be at many scales (region, city, corridor, center, node, neighborhood, block, street, building). It can be a public place (park), semi-public (restaurant patio on a sidewalk), or private (yard).
- Functional: It is an activity center or has multiple activity centers. Each function has a specific purpose/use and each function also contributes to the whole (park, playground, fountain, sidewalk, cafe). The Project for Public Spaces argues that the more functions (eating, sitting, meeting, playing, enjoying art, etc.) a place has the better. Their rule of thumb is to have 10 functions or activities to define a Place.
- Economic: Places and Placemaking are considered tools of economic development. Places can be economic engines and

gardens. Places improve global economic competitiveness by attracting and retaining talent (of all varieties), increase associated property values, contribute to economic resiliency of community, and grow a tax base and tax revenues to support needed urban services while improving the return on investment for developers.

- Emotional: It is often hard to describe a place, but you know it when you are in it or using one because of the way you feel. People's emotional reaction or connection to a Place is often called a "Sense of Place." Memorable spaces have strong sense of place and branding of experiences or products plays a role. This sense of place can also change depending on the type of event and even the time of day. Places of worship become very active Places when used, but are less so when inactive. A community park that hosts a festival has a very different energy than on a more typical day. At their best, Places foster relationships between people and groups.

Places typically can't be copied and pasted from one community to the next because the character and context of each community is unique. While there isn't a magic formula for a Place, there are several elements that great Places have in common.

- Transit or public transportation alternatives
- A variety of uses or mixed use
- Pedestrian-oriented
- Use of public space
- Access to green space
- A wide range of housing choices
- A wide range of transportation options
- Quality public infrastructure
- Entertainment venues

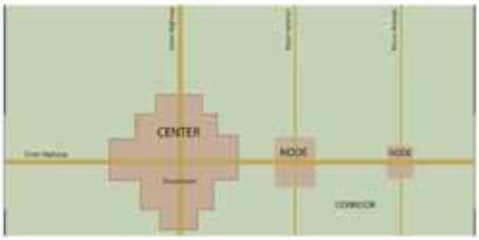
Place and Placemaking are important because we find ourselves amid drastically changing times in terms of demographic and household composition. Society is increasingly mobile with baby boomers becoming retired empty-nesters and younger adults delaying child-bearing. These populations prefer smaller, residences often in more dense or urban areas. Many from both demographic areas are forgoing ownership of a car. Additionally, our economies have long been moving from manufacturing to a knowledge and service-orientation economy, leaving our communities attempting to attract and retain a different type of worker to support this newer economy.

When we plan for Places for everyone, citizens from all walks of life win. It is especially important that disadvantage populations be included in placemaking considerations and that places that don't necessarily cost money—parks, public places—planned for. And while we typically

think of our downtowns as being the location for such places, there are other settings that can be included. Our downtowns are usually the largest activity centers in a geographic area. Suburbs can be thought of as smaller, satellite activity centers or nodes. What connects them is a corridor. Each activity center—center and nodes—along with what is available along the corridor all need to be connected.

Centers	Corridors
▪ Small parcels - land assembly is challenging ▪ Small retailers ▪ Mixed-use ▪ Customers seek experience ▪ Structured parking ▪ Under parked	▪ Relatively large parcels ▪ Small and large retailers ▪ Customers seek best prices ▪ Surface parking ▪ Inconsistent quality ▪ Limited controls

Source: Oak Lodge Community Council/Leland Consulting Group

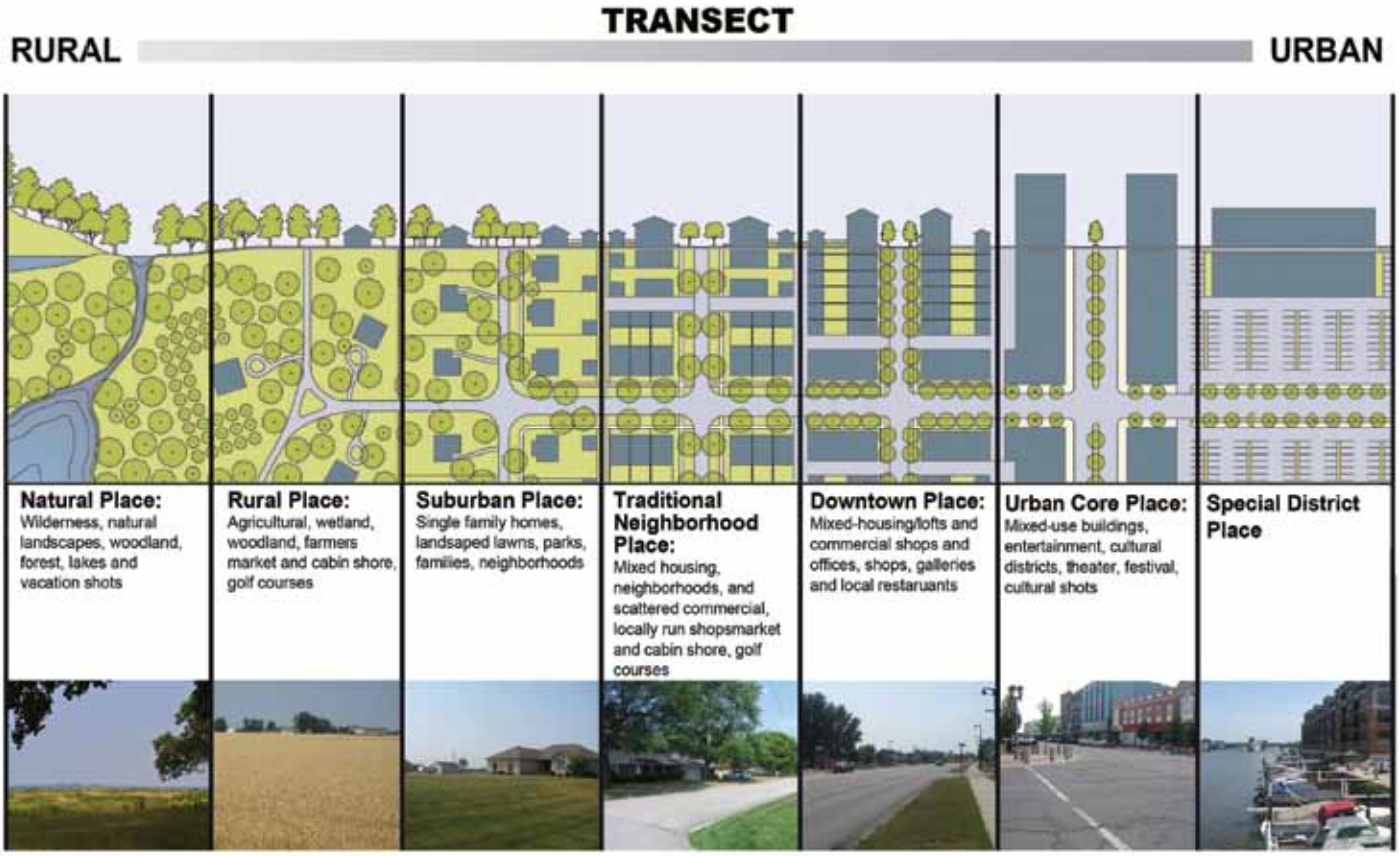


Source: Land Policy Institute at Michigan State University

The urban-to-rural transect is an urban planning model created by New Urbanist Andrés Duany. The transect defines zones of human habitation that range from low-intensity development (most rural), to high intensity development (the most urban; city cores). Each zone contains a transition from the edge to the center of the neighborhood. The transect is an important part of the New Urbanism and smart growth movements. The transect is present in almost every community as we move from our urban centers, through suburbanizing areas, onto agriculture uses, and ending in rural and natural zones. Use of the transect allows a community to visualize and understand different policy applications that are appropriate for each zone.

The transect encompasses a complete range of human settlement types, addressing relationships between urban, suburban, and rural areas, and attempts to define the basic physical characteristics that differentiate them. This is an incredibly useful placemaking tool that helps us to visualize the concepts and enhance understanding.

Aspects of the transect can be used as part of a systematic approach to regulating placemaking and community building. The urban to rural transect is an excellent framework through which many elements of placemaking can be advanced and understood.



Master Plan Language

Using the methods described previously, a small list of communities was identified that focused their master plans on Place and Placemaking and they are listed below.

Master Plan Examples with Placemaking Elements				
Plan Name	City	State	Population	Specialty
Luna Pier	Luna Pier	MI	1,433	Public Infrastructure and Facilities, Economics
Lathrup Village	Lathrup Village	MI	4,101	
Pontiac Master Plan	Pontiac	MI	59,887	
Del Mar Plaza	Del Mar	CA	4,161	Mixed Use Development
Cedar Park Town Center	Cedar Park	TX	48,937	Mixed Use Development
Chino Hills Bell Eagle	Chino Hills	CA	74,799	Mixed Use Development
The Gateway	Salt Lake City	UT	186,440	Mixed Use Development
Bella Terra Master Plan	Huntington Beach	CA	189,992	Mixed Use Development
Fort Norfolk Plaza	Norfolk	VA	242,803	Mixed Use Development
Harbour Front Regeneration	Pittsburgh	PA	305,704	Mixed Use Development
Sacramento Railyards	Sacramento	CA	466,488	Mixed Use Development
Carmelen Castro Children's Park	Tucson	AZ	520,116	Park Planning
Pittsfield Township		MI	35,000	Placemaking, Multi-modal, food
The Waters	Montgomery	AL	205,764	Traditional Neighborhood Development

The following Master Plan language relates to Placemaking from some of the examples above, and from other sources. It is certainly not an exhaustive list, but can provide a start to those considering incorporating placemaking principles into their own master plans. Although the statements have been categorized for ease of reading, there is overlap between and among all categories, further proof of the effective integration between the concepts. Placemaking includes many ideas, the selection below offers language in some of these categories.

Arts and Culture

1. Require a component of public art in all developments over 10,000 square feet or 100 feet in length in the detail site review (Large-Scale Development). (Ashland, Oregon Public Art Master Plan, page 21)

2. Collaborate with and encourage the City Departments, especially Public Works and the Parks Department, to incorporate art into functional pieces such as benches, sidewalks, etc. (Ashland, Oregon Public Art Master Plan, page 21) (Pittsfield Township, page 130-131)

3. Recognize areas of a community that provide activities 24 hours a day, 7 days a week are desirable to many existing and potential residents. (Pittsfield Township, page 105)

4. Promote displays of arts in public buildings, including Township Administration building. (Pittsfield Township, page 130)

5. Promote the installation of art and sculptures in public gathering spaces. (Pittsfield Township, page 131)

6. Chapter 9- Goals, Objectives and Implementation: The Turtle Island Lighthouse will be rebuilt as an iconic and functional "placemaking" feature in downtown Luna Pier. Such a structure could be built publicly, privately or as a public-private partnership. As with the new pier, an exploratory committee should be formed to examine options, funding considerations and potential partnerships. (Luna Pier, page 2)

Branding

7. Chapter 7 – Economic Vitality: Participate in all branding efforts for the Mississippi Gulf Coast. (Harrrison County, MS Comprehensive Plan, page 73)

Downtowns

8. Encourage the location of government offices, corporate office headquarters, and cultural, educational, entertainment, restaurant, hotel and retail uses in downtown. (Lansing, page 76)

9. Article 6. Willamette River Greenway: 6.2.5 Residential, commercial, and open space / recreation uses that are consistent with adopted Greenway policy and development regulations shall be encouraged along the downtown riverfront. (Corvallis, Oregon, page 4)

10. Article 8. Economy: 8.10.10 Along the shopping street of neighborhood centers, the City shall encourage occupation of ground floor storefront space by retail and service users that serve local neighborhood needs and generate high volumes of pedestrian traffic. (Corvallis, Oregon, page 20)

The City of Luna Pier recognizes a need to "create a brand" that is routed in authenticity and uniqueness. Steps will be taken to create and maintain this brand that is built on the notion that Luna Pier is "a first taste of Michigan." The term "first taste" is meant literally and figuratively since Luna Pier so uniquely positioned in the State. (Luna Pier, page 2)

Mixed-Uses

11. Allow a mixture of public oriented, cultural and commercial-recreational uses that reinforce the Central Shops District as a regional destination, and that promote viable reuse of the historic structures. (Sacramento Railyards Specific Plan, page 46) (Lansing, page 76)

Public Places/Gathering Places

12. Promote the development of numerous public gathering places to encourage social interaction, public events and refuge areas for pedestrians. (Sacramento Railyards Specific Plan, page 38)

13. Design plazas, parks and urban open spaces in association with important civic buildings or community gathering places. (Sacramento Railyards Specific Plan, page 41)

14. Attractive open spaces that are publicly accessible (whether publicly or privately owned) serve a number of important placemaking purposes. They are also informal gathering places that encourage face-to-face contacts and help to build social networks and a sense of belonging. They are physical expressions of neighborhood and community identity and pride. They provide recreational destinations that can draw people from the neighborhood and from across the city and the larger region. (Lansing, page 158)

15. Create more public gathering spaces for members of the community to interact and communicate with each other. (Pittsfield Township, page 91)

Sense of Place/Design

16. Create a distinctive identity and clear organizing structure including a hierarchy of streetscape treatments, the addition of urban civic spaces and a high quality of architectural design. (Lansing, pages 76, 157-158)

17. In the contemporary economic market, place matters more than ever before. Therefore, to better compete for business development and residential redevelopment, Pontiac needs to focus on creating a stronger sense of place, improving the quality of life, and changing the perception of the City. This includes a significant effort to improve the image and appearance of the City's principal thoroughfares. (Pontiac, Future Land Use Goal, page 5)

If talent is the currency of the New Economy, then place-making is the primary strategy for cities and communities in the New Economy. Talent is attracted to high amenity communities with energy, opportunities, green infrastructure (parks, trails, bike paths, etc.).
Pontiac Master Plan

18. Consider defining and enhancing city gateways and focal points to create a sense of place. (Dubuque, IA, page 3) (Kalamazoo, page 53) (Pittsfield Township, page 130)

Transportation-related

19. Provide a network of attractive and clearly visible wayfinding features for pedestrians, bicyclists, and motorists across the Plan Area. (Sacramento Railyards Specific Plan, page 43) (Kalamazoo, page 53)

20. At a district and neighborhood scale, placemaking decisions relate to the overall layout and spatial relationship of streets, open spaces, uses, buildings and parking. At the street, site and building design scale, placemaking decisions define the details of the built environment. These details provide continuity, while at the same time creating visual richness. Placemaking solutions need to be tailored to the scale of the problem, and also fit the specific character of the site surroundings. (Lansing, pages 156, 158)

Place making is about human activity – but in almost all cases, there is a rich and undeniable sense of authenticity that is grounded in historic context or unique geographic attributes. Fundamentally, the purpose of these efforts is to have the community name instantly convey images and thoughts that transcend the physical place itself. (Luna Pier, page 2)

Place	Access	Redevelopment	Health/Equity
Promote the development of numerous public gathering places to encourage social interaction, public events and refuge areas for pedestrians. (Sacramento Railyards Specific Plan, page 38)	Promote the development of numerous public gathering places to encourage social interaction, public events and refuge areas for pedestrians. (Sacramento Railyards Specific Plan, page 38)	Promote the development of numerous public gathering places to encourage social interaction, public events and refuge areas for pedestrians. (Sacramento Railyards Specific Plan, page 38)	Promote the development of numerous public gathering places to encourage social interaction, public events and refuge areas for pedestrians. (Sacramento Railyards Specific Plan, page 38)

Ordinances - Zoning and Other Land Use Regulations

Zoning is one of the tools used to implement planning policy, and is often relied on the most. Increasingly, planners and designers are thinking differently about zoning. Traditional or Euclidean zoning that is focused on controlling uses is being questioned as to how well it has helped our communities grow sustainably. Increasingly in Michigan and throughout the country, form-based coding or zoning is one way to encourage and institutionalize Placemaking.

Form-based codes are an alternative to conventional zoning. Conventional zoning separates uses into districts (residential,

During Above PAR, project managers successfully integrated elements of form into discussions and presentations. The project was framed to provide the foundational education and recommendations to allow the communities to explore form-based zoning.

Note that many form planning elements share common design goals with the placemaking philosophy and are complementary to placemaking principles.

industrial, commercial, etc.) whereas form-based code addresses the relationship between:

1. building facades and the public realm,
2. the form and mass of buildings in relation to one another, and
3. scale and types of streets and blocks.

Communities designed with form-base codes or with a form planning appraoch provide:

- Flexible space that can service many uses,
- Places that attract people of all ages,
- Places that combine employment, retail, civic and residential uses,
- A pedestrian-oriented environment in which there are sidewalks, and in higher density areas, basic retail and services shops are within a 1/4 mile,
- A link between building and public spaces,
- Streets that are built for all users (e.g. pedestrians, bicyclists and vehicles), and
- Small blocks.

Form-based codes emphasize design over use. Form-based codes are strict about fundamental issues like the creation of public space, and deemphasize on-site parking and micromanagement of land use types compared to typical, traditional zoning codes.

Talented, well-educated people who are the key to success in the New Economy are attracted to the quality living environments that form-based codes create. They like amenities and places that attract people. Proponents of form-based code say that these development regulations offer great predictability in what the end product (development) will look like. Examples of desired development are illustrated through the ordinance in the form of site layout, frontage types, streetscapes, building types and visually with pictures. Some communities re-write their zoning ordinance to implement form-based codes, while most communities apply a form-based code to a limited portion of their community; often to downtown or key redevelopment areas that have been the subject of detailed physical planning.

Livingston County Department of Planning - County Planning Connection
For more information about form-based codes, visit the [Form-Based Code Institute](#).

What is Form?

Form is defined as the shape and structure of something. Within the context of a form-based code, form is the shape and structure of buildings, which can be very influential in how people experience them. Everything from height; building materials; setbacks; number, placement, and transparency of windows; awnings; signage; and more are considered in a form-based code. Below are images that project managers used during a visual preference survey in the Above PAR process to illustrate the importance of form. Images on the left represent a built environment that is more focused on form than those on the right.

Form-based codes can be an important Placemaking tool. By emphasizing form rather than use, a consistent and intentional sense of place can be developed in an area. Many communities, as evidenced in the picture and table below, are increasingly using form based codes to accomplish a number of goals including creating a more uniform sense of Place to an area and more transparent and user-friendly development guidelines for developers.

Form-Based Code Examples			
Name	**State**	**Population**	**Zone**
Walker	MI	23,537	Standale Downtown District
Genoa Township	MI	15,901	Genoa Town Center
Oxford	MI	3,436	
Fremont	MI	4,128	
Grosse Pointe	MI	4,881	
Tecumseh	MI	8,479	
Farmington	MI	9,854	Downtown Zoning District
Beverly Hills	MI	9,880	
East Grand Rapids	MI	10,539	Gaslight District
Grand Haven	MI	10,713	Robbins Road Subarea Plan
Grandville	MI	16,758	CBD-(Central Business District) and the surrounding neighborhoods (PB – Prairie/Barrett District)
Birmingham	MI	19,018	Triangle Plan
Gaines Township	MI	20,112	Dutton & 100 St. Subarea Plan
Marquette	MI	21,335	Downtown Waterfront
Macomb Township	MI	50,478	Macomb Town Center
West Bloomfield	MI	64,690	
Rochester Hills	MI	70,995	
Grand Rapids	MI	188,040	
Pike Road	AL	5,406	SmartCode
Ft. Meyers Beach	FL	6,325	Community Design Elements--All over
Fort Myers Beach	FL	6,325	Fort Myers Beach Land Development Code
Hercules	CA	24,623	Regulating Code for the Central Hercules Plan
Vicksburg	MS	24,896	
Woodford County	KY	25,025	New Urban Code
Benicia	CA	26,180	Downtown Mixed Use Master Plan
Leander	TX	26,233	Leander TOD SmartCode
Farmer's Branch	TX	26,742	Station Area Form-Based Code
Pleasant Hill	CA	33,073	BART Station Property Code
Leesburg	VA	40,927	Crescent
Petaluma	CA	57,941	Central Petaluma SmartCode

Form-Based Code Examples (continued)			
Name	State	Population	Zone
Flagstaff	AZ	65,870	City of Flagstaff Zoning Code
Gulfport	MS	67,793	Gulfport SmartCode
Ventura	CA	106,433	Midtown Corridors Development Code
Ventura	CA	106,433	Downtown Specific Plan
Ventura	CA	106,433	Saticoy Wells Community Plan and Code
Peoria	IL	115,007	The Heart of Peoria
Arlington County	VA	211,700	Columbia Pike Plan and Code
St. Lucie County	FL	277,789	Towns, Villages, Countryside Land Development Regulations
Sarasota County	FL	379,874	Mixed-Use Infill Code
Miami	FL	399,457	Miami21
Louisville	KY	566,503	
Denver	CO	600,158	The Denver Commons
Fort Worth	TX	741,206	Near Southside Development Standards and Guidelines
Phoenix	AZ	1,445,632	Downtown

Programs

Lastly, there are myriad types and numbers of programs that help to create Place within a community. Not only are policy and regulation used to implement a community's vision, but programs can also help achieve success. Events and activities, although short in timeframe relative to policies and regulation, can make a lasting impact and be of great value.

Name	City	State/ Region	Population	Zone
Arts and Culture				
Paint the Pavement	St. Paul	MN	285,068	Entire City
Plan-It Hennepin	Minneapolis	MN	382,578	Hennepin Ave Cultural Corridor
Philadelphia Mural Arts Program	City wide	PA	1,526,006	Entire City
The Radnor Enhancement Project	Radnor	PA	N/A	Old Lancaster Turnpike
Townscape Projects		Multiple		
How Art Spaces Matter	N/A	N/A	N/A	N/A
How Art Spaces Matter II	N/A	N/A	N/A	N/A
Creative Placemaking	N/A	N/A	N/A	N/A
Oregon Shakespeare Festival	State Wide	OR	N/A	N/A

(continued) Name	City	State/ Region	Population	Zone
Community Initiatives				
Harbor Springs Placemaking Program	Harbor Springs	MI	1,194	Entire City
Place Making example	Carmel	IN	79,191	Entire City
City of Tallahassee Placemaking	Tallahassee	FL	181,376	4 Places
Hamline Midway Coalition	St. Paul	MN	285,068	Hamline-Midway Neighborhood
City Repair	Portland	OR	583,776	Entire City
Placemaking Chicago	Chicago	IL	2,695,598	Entire City
Creative Economies				
Working Artists Ventura	Ventura	CA	109,000	Downtown
Gordon Square Art District	Cleveland	OH	396,815	Gordon Square Art District (West Side)
Seattle City of Music	City wide	WA	608,660	Entire City
San Jose Creative Entrepreneur Project	San Jose	CA	945,942	Entire City
After School Matters	Chicago	IL	2,695,598	Entire City
New England Foundation for the Arts	Multiple	New England	N/A	N/A
Louisiana Cultural Districts	Entire State	LA	N/A	N/A
HandMade in America	Regional	NC	N/A	Western North Carolina
Food Systems				
Gardens and Health	N/A	N/A	N/A	N/A
Parks, Plazas, and Public Spaces				
Hartford Iquilt	Hartford	CT	124,775	Downtown
South Waterfront	Portland	OR	583,776	South Waterfront
Seattle Public Spaces and Public Live Survey	Seattle	WA	608,660	Downtown
War Memorial Plaza	Baltimore	MD	620,961	Downtown
Campus Martius	Detroit	MI	713,777	Downtown
Public Space and Public Life Survey	San Francisco	CA	805,235	Fisherman's Warf
Memorial Park	Philadelphia	PA	1,526,006	North Philadelphia

Resources

In addition to examples of planning language, regulations, and programs that support Placemaking, there are many valuable resources available. While far from exhaustive, below is a well-rounded sampling, from websites to articles and initiatives.

Is placemaking a "new environmentalism" by Kaid Benfield

Creative Places: Public Perceptions of Arts, Culture, and Economic Development in Gateway Cities by John Schneider and Steve Koczela

Creative placemaking: Integrating community, cultural and economic development by Ann Markusen and Anne Gadwa

Cool Town Studios is a crowdsourced placemaking blog.

CrowdSourcing blog

Placemaking Principles for Strong Towns – Strong Towns is a non-profit, non-partisan organization that helps America's towns achieve financial strength and resiliency. We travel the nation and the digisphere to promote a complete understanding of the costs that are associated with our communities' methods of growth, and we advocate to address those costs via productive changes in our pattern of development.

PlaceShakers and NewsMakers is PlaceMakers' online mouthpiece. Our opportunity to share perspective and engage in the discussion of ideas. Because of the work we do, we spend our days in the company of urban designers, architects, civic boosters, enviros, developers, politicos, city staffers, preservationists, community activists and good ole everyday folks, and our goal here is making sense of them all. Making the interconnected — and often competing — agendas of community design accessible and illuminating the inevitable benefits and trade-offs that result from the choices we make.

MiPlace.org is a statewide initiative with the purpose of keeping Michigan at the forefront of a national movement known as placemaking. Vibrant, successful regions promote economic activity and will help build a better Michigan. MiPlace helps communities re-examine the importance of everyday settings and experiences that shape our lives – the downtowns, parks, plazas, main streets, neighborhoods and markets that influence where we live and how we interact. Placemaking enhances our ability to transform towns, cities and regions. MiPlace.org is the gathering place to showcase Michigan's placemaking work. We aim to significantly improve the quality of key places in Michigan communities, as well as elevate placemaking as Michigan's new way of thinking about, and reshaping, existing development programs. This is a site for everyone not just to visit but to interact – see what progress is being made, share ideas and successes, and get energized to help us build the strongest Michigan possible. MiPlace has developed and is deploying a Placemaking curriculum across the state. Presentations and portions of the this guidebook drew directly from the placemaking curriculum. While timing of the project and the curriculum development didn't align (the curriculum finished near the end of the project), project managers were still able to draw language and concepts from the draft curricula as it was being developed. In addition to being a partner of MiPlace, the Michigan State Houseing Development Authority (MSHDA) offers a variety of community and development assistance programs and resources including the Main Street Program.

Project for Public Spaces – Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities.

New Designs for Growth – New Designs for Growth represents a collaboration of efforts promoting planning and development and best practices that accommodate growth and maintain quality of life in Northwest Lower Michigan.

Seven Steps to Form Based Code in Michigan – The Michigan Chapter of Congress for the New Urbanism (MiCNU) is committed to stopping sprawl and re-establishing compact, walkable and environmentally sustainable cities, villages and neighborhoods. Changing the way communities currently do zoning in Michigan has been identified as the major hurdle in reaching our mission. After careful research and development by the Congress for the New Urbanism (CNU) and the Form-Based Code Institute (FBCI), Form-Based Codes (FBCs) have come to the forefront as the most effective method to accomplish zoning reform in Michigan. To that end, MiCNU developed this guidebook, which simplifies FBCs and removes the mystique associated with them. Specific to Michigan (*and the first of its kind anywhere in the nation*), the guidebook is a step-by-step process that explains what communities need to know, helps them decide what to do, and leads them through the process of how a FBC is written, adopted and implemented.

SmartCode Manual – The SmartCode is a model transect-based planning and zoning document based on environmental analysis. It addresses all scales of planning, from the region to the community to the block and building. The template is intended for local calibration to your town or neighborhood. As a form-based code, the SmartCode keeps settlements compact and rural lands open, literally reforming the sprawling patterns of separated-use zoning. The SmartCode is distributed by the nonprofit Center for Applied Transect Studies (CATS), which promotes understanding of the built environment as part of the natural environment, through the planning methodology of the rural-to-urban transect. The open-source SmartCode is the most complete transect-based model code to date. CATS offers numerous other transect-based tools, including supplementary Modules designed to plug into assembled codes as needed.

Access (Transportation)

Access can be thought of either as a noun, "I have this in my neighborhood," or as a verb, "I can get to and use these things in my neighborhood." Access as a noun will be discussed in the Health and Equity section of this guidebook. Access as a verb, as a vehicle or means to an end, will be explored here.

Since the dawn of the automobile, society has increasingly depended on it for movement of people and goods, making it a central part of our daily lives. It was a natural progression for America to also increasingly accommodate it into its built environment and so we planned for it and implemented those plans. And now we complain about traffic congestion, our expanding waistlines, and our lack of community.

Traditionally, transportation planning was an exercise in moving vehicles efficiently and alleviating congestion. But over the past decade, there has been increased interest in expanding that traditional view of transportation planning more broadly to include all types of transportation—walking, biking, transit, freight—also known as multi-modal transportation and thinking about it in terms of a system. This shift in thought, and planning, can result in a plan with a good quality of service for all users, creating a primary network for each type of user that also recognizes that not all travel modes are appropriate for all settings (e.g. sidewalks in rural areas). It requires prioritizing where some modes of travel are accommodated, but also ensures alternate routes and destinations that are of value so that an interconnected system is developed.

The Complete Streets movement was born of this paradigm and works to increase non-motorized (non-vehicular) use of roadways. While

the movement is sweeping the nation, in August 2010, Michigan's governor enacted a Complete Streets law. A Complete Street is one that is "planned, designed, and constructed to provide appropriate access to all legal users in a manner that promotes safe and efficient movement of people, and goods whether by car, truck, transit, assistive device, foot or bicycle." Users can be defined by their mode of travel i.e. pedestrians, bicyclists, motorists, transit users, freight, emergency vehicles, etc. and/or by their ability i.e. children, elderly, persons of all abilities, etc.

The many benefits of Complete Streets are commonly recognized, both for individuals and society as a whole.

- Increased safety – Reduced speeds typically increase safety for all users. More people on sidewalks usually deters crime also. Although it might be hard to believe, placing bikes on roadways in appropriate places and with proper signage and education, also increases safety for all users.
- Improved public health – Most of us know that increased physical activity is generally good for us. Incorporating it into our daily routines such as walking to school or biking to the store is called Active Transportation and can help stem the obesity epidemic and the myriad diseases that accompany it like diabetes and certain forms of cancer.
- Cleaner environment – Parking our cars and pursing active transportation reduces greenhouse gases and emissions associated with vehicle travel. It can also reduce our dependence on foreign oil supplies.
- Livable places that support and encourage economic development – This is the tie to Placemaking. When young talent workers in Michigan were surveyed, four of the six things that attracted them to a community were transportation-related.
- Mobility equity/access/choice – When a variety of transportation options exist, opportunities are created for those who can't afford, chose not to keep, or can't drive a car to engage in daily activities independently are.
- Quality of life – Time spent in a car is time that is not spent engaging in our communities, with our neighbors, or with family and friends. Research suggests that civic and social engagement is a cornerstone of a good quality of life.

As a key concept of the Above PAR project, multi-modal transportation principles were integrated throughout all components of the project. The second workshop addressed Complete Streets principles and identified ways to improve non-motorized access in the study area.

Transportation options are a fundamental element of Placemaking. From transit to walkability, multi-modal transportation is critical to creating Place. If we consider the street not just as our means of transportation, but also as a public realm, as a potential gathering place, as a place that connects us to other destinations, it is easier to see why it is an important element of placemaking. We can plan and

build transportation systems that create sustainable, equitable, and economically prosperous communities when local leaders and decision makers are provided with the tools and resources to achieve them, and with the statutory foundation to support innovative initiatives.

Master Plan language

Using identification methods previously discussed, the following communities have strong multi-modal considerations in their master plans.

Master Plan Examples with Multi-Modal Elements				
Plan Name	City	State	Population	Specialty
Design Lansing Comprehensive Plan	Lansing	MI	114,297	Complete Streets
Kalamazoo Master Plan	Kalamazoo	MI	74,262	Complete Streets
Casper Wyoming: Safe Routes to School	Casper	WY	55,316	Safe Routes to School
NoHo Commons	Los Angeles	CA	3,792,621	Transit-Oriented Development
Denver TOD Station Area Planning	Denver	CO	600,158	Transit-Oriented Development
DeRenne Ave Improvements	Savannah	GA	136,286	Transportation Planning
Boush Street Improvements	Norfolk	VA	242,803	Transportation Planning

Master Plan language that relates to Non-Motorized Transportation from some of the examples above and others follows. Much like the placemaking language presented earlier, attempts have been made to organize and group language by their primary and similar concepts, but many overlap.

Access Management

1. New access locations into the project area shall occur only where traffic patterns and median openings allow. (Bella Terra, California, page 35)

2. Article 8. Economy: 8.10.9 The City shall require at least one major commercial entrance to be located immediately adjacent to the public or private streets within the neighborhood center and mixed use areas. Additionally, parking lots shall be located to the rear of buildings, and where they do not disrupt the pedestrian streetscape, may be located to the side of buildings. (Corvallis, Oregon, page 20)

Bicycle

3. Provide both on-street and off-street bikeways that provide connectivity within the development and connect to existing and planned bikeways along the Plan Area boundary. (Sacramento Railyards Specific Plan, page 43) (Corvallis, Oregon, pages 9-11) (Kalamazoo, page 59)

4. Require bike racks for certain new, non-single family developments and promote installation of bike racks at key locations (Kalamazoo, page 59)

5. Article 11. Transportation: 11.5.6 Bikeways shall be developed to provide access to all areas of the community. (Corvallis, Oregon, page 9)

6. Article 11. Transportation: 11.5.7 All new collector and arterial streets shall be designed to accommodate bicycle facilities. (Corvallis, Oregon, page 9)

7. Article 11. Transportation: 11.5.8 All new and redeveloped institutional, commercial, and multi-family development shall provide bicycle parking facilities that include covered parking. (Corvallis, Oregon, page 9)

8. Article 11. Transportation: 11.5.9 The City shall work with local businesses to accommodate the conversion of adjacent on-street automobile parking to bicycle parking where appropriate. (Corvallis, Oregon, page 9)

9. Article 11. Transportation: 11.5.10 When economically feasible, bicycle facilities shall be physically separated from pedestrian facilities. (Corvallis, Oregon, page 10)

10. Article 11. Transportation: 11.5.16 The City shall install bicycle carrier racks on City buses and encourage the provision of bike carrier racks on inter-City buses such as the Linn - Benton loop bus. (Corvallis, Oregon, page 10)

11. Article 11. Transportation: 11.5.2 Bikeways shall provide safe, efficient corridors which encourage bicycle use. Bicycle use of major streets shall be considered as improvements are made to major transportation corridors. (Corvallis, Oregon, page 9)

12. Identify key non-motorized routes for bike lanes so there is a complete network comprised of dedicated bike lanes along certain streets, signed bike routes along neighborhood connectors and the off-road bike trails. (Kalamazoo, page 59)

Connectivity

13. Supplement existing way finding signs to help direct travelers to major destinations. (Kalamazoo, page 59)

14. Provide clear, attractive, and functional multi-modal

transportation linkages throughout the Township. (Pittsfield Township, page 104)

15. Create multi-modal transportation linkages to community and cultural venues in the Township. (Pittsfield Township, page 131)

16. Chapter 9- Goals, Objectives and Implementation: The existing non-motorized trail system in Luna Pier will be expanded to include a "loop system" at both ends of the City and will serve to connect features so as to create possible destinations. Funds for this will be sought from the Michigan Department of Natural Resources. (Luna Pier, page 2)

17. Chapter 7 – Economic Vitality: Propose the development of way-finding signage along key corridors that directs people to local attractions within Harrison County. (Harrison County, MS, Comprehensive Plan, page 3)

18. Ensure that the tourism and recreational attractions, shopping and dining areas, parks, transit stops, trails, and bicycle routes are coordinated within an integrated wayfinding signage program oriented towards both pedestrian and vehicular traffic. (Avon, Colorado, page 39)

Design

19. Create a pattern of open spaces and pedestrian ways that creates strong linkages with surrounding areas, contributes to a distinct sense of place, and results in a rich sequence of spatial experiences. (Sacramento Railyards Specific Plan, page 39) (Belle Terra, California, page 32) (Lansing, page 81) (Staunton, Virginia, Greenway Plan) (Dubuque, Iowa, page 8) (Pittsfield Township, page 104) (Luna Pier, page 2)

20. All pedestrian walkways shall be designed and landscaped consistent with the overall theme of Bella Terra. (Bella Terra, California, page 32)

21. …the City will adopt revised street design standards that balance the needs of all users, improve safety, include green design approaches and complement the surrounding land use and development context. Redesigning streets to reduce the number of travel lanes (road conversions) and add center median islands (to add green space and calm traffic) will reduce crash potential while improving visual character and reinvestment interest in adjacent property. On high

volume traffic streets where capacity is more fully utilized, a reduction in the number of driveways (access management) and intersection improvements will enhance traffic flow and safety while promoting walking and biking. (Lansing, page 128) (Staunton Virginia Comprehensive Plan – Priorities and Recommendations, page 13)

22. A hierarchy of street cross sections and streetscape treatments can give powerful visual cues in understanding the structure of the city (wayfinding) by clearly distinguishing major routes that connect important destinations from local residential streets. (Lansing, pages 157-158)

23. Article 11. Transportation: 11.6.12 New commercial development shall be oriented toward adjacent existing and planned sidewalk facilities to encourage pedestrian, bike, and transit activity. (Corvallis, Oregon, page 11)

24. Increase pedestrian connectivity standards for private development to ensure safe and pedestrian routes and walks are provided for new construction and expansion efforts. (Kalamazoo, page 43)

25. Ensure that commercial areas, in particular the Town Center Districts, are designed to minimize in-town automobile travel by making it easier for people arriving by car to park, and walk to multiple stores and businesses. (Avon, Colorado, page 43)

Gateways

26. Maintain ways to provide tourists with easier access from Interstates 81 and 64 to downtown and traffic routing in and around the downtown area to ensure the best possible viewsheds for those entering the City's core (Staunton, Virginia, Comprehensive Plan – Priorities and Recommendations, page 12)

27. Create gateway treatments at key entrance points into the city. (Kalamazoo, page 59)

28. Identify and establish gateways and gateway corridors at entry points into the Township. (Pittsfield Township, page 130)

29. Develop community gateways along Avon's major roadway corridors that respond to and strengthen Avon's community identity. Gateways will delineate the Town's boundaries using

landscape, signage, and/or right-of-way treatments that are applied consistently to create a unified community image. (Avon, Colorado, page 35)

Multi-modal

30. Multimodal quality of service (QOS) includes measures for comparing the speed, convenience, comfort and security of transportation travel by various types of users. The Highway Capacity Manual describes the accepted professional practice to calculate the multimodal quality of service. (Lansing, page 132)

31. Promote walkable and bikeable destinations and "nodes of development" (mixed-use commercial and residential, parks) adjacent to existing neighborhoods. (Pittsfield Township, page 91)

32. Article 11. Transportation: 11.5.11 Where bicycle and pedestrian facilities are combined, adequate width for the combined uses shall be provided. (Corvallis, Oregon, page 10)

33. Goal FIVE: To maintain safe and efficient utilization of the riverfront for both land and water based commercial, industrial, and recreational traffic. (Dubuque, Iowa, page 10)

34. Prioritize civic investment on those projects that do the most to support pedestrian mobility (trails, walks, bike lanes). (Kalamazoo, page 59)

35. Chapter 4- Transportation
    - Promote walkable neighborhoods by revising subdivision regulations to require sidewalks, crosswalks, bicycle improvements and other necessary pedestrian facilities. (Harrison County, MS, Comprehensive Plan, page 3)
    - Implement a complete streets policy requiring all roadway projects consider the addition of sidewalks, bicycle facilities, and public transit access. (Harrison County, MS, Comprehensive Plan, page 4)
    - Encourage the creation of walk and ride days for citizens to use alternative transportation. (Harrison County, MS, Comprehensive Plan, page 4)
    - Walk and Ride Days: Walk and Ride Days could be scheduled on an annual basis, or more frequently if desired, where citizens are encouraged to use alternative forms of transportation such as bicycling, walking, or riding public transit. In many communities the Walk and

Ride Day is sponsored by local businesses who provide prizes and discounts for those participating. Providing safe opportunities for children to walk or bike to school, parks and ball fields would also be of great benefit to the county's youth. (Harrison County, MS, Comprehensive Plan, page 7)

36. Design and maintain the Town's streets and walkways as safe, inviting, and pedestrian/bicycle-friendly public spaces. (Avon, Colorado, page 34)

37. Prioritize pedestrians, bicycles, and transit over private vehicles when designing streets in the districts within the valley, and ensure that appropriate pedestrian access is available outside the valley. (Avon, Colorado, page 44)

38. Provide safe and cost-effective, at-grade pedestrian/bicycle crossings through the railroad right-of-way, particularly between residential neighborhoods and employment centers, shopping centers, and schools. (Avon, Colorado, page 46)

Open space and Greenways

39. Utilize opportunities provided by planned open spaces to provide functional and attractive pedestrian and bicycle connections through the Plan Area and to adjacent open space areas such as the Riverfront. (Sacramento Railyards Specific Plan, page 41) (Belle Terra, California, page 36) (Corvallis, Oregon, page 4) (Dubuque, Iowa, page 10)

40. Primary and secondary greenway links. Primary links connect environmentally significant areas and are coupled with trails and opportunities for expanded recreational use (see sidebar). Secondary greenway links include other opportunities to create habitat connections and might also include trails in the future. They include smaller creek and/or underground drain corridors with restoration potential, rail corridors and vacant properties with natural resource value cutting through developed areas. Secondary links also include on-street connections that could incorporate future green infrastructure improvements, such as native streetscaping, bioswales or other stormwater infiltration strategies and non-motorized improvements. (Lansing, page 108) (Corvalis, Oregon, page 3)

41. Goal 1: A well-organized public-private partnership guides the Staunton Frontier Trail network's planning, construction, and maintenance. The organized Trail Group leads the formation

of an official city-adopted Staunton Frontier Trail plan. The Trail Group guides the Trail network's phased construction. (Staunton, Virginia, Greenway Plan)

Pedestrian

42. The Specific Plan calls for the distinctive pattern of blocks and streets within the Central City to be extended into the Railyards and to connect the Railyards to the Richards Boulevard Area. Within this pattern, the Central Shops complex will provide a strong and meaningful focal point. In the spirit of downtown Sacramento, all streets within the Railyards planning area will be designed to be hospitable to pedestrians, with generous sidewalk widths for promenading and street trees that provide shade and greenery. (Sacramento Railyards Specific Plan, page 35) (Kalamazoo, page 43)

43. Provide complete pedestrian facilities for all new development and redevelopment projects including continuous sidewalks that connect buildings to streets, ramps, crosswalks, or the continuation of a sidewalk through roadways or parking areas, and appropriate lighting. (Pittsfield Township, page 148)

44. Individual developments and activity areas within the specific plan area shall be linked through a series of pedestrian walkways which culminate in an interconnected system of pedestrian plazas creating a variety of open spaces. The pedestrian walkway system shall also link or connect future development to adjacent properties… (Bella Terra, CA, page 32)

45. Pedestrian sidewalks shall be incorporated into the project as a component of the landscape plan. Sidewalks shall be installed throughout the development to facilitate pedestrian access from adjacent developments to the project site. The pedestrian walkway system shall include walkways around the perimeter of the site in the street right-of-way and through the parking lot to the project area. (Bella Terra, CA, page 36)

46. Pursue safe pedestrian networks in and between all neighborhoods. (Staunton, Virginia, Comprehensive Plan – Priorities and Recommendations, page 13)

47. Article 11. Transportation: 11.6.11 The City shall encourage timely installation of pedestrian facilities to ensure continuity and reduce hazards to pedestrians throughout the community. (Corvallis, Oregon, page 11)

Transit

48. Require that development within the Town Center Districts is readily accessible to and otherwise integrated with existing retail areas and transit service routes for both pedestrians and vehicles. (Avon, Colorado, page 27)

49. Locate uses that generate traffic to areas near transit facilities or shared parking facilities to minimize automobile travel and "re-parking" within the same area. (Avon, Colorado, page 27-28)

50. Connect pedestrian, bicycle, and vehicular circulation systems with regional transit (including the accompanying necessities such as bicycle racks). (Avon, Colorado, page 43)

Trails and Pathways

51. Objective 2.2: The trail incorporates public areas not traditionally thought of as recreation destinations.
    Goal 3: The Staunton Frontier Trail network helps preserve and promote the city's natural assets and scenic qualities.
    Objective 4.2: Residents and visitors are guided to important economic locations throughout the city. (Staunton, Virginia, Greenways Plan)

52. 8.4 Encourage the development of pathways that link the community together in a cohesive manner. (Dubuque, Iowa, page 8)

In addition to embedding multi-modal principles and strategies within Master Plans, communities also create stand-alone non-motorized transportation plans (NMTPs). A wide variety of local and regional, Michigan-based plans are tracked through the Michigan Complete Streets Coalition's Resource Policy Center website and are also listed below.

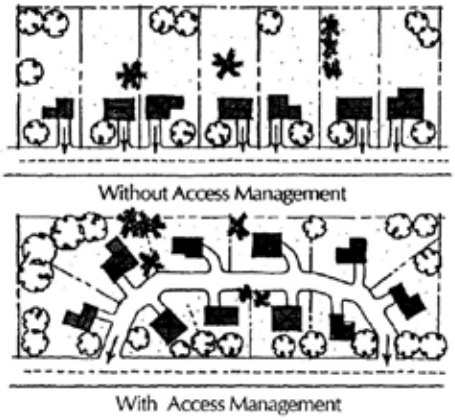
Non-Motorized Transportation Plans			
Plan Name	**City**	**State**	**Population**
Watertown Township Non-Motorized Circulation Plan	Watertown Township	MI	4,836
City of Houghton Bicycle Plan	Houghton	MI	7,710
Grand Blanc's Bicycle Transportation Master Plan	Grand Blanc	MI	8,204
City of Saline Non-Motorized Plan	Saline	MI	8,893
Greenways and Non-Motorized Linkages Plan in Lenox Township	Lenox Township	MI	11,051
Escanaba Nonmotorized Transportation Plan	Escanaba	MI	12,627
Traverse City Active Transportation Plan	Traverse City	MI	14,894
Ypsilanti Nonmotorized Plan	Ypsilanti	MI	19,596
Delhi Township (Ingham Co.) Non-Motorized Transportation Plan	Delhi Township	MI	25,877
Mt.Pleasant Micropolitan Non-motorized Master Plan	Mt. Pleasant	MI	26,111
Meridian Township Greenspace Plan	Meridian Township	MI	39,688
Midland Non-Motorized Transportation Plan	Midland	MI	42,075
East Lansing Nonmotorized Plan	East Lansing	MI	48,666
Battle Creek Non-Motorized Transportation Master Plan	Battle Creek	MI	52,093
Novi Non-Motorized Transportation Plan	Novi	MI	55,583
Royal Oak Non-Motorized Transportation Master Plan	Royal Oak	MI	57,607
Kalamazoo Non-Motorized Transportation Plan	Kalamazoo	MI	74,743
Troy Non-Motorized Transportation Plan	Troy	MI	81,508
Lansing Draft Nonmotorized Plan	Lansing	MI	114,605
Ann Arbor Non-Motorized Transportation Plan	Ann Arbor	MI	114,925
Detroit Non-Motorized Urban Transportation Plan	Detroit	MI	706,585
Saint Clair County Non-Motorized Guidelines	St. Clair County	MI	160,644
Washtenaw Area Transportation Study (WATS) Complete Streets Plan and Toolkit	Washtenaw County	MI	350,946
Washtenaw County WATS Non-Motorized Plan	Washtenaw County	MI	350,946
Genesee County Non-Motorized Technical Summary Report	Genesee County	MI	418,408
Draft Grand Valley Metro Council Non-Motorized Transportation Plan		MI	
Northwest Michigan Regional Non-Motorized Strategy		MI	
Southwest Michigan Non-Motorized Planning Project		MI	
Urban Realm and Bicycle Strategy	New York	NY	8,175,133

Ordinances and Codes

The best way to ensure that a community considers all users in a variety of contexts is to require it of oneself by passing a local law or ordinance. After Michigan passed its Complete Streets laws in 2010, communities across Michigan are following step and adopting their own Complete Streets policies (see inset picture). Communities that have adopted a Complete Streets resolution are shown in blue, and those adopting an ordiannce are shown in yellow, and those with non-motorized transportation plans, green. Michigan Complete Streets policies are tracked through the Michigan Complete Streets Coalition's Resource Policy Center website.

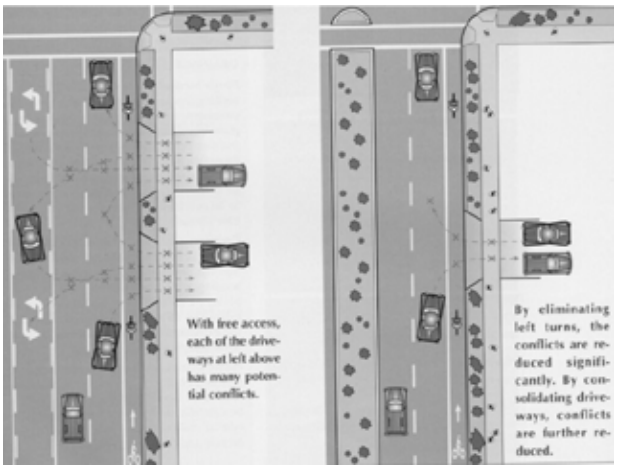
Access Management

Another option is to consider Access Management. Access Management is a set of proven techniques that can reduce traffic congestion, preserve traffic flow, improve traffic safety, prevent crashes, preserve existing road capacity and protect existing investment in roads by managing the location, design and type of access to property. It is most often achieved through developing and adopting an access management plan an accompanying ordinance or overlay zone. The goal is to strike a balance between achieving a safe and efficient flow of traffic along a roadway while preserving reasonable access to abutting properties.



Benefits of access management are many and include:

- Improves traffic safety and can prevent vehicular crashes
- Shorter travel time and reduced motorist costs
- Extends the function and capacity of roadways
- Improves access to property while enhancing the value of private land development
- Enhanced quality of life and community

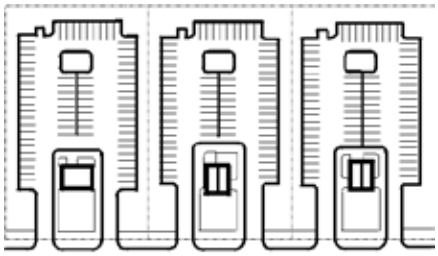


Source: Center for Urban Transportation Research

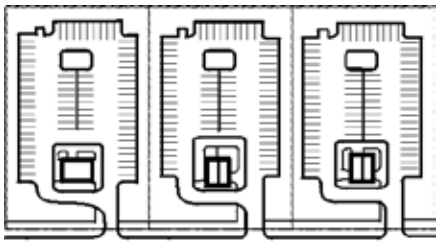
Motorists will benefit from reduced traffic crashes and congestion, and decreased travel delays. Businesses gain from preserving or enlarging their markets and/or delivery areas, by reduced stress and crash risks for employees, and improved safety for customers. Land owners stand to benefit from increased economic development potential of land associated with an efficient transportation system. Property values are also increased by decreasing travel time to market areas. Developers benefit from established criteria that are known in advance—preventing costs associated with delays and redesign. The public gains from increased useful life of the roadway. Funds which would normally be used to add lanes can be shifted to maintenance and operation.

There are a few basic principles of access management:

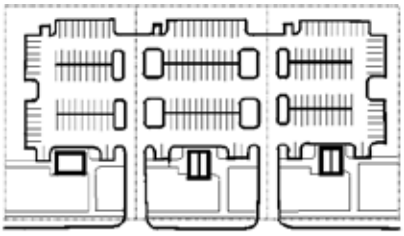
- Limit the number of conflict points
- Separate conflict points
- Separate turning volumes from through movements
- Locate traffic signals to facilitate traffic movement
- Maintain a hierarchy of roadways by function
- Limit direct access on higher speed roads



A typical pattern with separate in and out driveways.



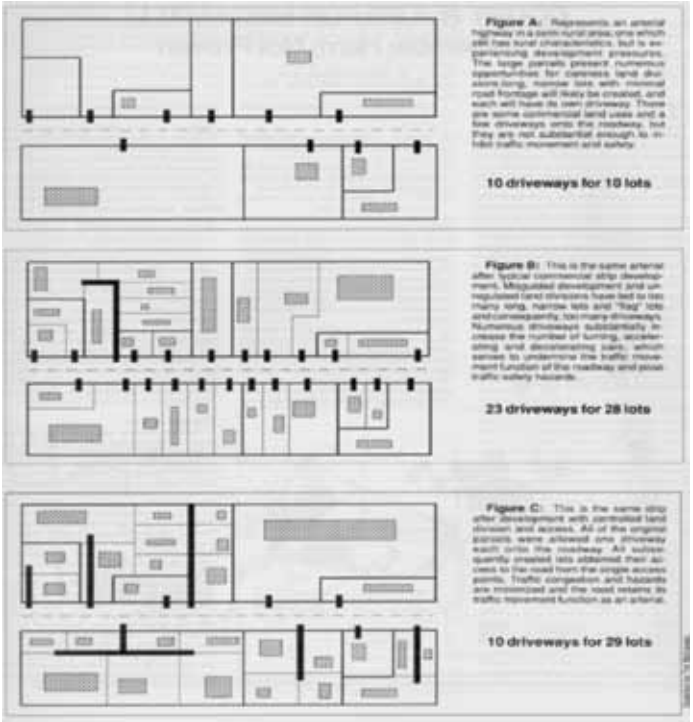
An improvement where each site has but one two-way driveway.



Shared driveways and rear yard parking provides fewer curb cuts and greater tree planting opportunities which will positively alter a commercial zone of influence.

Adapted by John Warbach, Planning and Zoning Center, Inc. from PACE.

There are often a number of road agencies that need to be coordinated to develop and successfully implement access management. These include local jurisdictions, county and regional agencies, and MDOT, but coordinating has its benefits too. All government agencies can review proposed projects at the same time, offering a speedier and less cumbersome review process. Additionally, standards are more apt to be compatible.



A model planning process for developing an Access Management Program might involve the following steps:

1. Identify the purpose and focus of the program
2. Define the study area
3. Form an advisory committee that includes all relevant jurisdictions
4. Refine the planning process
5. Develop a public participation plan, see previous section
6. Prepare goals and objectives
7. Collect and analyze data (crash data, land division and use trends, future demand, etc.)
8. Analyze alternatives
9. Choose a course of action and prepare the Access Management Plan
10. Adopt the plan
11. Implement the plan
12. Monitor progress

Sample Corridor Management Plan Table of Contents

I. Introduction
II. Goals and objectives of plan
III. Study area profile
IV. Corridor analysis
V. Existing Land Use, Zoning and Future Land Use
VI. Analysis of Future Land Use and
VII. Future Transportation Demand Trends
VIII. Identification of Needed Right-of-Way and Acquisition Plan (if applicable)

Sample Access Management Plan Table of Contents

I. Introduction
II. Goals and Objectives of Plan
III. Road Description, Problem and
IV. Opportunity Analysis
V. Access Management and Related
VI. Land Use Strategies
VII. Present Recommended Access
VIII. Management Standards for
IX. Platting and Site Plan Review
X. Process for Deviation from Standards
XI. Action Plan

Information about access management was adapted from *The Access Management Guidebook* by the Michigan Department of Transportation, which provides more details, model processes, and sample ordinances.

Other Planning Policies and Regulations

In addition to plans and ordinances, communities are ensuring that non-motorized principles are implemented through internal procedures, such as checklists that are used prior to the start of a roadway project. These checklists take into account user groups or design guidelines that should be considered during the project. They are a good way to practically institutionalize incorporation of non-motorized elements into roadway projects.

Internal Procedures			
Plan Name	**City**	**State**	**Population**
Infrastructure Strategy	Traverse City	MI	14,894
Best Practices for Complete Streets	Sacramento	CA	466,488
Design Specs	Portland	OR	583,776

Programs

Communities can use self-assessment programs and tools to evaluate their non-motorized activities. These include the following:

Promoting Active Communities (PAC) is an online assessment and award system. Communities can use the online self-assessment to evaluate their built environments, policies, and programs that support active living, and assess Complete Streets (CS) policies and implementation and receive a Complete Streets score. Michigan communities that complete the assessment are eligible for an award that recognizes them as an innovative Michigan community that is making it easier for their citizens to lead an active lifestyle.

Bike Friendly Community Program (BFC) provides a roadmap to improve conditions for bicycling in communities and offers national recognition for communities that actively support bicycling. A Bicycle Friendly Community welcomes cyclists by providing safe accommodation for cycling and encouraging people to bike for transportation and recreation.

Walk Friendly Community Program (WFC) is a national recognition program developed to encourage towns and cities across the U.S. to establish or recommit to a high priority for supporting safer walking environments. The WFC program will recognize communities that are working to improve a wide range of conditions related to walking, including safety, mobility, access, and comfort.

Walkscore is a website that provides a numerical ranking or score for any address based on the "walkability" of the surroundings and neighborhood. It also provides a public transit rating called Transit Score and a commute report with drive, transit, bike, and walk times. The Michigan State Housing Development Authority is using Walk Score to encourage real estate developers to create affordable housing in walkable neighborhoods.

There are also a variety of programs used to support non-motorized transportation efforts.

- The Michigan Safe Routes to School Program (SR2S) is part of an international movement—and a federal program—to make it safe, convenient and fun for children to bicycle and walk to school. When routes are safe, walking or biking to and from school is an easy way to get the regular physical activity children need for good health. Safe Routes to School initiatives also help ease traffic jams and air pollution, unite neighborhoods and contribute to students' readiness to learn in school.
- DC Neighborhood Pace Car Program encourages residents

to take responsibility for the impact of their own driving while setting the "pace" for safer streets and neighborhoods. Interested DC residents sign a pledge to drive safely, courteously, and within the posted speed limit on city streets and receive an official "DC Neighborhood Pace Car" sticker to display on their vehicles.

Resources

In addition to examples of planning language and regulations, and programs that support multi-modal transportation, there are also valuable resources available. Below is a small sampling.

- n-Plan Model Comprehensive Plan Language on Complete Streets
- Template for Bicycle and Pedestrian Plans from the North Carolina Department of Transportation
- Utah Bicycle & Pedestrian Master Plan Design Guide
- Walk This Way: The Economic Promise of Walkable Places in Metro Washington DC by Christopher B. Leinberger and Mariela Alfonzo

Redevelopment

Redevelopment is increasingly necessary as all communities age. Many no longer focus on "greenfield" development but instead must determine how to re-energize and bring back to vitality abandoned or obsolete properties that now have issues with contamination and blight and other issues. Communities can either adopt a redevelopment plan or incorporate its redevelopment principles into its master plan.

Redevelopment can be an important part of a placemaking strategy. While redevelopment solutions were not directly addressed in the Above PAR project, the concept was introduced and should be considered during implementation.

Case Study: The City Lathrup Village's Integrated Efforts

The City of Lathrup Village offers a great example of how placemaking and transportation activities can lead to redevelopment. According to an article in the *Michigan Planner*, Lathrup Village's journey towards redevelopment began in 2009 with the development of its new master plan. Shortly thereafter, a road improvement project that had been planned for years before entered the final design stages. As a result of the master plan process, it was determined that changes to the road project were needed to eliminate negative impacts on businesses and a revitalized commercial corridor. The city quickly realized that an access management plan was in need and so developed it. The city wanted additional tools to better communicate its vision for its corridor so it prepared several 3-D designs so that decision-makers could visualize changes.

The community then set out to overhaul and modernize its zoning ordinance and a form-based code for its mixed-use district quickly followed. Design guidelines were developed to offer further illustrations for this district. Wanting to further invest it its walkabililty, the city developed a Complete Streets plan and later adopted a Complete Streets ordinance and Transportation Improvement Program. As a result of this work, the DDA developed a new identify and created an aggressive public relations campaign that promoted the city's existing businesses and sought to attract desirable new ones. A market study is now being developed to identify opportunities for economic activity and identify challenges in the marketplace.

Master Plan Language

The following Master Plan language relates to new development and redevelopment from previous examples and case studies.

Design

1. Ensure that the form and massing of buildings contribute to the creation of a cohesive urban fabric that:
   - Extends the pattern of downtown Sacramento
   - Complements the historic Central Shops and Depot complex
   - Transitions in scale to the surrounding residential areas (Sacramento Railyards Specific Plan, page 39) (Dubuque, Iowa, page 7)

2. Provide development standards for building placement (at the street) and design, parking (to the rear), public space and density that create a pedestrian-friendly environment and appropriate transitions to single-family neighborhoods. (Lansing, page 79) (Corvallis, Oregon, page 19) (Corvallis, Oregon, page 20)

3. Encourage historic preservation to promote the unique character of project areas and foster sustainability. (Salt Lake City, Utah, Redevelopment Agency)

4. Support a quality urban environment, including design, materials, and construction of buildings and spaces, public and private. (Salt Lake City, Utah, Redevelopment Agency)

Land Use and Development Regulations

5. Establish a land use pattern that reflects the Redevelopment Area as a total community of diversified interests and activities while promoting compatibility and harmonious land-use relationships.
6. Encourage innovation in land planning and site development techniques.
7. Develop municipal zoning classifications in order to consolidate regulations into one consistent standard for development.

Mixed-Use

8. Article 8. Economy: 8.10.4 New commercial development shall be concentrated in designated mixed use districts, which are located to maximize access by transit and pedestrians. (Corvallis, Oregon, page 19)

9. 6.6 Encourage design review to address how mixed-use developments are treated and to require quality development so they become more acceptable to developers and business owners and more sensitive to neighborhood concerns/impacts. (Dubuque, Iowa, page 7)

10. Focus new development in areas that already have infrastructure by using infill and redevelopment with higher density mixed-use developments in order to avoid stretching existing service needs to lower density areas in the Township. (Pittsfield Township, page 149)

11. Implement housing policies to foster a diverse and balanced community with a range of housing options, including homeownership, for all income levels. (Salt Lake City, Utah, Redevelopment Agency)

Sustainability

12. Encourage the use of green or sustainable building materials, including recycled content materials that are consistent with the underlying architectural style and character of the building. (Sacramento Railyards Specific Plan, page 37)

13. Encourage the reuse of existing buildings and land in the Plan Area to avoid unnecessary solid waste production and preserve the historic resources already. (Sacramento Railyards Specific Plan, page 38) (Lansing, page 77, 91) (Pittsfield Township, pages 149-150)

14. Low-impact development (LID) is an approach aimed at conserving natural resources and protecting the environment by strategically managing rainfall close to its source, minimizing impervious coverage, using native plant species and conserving and restoring natural areas during site development or redevelopment. (Lansing, page 146) (Kalamazoo, page 59) (Luna Pier, page 1)

15. Develop and implement Low Impact Development (LID) guidelines for both private development and public infrastructure projects that minimize impacts on soil and water resources, sensitive ecological features, and wildlife (Kalamazoo, page 59)

16. Chapter 9- Goals, Objectives and Implementation
    The City of Luna Pier will incorporate "Low Impact Development" principles into local codes and regulations to

help make sure that local water quality is maintained. (Luna Pier, page 1)

17. Chapter 3-Land Use: Encourage developers to use Low Impact Development (LID) techniques, such as pervious surfaces, rain gardens, restored wetlands, and bioswales, to protect water quality by cleaning and detaining stormwater runoff before it leaves the site. (Harrison County, MS, Comprehensive Plan, page 4)

18. Achieve sustainable redevelopment practices and land use patterns (Salt Lake City, Utah, Redevelopment Agency)

Transportation

19. The pattern of streets and the size of blocks help to determine how easy it is to walk or bike from one place to another and how concentrated or dispersed traffic will be. Small blocks and a connected street pattern provide a 'permeable' environment for people on foot and in cars, allowing them a greater choice of routes to their destination. This choice optimizes convenience and avoids overburdening a limited number of through streets. A connected street pattern can also improve transit efficiency. Moreover, the city's streets create view corridors that can focus attention on special buildings or civic spaces located on curves at "T" intersections. (Lansing, page 157) (Corvallis, Oregon, page 20) (Kalamazoo, page 59)

20. Encourage reuse and redevelopment that create an attractive, pedestrian oriented environment (e.g., buildings framing the street, parking to the rear, landscape buffering and screening). (Lansing, page 81)

21. Foster walkability through projects that promote complete streets and a network of vibrant and attractive pedestrian spaces. (Salt Lake City, Utah, Redevelopment Agency)

22. Facilitate the enhancement and expansion of transit to further promote RDA goals. (Salt Lake City, Utah, Redevelopment Agency)

Vision

23. The development envisioned for the Railyards area provides the City and its citizens the opportunity to create another great civic icon from its own historical roots and at an unprecedented scale and location. (Sacramento Railyards Specific Plan, page 19)

24. With all these uses in close proximity, the Railyards area will offer an unprecedented urban network of living, working and entertaining possibilities for the region. (Sacramento Railyards Specific Plan, page 21)

25. Encourage and facilitate the creation of new tourist attractions relating to interesting, niche retail and/or manufacturing operations. (Avon, Colorado, page 39)

26. Redevelop community by eliminating blight and by enhancing livability. (Salt Lake City, Utah, Redevelopment Agency)

27. Help create welcoming public gathering places, including through the funding of public art. (Salt Lake City, Utah, Redevelopment Agency)

28. Promote the uniqueness, character, and identity of neighborhoods in each project area. (Salt Lake City, Utah, Redevelopment Agency)

29. Facilitate financing of priority projects in RDA project areas. (Salt Lake City, Utah, Redevelopment Agency)

On Goals, Objectives and Strategies

The following samplings of goals and objectives language, which are the foundational elements of any plan, upon which strategies and actions are based, are from the Redevelopment Ready Communities (RRC) , Michigan Economic Development Corporation Module 1 Community Planning Training Program. The RRC curriculum is designed to help communities become redevelopment ready certified, and these examples were intended to provide a variety of examples to get a community started in redevelopment planning. Note how place, transportation, health, and equity are interwoven throughout these statements.

Goals	Objectives
Improve the Local Economy	To provide a more diversified and stable economic base for the redevelopment project area and community.
Improve Traffic Circulation	To provide safer, more efficient and economical movement of persons and goods within the redevelopment project area and community.

Improve Public Facilities to foster efficient and cost effective delivery	To conserve and improve existing public facilities and to provide new facilities as needed for the full and complete development of the redevelopment project area and community.
Housing Choice and Affordability for all residents of the community	In accordance with state law, to provide housing opportunities for all economic segments of the redevelopment project area and community.
Increase Employment Opportunities	To provide employment opportunities for the residents of the redevelopment project area and community.
Conserve and Improve the Environment	To create, conserve and protect those natural areas and environmental qualities that contribute to the beauty and character of the redevelopment project area and community.

Goal: To Encourage Reuse of Obsolete Development Sites
Objective: To re-establish obsolete or blighted properties as vital, tax generating, community enhancing entities that elevate community character.

- Strategy: Provide strategic technical assistance and training for commercial, industrial and retail rehabilitation.
- Strategy: Establish programs and incentives to encourage the compatible, adaptive re-use and modernization of vacant or deteriorating properties.
- Strategy: Prioritize revitalization and redevelopment projects in consideration of Plan Goals and Recommendations related to economic development.

Goal: Remediate Deteriorated and Blighted Conditions
Objective: Improve community safety, enhance community aesthetics, create successful image that attracts investment.

- Strategy: Facilitate acquisition of underutilized and blighted properties for redevelopment compatible with adjacent neighborhood character.
- Strategy: Promote the development of new housing in concert with redevelopment efforts in the downtown area.
- Strategy: Secure unsafe property conditions.

Goal: A future land use plan that encourages redevelopment efforts in the long established commercial, industrial and residential areas and plans for appropriate growth and development opportunities.

Objective: The City will work closely with all community based organizations, community development corporations, businesses, residents and other stakeholders to leverage all applicable technologies, tools and resources to implement comprehensive economic development consistent with the City of Camden Master Plan, Redevelopment and/or Neighborhood Plans.

Programs and Resources

In addition to examples of planning language, below are also programs and resources that support redevelopment and new development.

Michigan's Redevelopment Ready Communities (RRC) program supports communities statewide to actively engage stakeholders to vision and plan for the future. Based on a set of best practices, RRC measures key community and economic development elements. RRC certification signals to business owners, developers and investors that a community ahs removed development barriers by building deliberate, fair, and consistent processes making them more attractive to investment opportunities. In addition to the RRC program, the Michigan Economic Development Corporation (MEDC) offers a variety of community development and assistance programs.

The Oakland County, Michigan One Stop Ready program encourages community leaders to review their policies, compare best practices, and work hand-in-hand to make business development easier. Communities that self-evaluate, share information among their departments and other communities, and provide outstanding customer service hold the keys to attracting new business development. Program components include the One Stop Ready Academy sessions for all elected and appointed officials; Best Practices; Marketing; and the One Stop Ready Forum for sharing successes.

Several other states offer program similar to Michigan's RRC program including Minnesota's Shovel Ready Program and Iowa's Shovel Ready Iowa Program. Several cities and regions also have similar programs including Marietta, Georgia and Blackford County, Indiana.

Lastly, Southeast Michigan Council of Government's (SEMCOG) Low-Impact Development (LID) Manual can be a guide for future redevelopment or new development.

Health and Equity

Across Michigan, adult and child obesity rates range from 20-30%.

As noted earlier in this report, "access" can be a noun as in "I have this in my neighborhood." It's crucial for community leaders and decision-makers to understand that residents, especially disadvantaged residents, must be able to access the amenities and goods and services of a community (i.e. library, grocery, doctor, jobs, parks and public spaces, etc.).

Public health and equity usually go hand in hand and even though planning was born out of the public health movement in the late 17th century, many would argue that it has long forgotten its roots. But, there is a resurgence of interest from planners about public health and equity, in part due to the recognition of the relationships between the built environment, health, and equity.

For the first time ever, children that are born today are expected to live shorter lives than their parents.

Health and equity are paired together in this section because they are often paired in practice. Public health considers such issues as access to healthcare and quality food, and the availability of active transportation options (where we can walk and bike to destinations). Equity addresses such issues as affordable housing, access to education and jobs, and socioeconomic status. They are paired so often because public health research has shown that disparities in equity often lead to disproportionately poorer health for disadvantaged populations. For example, it is difficult to discuss why higher obesity rates exist among minority populations without also discussing the lack of access to fresh produce or active recreation.

Above PAR project managers attempted to interject a conversation about transportation access through a lower-income neighborhood but the topic was not embraced by participants. Project managers also discussed walkability in terms of enhancing health of residents, but few want to trade the convenience of storefront parking for more walking. These examples demonstrate that planners must ***continually*** bring these issues before residents. More education and more discussion and more professional advocacy at all levels are needed so that we become fluent again in public health issues as we seek to break down equity issues.

There is evidence across the nation that this philosophy is on the rise.

Internal Procedures			
Plan Name	City	State	Population
Health Equity in the Comprehensive Plan	Portland	OR	593,820
A Framework for Equity	Portland	OR	593,820
Comprehensive Plan	Fort Worth	TX	758,738
Building a Healthier Coachella Valley: A Toolkit for Change	Coachella	CA	41,648
General Plan	Coachella	CA	41,648
Santa Clara County 2012 Quality of Life Survey	Santa Clara County	CA	1,809,000
Rainier Beach Neighborhood Plan	Rainier Beach, Seattle	WA	620,778
Nashville Next	Nashville	TN	609,644
The District of Columbia Comprehensive Plan Progress Report, Moving Forward: Building an Inclusive Future (2010-2012)	Washington	DC	632,323

Portland, Oregon is a leader in this field. Since 2008 when Portland began updating its master plan, it also developed an equity plan and is now embarking on integrating health equity policy. A Framework for Equity is a five-year action plan that prioritizes actions and identifies partners to increase equity in the city. It calls for

- collecting data,
- tracking and reporting progress,
- raising awareness,
- providing training,
- promoting community dialogue,
- identifying disparities and resources to address them,
- evaluating policy, programs, services, investments, and infrastructure,
- selects mitigation strategies, and
- starts building success.

Working with the Oregon Public Health Institute (OPHI), Portland is also embedding *Health Equity in the Comprehensive Plan*. "The OPHI is leading a collaborative effort to ensure that a health and healthy equity framework is well integrated into Portland's Comprehensive Plan… by convening the "Health Equity Comp Plan Network." This Network provides monthly updates on information related to the Comp Plan process, shares information from OPHI and partners who are participating on and actively monitoring the Comp Plan Policy Expert Groups (PEGs), and asks Network members for their input and feedback to bring a collective voice on health and health equity issues in the Comp Plan."

"Equity is when everyone has access to the opportunity necessary to satisfy their essential needs, advance their well-being and achieve their full potential. We have a shared fate as individuals within a community and communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all." Portland's A Framework for Equity.

Fort Worth, Texas also embedded public health principles throughout

its Comprehensive Plan and included a chapter dedicated to addressing public health. "Public health activities are based on the foundational framework that emphasizes three main areas:

1. assessment (monitor, diagnose and investigate),
2. policy development (inform and educate people, mobilize partnerships, develop policies), and
3. assurance (link people to needed services, assure a competent workforce, evaluate health services)."

Much like other portions of a plan, it outlines existing conditions and trends, sets goals and objectives, and implementation strategies by disease or issue. It also identifies programs and projects that support the goals.

Policies and Strategies

Development Patterns and Public Health

1. Promote traditional neighborhood and other pedestrian-oriented developments, which encourage human interaction, walking, bicycling, mixed uses, slower traffic, public places, and attractive streetscapes.

Obesity

2. Work with local chefs, nutritionists, and farmers to provide information to residents in selecting, preparing and incorporating healthy food choices into their family's diet.
3. Continue community based programs designed to introduce youth to the importance of eating right and increasing physical activity.
4. Encourage linkages between neighborhoods and farmers markets and community gardens.

Diabetes

5. Expand the collaborative partnership of Tarrant County agencies to address and educate residents on diabetes.

Infant Mortality

6. Continue to work with community partners to examine social, economic, cultural, safety and health system factors associated with fetal and infant mortality.

Compliance

7. Partner with permitted facility owners and managers to provide education and training for food and day care establishment employees and swimming pool managers.
8. Schedule health inspections according to risk-based matrix assigning more frequent inspection schedules to higher-risk facilities.
9. Create and implement public education campaigns to promote pet licensing and vaccination and provide convenient methods for citizens to attain compliance.

10. Continue to create and enforce ordinances that reward compliance with animal licensing and containment requirements and penalize violators.
11. Continue to promote spay and neuter practices for all pets and ensure all pets adopted from shelter are altered prior to release.

Programs and Projects

Obesity

12. Live a More Colorful Life! is a TCPH initiative to educate consumers about the benefits of incorporating a wide and colorful array of fruits and vegetables into their daily diets. The Live a More Colorful Life webpage contains easy-to-access information, including tips for selecting fresh fruits and vegetables, recipes from well-known local chefs and nutritionists and ongoing features highlighting specific produce that is in season locally.
13. Kids Growing Healthy is a program designed for 5th grade students in Tarrant County. The program is facilitated by Health Educators and Nutritionists from TCPH and the Texas Cooperative Extension. Kids Growing Healthy offers five free, interactive sessions and a 2 to 3 month follow-up evaluation to identify changes in daily nutrition and physical activity behaviors. The students maintain a nutrition/physical activity journal during the duration of the lessons to reflect on class activities and daily behaviors.
14. There are several community gardens in Tarrant County. They were created for three primary reasons; 1) for individuals who live in food deserts, 2) for senior citizens, and 3) to address the general interest by communities with existing infrastructure to support the gardens. Excess harvested food is donated to the Tarrant Area Food Bank.

Diabetes

15. Fort Worth residents receive the Stanford Diabetes Self Management Program and various diabetes education classes from a collaborative partnership of Tarrant County agencies, including Public Health, Diabetes Collaboration, Area Agency on Aging, and United Way.
16. The Kids Growing Healthy Program is provided to Fort Worth Independent
17. School District students, community based programs, and civic organizations. This program is designed to introduce youth to the importance of eating right, getting physical activity, and avoiding tobacco products.

Compliance

18. Communicable Disease Surveillance continuously monitors

factors that contribute to disease conditions and uses data to implement changes that lead to a reduction in disease. Tarrant County Public Health (TCPH's Epidemiology Division, North Texas Regional Laboratory, and Advanced Practice Center work together with State and federal agencies in monitoring, tracking, controlling and/or preventing the spread of communicable diseases in Tarrant County.

The Coachella General Plan recognizes the interplay between placemaking, transportation, and health. Goals and policies that are interrelated are identified and cross-referenced throughout their plan:

- Complete, walkable and family friendly neighborhoods can be found in the Land Use and Community Design Element.
- Pollution and environmental contamination can be found in the Safety Element.
- Climate change and health and parks and open space can be found in the Sustainability and Natural Environment Element.
- Walking, bicycling, public transportation, and traffic safety can be found in the Mobility Element.

Coachella, California is another community making headway connecting planning and public health. As part of its General Plan update, the city is addressing public health issues by embedding language throughout and dedicating a chapter to community health and wellness. "Many community members, community organizations, and other public agency partners spent over a year helping the city ensure the General Plan contained a framework and policies that would enhance the social and environmental conditions to improve health outcomes and behaviors, quality of life and social equity. The Community Health and Wellness Element is organized around the following broad goals:

1. A physical, social and policy environment that supports residents' health, well-being and equity.
2. Safe, affordable, and healthy housing for every stage of life.
3. Reduced negative public health impacts of tobacco smoke.
4. Close-knit and safe communities.
5. Strong local food production and ample opportunities to eat locally grown food.
6. Safe and convenient access to healthy, affordable, and culturally diverse foods with low concentrations of unhealthy food providers.
7. Community facilities and schools that support physical activity, civic life and social connections for residents of all ages and interests.
8. Affordable, accessible, high-quality health care and social services for all residents."

Additionally, the Building a Healthier Coachella Valley: A Toolkit for Change is an excellent resource that not only describes the relationship between planning and public health succinctly but presents five broad categories for actions that are practical and detailed and support the General Plan.

1. Build Partnerships
   - Establish a working relationship with the Riverside County Public Health Department
   - Work with the City Council to pass a "Healthy Cities" resolution
   - Create a "healthy city" coalition

2. Analyze Existing Conditions
   - Analyze existing health conditions in your City
   - Conduct walkability and bikeability audits

3. Revise Comprehensive and Functional Plans
   - Update the General Plan to include health considerations
   - Use specific plans and areas plans to promote infill development
   - Expand the roadway master plan to include multi-modal transportation
   - Create a bicycle master plan
   - Create a pedestrian master plan
   - Create or revise a parks and recreation master plan to include health considerations

4. Review Development Proposals
   - Develop Health Impact Assessments (HIAs)
   - Promote the use of the LEED-ND rating system
   - Create project development review checklists that address health
   - Address health in environmental review under the California Environmental Quality Act (CEQA)

5. Revise Standards and Implementation Tools
   - Reform the zoning code to encourage mixed use
   - Reform parking standards
   - Implement a traffic calming program
   - Work with school districts on school siting requirements

Santa Clara County used an online survey supported by a telephone survey to provide data to inform the master plan that is currently being developed. The surveys were able to tease out data according to two categories

Demographic Cross Tabs:
- Race/ethnicity
- Income
- Age
- Education
- Gender
- Parent/not parent
- Nationality (US born or not)

Topical Cross Tabs:
- Self-reported health
- Happiness
- Physical activity level
- Healthy eating
- Employment status

The resulting report, Santa Clara County 2012 Quality of Life Survey, which includes maps of the data will inform community leaders on actions that can be taken when updating the next master plan. Much of the data that was collected through Santa Clara County's efforts is

Seek to preserve the economic, racial/ethnic, and cultural diversity of Rainier Beach's population by providing affordable housing, including home-ownership opportunities, through capital funding and incentive programs (e.g. Multifamily Tax Exemption), land use/ zoning tools, including, where appropriate, rezones.

Rainier Beach Neighborhood Plan Goal, Seattle WA

collected and made available on the county level in Michigan through the Behavioral Risk Factors Surveillance System (BRFSS). Many local public health departments collect their own, more detailed information and in general, possess a wealth of information and data that is useful to planners.

Assessments are another tool that planners and public health practitioners can use to gather data to inform planning processes. Rainier Beach is a neighborhood in Seattle, Washington that recently updated its neighborhood plan and employed an assessment to inform that process. The community developed a framework, indicators, a questionnaire, and asset mapping that centered on a light rail project. The goal was to ensure that the project accounted for health (mobility and access) as well as equity and preservation of the community's culture.

Nashville, Tennessee is creating a comprehensive, countywide plan which will address its many diverse communities. This process will take about three years and it is in the beginning stages of developing its vision based on the information it received through its community input phase that identified 34 key categories. Note that wellness and healthcare is one of those leading issues. Also note the many overlapping themes of placemaking, multi-modal transportation, and health and equity.

34 LEADING ISSUES

Friendly culture 1
Preserve Nashville's unique music and community culture as we grow into a big city. Keep Nashville friendly and welcoming.

Community diversity 2
Celebrate and embrace our diverse community; make connections across the county; while continuing to be welcoming.

Community equity 3
Ensure the inclusion of marginalized voices in policymaking decisions, creating equal access to the benefits of growth and prosperity.

Community support 4
Promote the city's sense of community support; help one another in times of need, volunteer, and work on community projects.

Preserve history 5
Protect and commemorate buildings and places with historical or cultural significance; retain appreciation for historical places.

Arts and creativity 6
Recognize and celebrate many different arts communities; create public art; support the role of the creativity in the economy.

Music 7
Maintain Nashville's identity as Music City, culturally and economically; include the various types of music represented.

Sports 8
Provide opportunities to participate in sports and sporting events, and enjoy professional and semi-professional sports.

Transit 9
Promote transit by improving service, frequency, access and adding more routes in the city; explore using other types of transit.

Walkable neighborhoods 10
Make it easier and safer to walk in residential and commercial areas; build and maintain sidewalks and crosswalks.

Bicycling 11
Promote bicycling by improving bike routes; creating dedicated bike lanes and separated trails; secure parking and storage.

Automobiles 12
Ensure convenience for cars by reducing congestion, widen/maintain roads, provide wider shoulders, turn lanes, ample parking.

Natural resources 13
Protect the natural environment and preserve or improve natural resources, including land, air, and water quality.

Open space 14
Provide convenient access to open space – parks, dog parks, trails, and greenways – for recreation and relaxation.

Green living 15
Support green living – preserve natural features; improve air/water quality; reduce energy use; reduce waste.

Local food and agriculture 16
Support farms, farmers markets, community gardens, homesteads; increase access to healthy, fresh food.

Affordable living 17
Keep taxes and the cost of living in Nashville low so people can afford to live and raise a family here.

Growing economy 18
Maintain our diverse, growing economy; more employment options for workers; use innovation to create jobs; attract new talent.

Workforce training 19
Expand access to vocational education and workforce training to provide skills for current and future jobs.

Colleges and universities 20
Expand community access to colleges and universities; improve connections between graduates and the local economy.

Local businesses 21
Provide more programs to support small, local businesses; provide more grants/financial support.

Adequate infrastructure 22
Plan for and build adequate infrastructure prior to (or with) new developments to avoid future problems; upgrade as needed.

Urban living 23
Provide options for urban living, including mixed use neighborhoods with transit service, sidewalks, and bike lanes.

Suburban living 24
Provide options for suburban living; preserve residential areas; allow mixed use centers with commercial, office, and housing.

Rural preservation 25
Preserve rural parts of the county by minimizing new sewer and water connections and limiting development rights.

Strong neighborhoods 26
Establish and preserve neighborhoods that are safe and welcoming, with a high quality of life and a strong sense of community.

Housing choices 27
Provide different types of housing at various price points to encourage neighborhood vitality; provide more reasonably priced housing options across the county.

Investment in older neighborhoods 28
Provide public and private investment in older neighborhoods and major thoroughfares to encourage more businesses and housing.

Reduce homelessness 29
Provide support to transition to stable homes, education/skills to find work, and access to programs.

Wellness and healthcare 30
Provide more wellness programs and preventative health education; continue to be innovative in the city's healthcare industry.

Active living 31
Ensure safe and pleasant areas to maintain active lifestyles; provide programs that support/encourage daily physical activity.

Senior opportunities 32
Support the city's senior population; more jobs, activities, events, and education so they can remain engaged in the community.

Family entertainment 33
Provide affordable, family-friendly activities – events, children's museum, aquarium, waterpark, themepark and other activities.

Youth opportunities 34
Provide more events and programs for youth, including after-school activities; more internships/jobs, gathering places, clubs.

After Washington DC created a new comprehensive plan in 2006, it set out to provide regular progress reports in meeting its goals. The Plan identified five core themes:

1. Managing Growth and Change
2. Creating Successful Neighborhoods
3. Increasing Access to Education and Employment
4. Connecting the Whole City
5. Building Green and Healthy Communities

The Comprehensive Plan also recognizes the relationship between land use, transportation, and public health. It supports access to fresh, healthy food and quality health care facilities in all parts of the city. It calls for environmental justice and equity in land use decisions and capital investments. The Comprehensive Plan promotes public health by encouraging physical activity, and creating a city where it is as easy to travel on foot or bicycle as it is in a car. The graphically rich progress reports summarizes the programs that have been initiated to grow a more inclusive city, and showcases the programs, projects, agencies, and Small Area Plans that embody success.

The AARP is partnering with the World Health Organization to promote the Network of Age-Friendly Communities program. As the Baby Boomer generation ages, this demographic shift will have a dramatic effect on how municipalities provide services and plan for land use. This program enables communities to develop a plan that will ensure that it meets the needs of residents, of all ages. The program looks at eight areas designated by the World Health Organization as most influential on quality of life for older people: outdoor space, housing, transportation, health services, community engagement, social participation, respect and social inclusion, civic participation, and employment – and how they are interconnected. Through the program, communities commit to proceed with a five-year, four-stage process of planning, implementing and evaluating that involves older adults at every step. Communities in the program have access to a global network of experts in aging, the latest news on age-friendly community projects, a library of best practices and model legislation, opportunities for training and technical assistance, and collaborative opportunities with other members. They will also receive a certificate of membership allowing them to use the designation "Member of the AARP Network of Age-Friendly Communities."

Historical and Cultural Resources; Promotions

Lastly, there will always be examples that are of high quality but that don't fit nicely into established categories. That is the case with the following Master Plan language that relates to a variety of other relevant topics from some of the previous examples.

1. Protect historically and architecturally significant buildings/ districts and neighborhood edges by encouraging careful transitions in building height and scale and compatibility in design (e.g., facade articulation, windows, entries, roof shapes and materials). (Lansing, page 77)

2. Policies and programs which encourage the preservation of the community's architecture should be promoted, and investment in existing building stock encouraged (Lansing, page 91)

3. 5.2 Promote protection and preservation of the city's historic buildings, urban pattern, and natural environment. (Dubuque, Iowa, page 7)

4. Encourage the preservation and reuse of historic buildings and sites. (Pittsfield Township, page 150)

5. Identify and honor cultural and heritage sites with elements such as museums, interpretive parks, markers, memorials, fountains, sculptures, statues, signage, banners, informational kiosks, public art, and/or flags. (Avon, Colorado, page 39)

6. Pursuing development regulations and financial assistance programs that allow seniors to "age in place" by retrofitting homes to accommodate decreased mobility and/or adding an accessory dwelling unit to generate income or house a caregiver. (Lansing, page 91)

7. Article 6. Willamette River Greenway: 6.2.1 The City and County shall balance the diverse and potentially conflicting uses of the Greenway by protecting, enhancing, and maintaining the natural, hydrological, scenic, historical, archeological, agricultural, economic, and recreational qualities of lands along the river. (Corvallis, Oregon, page 3)

8. Strengthen the tourism potential within Avon by working collaboratively with organizations throughout the community to capitalize upon Avon's unique recreational and cultural assets and heritage (i.e. coordinated marketing efforts). (Avon, Colorado, page 38)

9. Encourage increased use of the Town's website to promote local tourist attractions. Monitor and maintain the website to provide both current and general information about the Avon community, its businesses, and the various special activities and events occurring within the community. Provide links to reservation centers. (Avon, Colorado, page 39)

10. Coordinate advertising of local festivals and events with window displays and special promotions by area businesses. (Avon, Colorado, page 39)

11. Seek marketing opportunities for local businesses such as restaurants and lodging to capitalize on an overall community image rather than a single venue or event. (Avon, Colorado, page 39-40)

APPENDIX

Community Selection

Selecting two communities to pilot for this integrated systems model was the first activity of the project. It was important to choose communities that had a good chance at success, but also which needed some technical assistance and could be good models and offer opportunities for transferability to other Michigan communities. MAP employed a fairly robust selection system that is outlined below.

1. Sorted all Michigan communities by population.
2. Created an ideal population range of 10,000-125,000. This cut the eligible participant community pool significantly.
3. Identified communities by MSHDA program participation.
4. Cross referenced MAP's database – participant communities must be a member of MAP and have a planner on staff. Having a planner on staff is a good indicator of the capacity level the community has for such a project. Additionally, planning staff was essential for providing data, context, and history, as well as providing outreach into the community.
5. After determining eligibility based on the above criteria, the list was narrowed to a handful of communities based on the internal team's knowledge of communities.
6. MAP then interviewed the planners in the remaining communities.
7. MAP developed a 25-question self-assessment tool that helped project managers evaluate communities based on what their needs were and what the capacity of the community was. The tool asked questions about trainings the community had received, their familiarity with project concepts, what policies are currently in place, and what stakeholder engagement had been done in the past, among others.
8. Experience, readiness, momentum, community support, and a planning initiative on the horizon were also valuable criteria.
9. Four communities filled out the readiness self-assessment.
10. MAP then conducted more in-depth interviews using the assessment as a guide.
11. Bay City was chosen for the year one community and Coldwater the year two community.

Bay City has a relatively progressive master plan that underwent a major revision in 2000 and subsequent minor updates in 2005 and 2011. Its planning commission is quite knowledgeable and experienced on many planning topics and techniques. While the community (and county) does possess a non-motorized plan, it has not formalized its intent to develop it through adoption of a Complete Streets policy. Bay City has been involved in several MSHDA programs through the years. Bay City has also been interested in developing a form-based code for its Downtown and saw this project as the perfect prelude to accomplish it. Additionally, a waterfront redevelopment project was about to be launched at the time this project was starting. That redevelopment provided a great opportunity to dialogue about placemaking in a very tangible and real way and how to connect it and the downtown together through various transportation modes. While earlier workshops focused on citywide placemaking, later workshops and the charrette focused solely on its downtown.

Population (estimated), 2012	34,521
Land Area	10.17 square miles
Median Household Income	$36,113
Percent of Population living below poverty level	21.1%
Mean commute time	19.7 minutes
White	89.7%
Black/African American	3.5%
American Indian	1.6%
Asian	0.5%
Two or more races	3.9%
Hispanic or Latino	8.5%

It is important to note that although this project focused on Bay City's Downtown, there was much discussion about how it fit within larger, regional contexts: County, Tri-Cities of Saginaw, Bay City and Midland. And while these discussions were outside of the scope of this project, a countywide strategic community and economic development planning effort was independently launched by the Bay Area Chamber of Commerce during this timeframe.

Coldwater is a smaller community that was also ready to update its master plan and saw this as an opportunity to gain some valuable "pre-

planning" education and engagement prior to their update launch. The base master plan was completed in 2002 with several updates since. Coldwater also had a development project planned—it was embarking on a new recreational center including an indoor track and pool. Unlike Bay City, Coldwater was interested in developing a community-wide vision that would become the foundation for the master plan. And while Coldwater has identified walking routes and has many park amenities, it does not have a non-motorized transportation plan, which they were interested in developing and formalizing.

Population (estimated), 2012	10,887
Land Area	8.03 square miles
Median Household Income	$35,933
Percent of Population living below poverty level	20.6%
Mean commute time	19.4 minutes
White	92.5%
Black/African American	0.6%
American Indian	0.2%
Asian	0.8%
Two or more races	2.7%
Hispanic or Latino	6.6%

COLDWATER
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Activity Invitations, Agendas, Press Releases, Exercises and Other Materials

The following agendas, forms, samples, and resources can be reproduced by local leaders wishing to replicate the model process that is highlighted throughout this guidebook.

Bay City awarded $75,000 grant for urban planning; community invited to offer ideas

Published: Friday, June 22, 2012, 2:00 PM Updated: Friday, June 22, 2012, 2:25 PM

BAY CITY, MI — Bay City will receive more than $75,000 in urban planning assistance to chart its future, and residents are invited to offer their input.

The Michigan Association of Planning chose the city to receive a service grant valued between $75,000 and $100,000, funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority. Bay City planners, other city staff, appointed and elected officials, and community leaders work one on one with nationally renowned urban planning experts over the next year to study the community's assets, make recommendations to ongoing planning and development efforts, and further improve them.

"The city is honored to be selected to participate in the Michigan Association of Planning's innovative project," said City Manager Robert Belleman. "Bay City firmly believes in and strongly supports the integration of placemaking, transportation and readiness principles into our planning and land use regulations. This project is a perfect fit for Bay City and the year-long study will enable MAP to incorporate the exciting new developments currently under way."

Above PAR — Planning for Place, Access, and Redevelopment — will help chart the city's future by producing recommendations for broad-sweeping changes to the city's master plan, land use regulations and policies. Cutting-edge land development tools will be integrated with regulations that guide the growth and redevelopment of the city. The effort is meant to help shape Bay City's redevelopment patterns in a positive way for the next several generations, while giving it a competitive edge for redevelopment.

The year-long project will include opportunities for the public to offer ideas, starting with a Community Kick-Off from 6:30 to 8:30 p.m. July 12 at the DoubleTree Hotel and Conference Center. who are interested in Bay City's future are invited to learn about the project, share dessert and discuss what is working for the city. The group wants to identify the city's great places and community assets, and explore how to connect them.

"MAP is thrilled to be working with Bay City," said Andrea Brown, MAP executive director. "Bay City already has a great foundation in places and transportation systems and has an eye on the future and those are solid places to start from for a project like this. We believe that together, we can create an outstanding and valuable product for Bay City that other communities will want to replicate."

Much of the information and input received over the next year will lay the foundation for the master plan revisions projected to be initiated next year. By project's end, community leaders will have collected, sorted and discussed recommendations, sample master plan and regulatory language, and examples of best practices that have been adopted and implemented by other cities both nationally and in Michigan.

Those who wish to attend the free July 12 meeting are asked to register their attendance and number of people in their party, so planners can prepare enough space and dessert. To register, contact Sherrie Howard, MAP director of operations, at showard@planningmi.org or (734) 913-2000 and tell her your name, phone number, email and any organization you represent. A website for more information about the project is under construction at www.baycityabovepar.org.

Internal Kick-Off Meeting

Thursday, May 17, 2012
10-11 AM
Pere Marquette Depot
1000 Adams Street
Bay City, MI

Agenda

Time	Topic
10:00-10:15	Introductions
10:15-10:30	Project Explanation Schedule Deliverables Outcomes
10:30-10:40	Roles
10:40-10:50	Review of Assessment Gather Information/Data
10:50-11:00	Open Discussion Next Steps

This project is sponsored by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

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This project is sponsored by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

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BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

Specific Stakeholders Conversations

Thursday, June 28th 2012

Baseline Conversation Questions

I. **Tell us more about what you do and who you work with (partnerships)**

II. **What projects/programs have you completed?**

III. **What projects/programs are you working on right now - planned for the future?**

IV. **What role does place, transportation, redevelopment have in the work you do?**

Above PAR

BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

Bay City - CDC Neighborhood Conversation

The Depot

6:00 - 7:30 p.m., Thursday, June 28th 2012

6:00 - 6:10 p.m. **Greetings & Welcome**

Harry Burkholder, Community Planner II, LIAA

Holly Madill, Director of Special Projects, Michigan Association of Planning

- What is your favorite thing about Bay City?
- What is your favorite place in Bay City?
- What is your favorite place in your Neighborhood?

6:10 - 6:40 p.m. **Community Asset Brainstorming Discussion**

- Institutional Assets
- Governmental Assets
- People & Organizational Assets
- Cultural Assets
- Infrastructure Assets
- Recreational Assets
- Business Assets

6:40 - 7:10 p.m. **Placemaking & The Power of 10 - Small Group Discussions**

Can you map 10 things to do or reasons to be in your neighborhood?

- Places to sit
- Parks to play in
- Food to eat
- People to meet
- Art to look at

7:10 - 7:25 p.m. **Reports from the Tables**

Can you describe how they are connected?

Is there anything that is missing?

Are there ways to enhance what you have selected?

How are these assets and neighborhoods connected?

7:25 - 7:30 p.m. **Wrap Up**

Thank you's

Review Project Website

Discuss Upcoming Public Meeting

Community Conversation Marketing E-Blast #1

Bay City has been selected by the Michigan Association of Planning (MAP) from more than a dozen communities to receive a service grant to participate in an innovative project, *Above PAR – Planning for Place, Access, and Redevelopment*, that seeks to integrate placemaking, transportation, and redevelopment readiness principles into the community's master plan and land use regulations. Funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Bay City will work with MAP over the next year to study the community's assets, and make system-wide recommendations that will add value to ongoing planning and development efforts.

To be successful however, the project team needs your input!

Thursday, July 12 from 6:30-8:30 p.m. at the DoubleTree (http://doubletree3.hilton.com/en/hotels/michigan/doubletree-by-hilton-hotel-bay-city-riverfront-MBSBCDT/maps-directions/index.html), we are launching a Community Kick-Off meeting. Attend and learn about the project, share some dessert, and tell us what is working for Bay City. We are eager to hear your ideas and thoughts. Bring a friend, neighbor, your kids, and anyone who is interested in Bay City's future. There is no cost to attend, but we do ask you to register your attendance and any guests so we know how much space and dessert to prepare.

To register, contact Sherrie Howard, MAP's Director of Operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please feel free to forward this email to anyone who might be interested!

Community Conversation Marketing E-Blast #2

Imagine a community that is vibrant and strong. A community that has great places where residents and visitors alike can gather and share experiences. A community with transportation options that include safe places to walk and bike as well as a great bus system that connects to those great places and the everyday destinations like neighborhoods, libraries, and a vibrant downtown. A community whose residents are healthier as a result, and where the local economy can prosper. Imagine a community where streamlined development review processes attract investment, entrepreneurs, and high quality projects. Imagine a 21st century Bay City that inspires. The *Above PAR – Planning for Place, Access, and Redevelopment* project seeks that goal through integrated placemaking, transportation, and redevelopment readiness principles into the community's master plan and land use regulations.

One of the tools that the project team will use in the year-long project is Asset Mapping. Asset mapping is a process used to help people and organizations identify and characterize the current and potential strengths of a community. Working individually and in groups, participants inventory and document the skills, talents, and capabilities of people and organizations active in the community, and physical resources, including important structures, natural features, and place characteristics. Asset mapping builds our knowledge and understanding of the resources and capacities available for community development and problem solving.

On Thursday, July 12 from 6:30-8:30 PM at the DoubleTree (http://doubletree3.hilton.com/en/hotels/michigan/doubletree-by-hilton-hotel-bay-city-riverfront-MBSBCDT/maps-directions/index.html), we are launching a Community Kick-Off meeting for the project that will utilize an asset mapping exercise to gather your thoughts and ideas on what we do well and what our assets are. Attend and learn about the project, share some dessert, and then tell us what is working for Bay City. Bring a friend, neighbor, your kids, and anyone who is interested in Bay City's future. There is no cost to attend, but we do ask you to register your attendance and any guests so we know how much space and dessert to prepare. To register, contact Sherrie Howard, MAP's Director of Operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please feel free to forward this email to anyone who might be interested!

Above PAR

BAY CITY *Planning for*
PLACE, ACCESS & REDEVELOPMENT

Community Conversation Marketing E-Blast #3

Bay City has been selected by the Michigan Association of Planning (MAP) from more than a dozen communities to receive a service grant to participate in an innovative project (*Above PAR – Planning for Place, Access, and Redevelopment*) that seeks to integrate placemaking, transportation, and redevelopment readiness principles into the community's master plan and land use regulations. Funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Bay City will work with MAP over the next year to study the community's assets, and make system-wide recommendations that can add value to ongoing planning and development efforts. To be successful however, the project team needs to prepare recommendations that are meaningful and relevant for the people who call Bay City home!

Recently, you received information about a Community Kick-Off event for the project. This will be held on Thursday, July 12 from 6:30-8:30 PM at the DoubleTree (http://doubletree3.hilton.com/en/hotels/michigan/doubletree-by-hilton-hotel-bay-city-riverfront-MBSBCDT/maps-directions/index.html). If you've already registered, thank you and we look forward to seeing you there!

If you haven't registered yet, there's still time. There is no cost to attend, but we do ask you to register your attendance and any guests so we know how much space and dessert to prepare. To register, contact Sherrie Howard, MAP's Director of Operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

Come out and talk about Bay City and share the things that are important to you. We are eager to hear your ideas and thoughts. Bring a friend, neighbor, your kids, and anyone who is interested in Bay City's future.

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please feel free to forward this email to anyone who might be interested!

GROUPINGS OF COMMUNITY ASSETS & EXAMPLES

Institutional
Schools & Educational Support
Colleges & Higher Education
Hospitals
Community Foundations
MSU Extension Service
Churches & Other Places of Worship
Chamber of Commerce
Nonprofit Community Service Groups

Governmental
Elected Representatives (Conveners)
Downtown Development Authority
City Departments – staff & facilities
Public Safety Department/Facilities
Regional Health Department
Brownfield Redevelopment Authority
Business Improvement District
Tax Increment Finance District
Façade Enhancement Program

Neighborhood & Service Organizations
YMCA
Boy Scouts & Girl Scouts
Disability Network
Salvation Army
Red Cross
Neighborhood Association Senior Centers
Business Association/Young Professionals
Service Clubs

Cultural
Art Galleries & Public Art
Museums
Plazas & Outside Seating
Theaters & Performance Venues
Events & Celebrations
Gardens & Botanical Sites
Historic Buildings & Historic Sites
Libraries
Farmers Market

Transportation & Other Infrastructure
Marine Cargo Ports
Railroad Lines
Airport
Highways, Roads & Bridges
Public Transportation
Trails & Pathways
Bike-Lanes
Walkability Features (e.g., crosswalks, curb cuts)
Bike Racks & Lockers
Water & Sewer Systems
Water Treatment Systems
Energy Distribution Systems (e.g., gas, electric)

Recreational & Natural Features
Parks (w/individual park assets)
Marinas
Boat Launches
Indoor Recreation Centers
Rivers & Streams
Open Spaces
Tree Groves & Forests
Wetlands & Ponds
Beaches
Shorelines
Environmental Quality Characteristics

Restaurants, Retail & Shopping
Restaurants & Entertainment
Retail Shops & Support

Business/Economic
Hotels, Motels, B&B's
Homes & Housing
Real Estate Developers/MLS
Banking & Lending Institutions
Construction Contractors & Homebuilders
Health Care & Live Science Center
Food Processing & Manufacturing
Manufacturing & Industrial
Energy Assets (e.g., solar, wind, coal)

Above PAR BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

What is *Above PAR*?

This spring, Bay City was awarded a service grant from the Michigan Association of Planning (MAP) to participate in an innovative project (Above PAR - Planning for Place, Access and Redevelopment) that seeks to integrate placemaking, transportation and redevelopment principles into the community's master plan and land use regulations.

Funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), the year-long planning effort will identify and study the community's assets and make system wide recommendations that can influence and add value to ongoing and future planning and redevelopment efforts - taking them to the next level by encouraging placemaking through the inclusion of transportation accessibility and redevelopment policy.

What is Placemaking and Why is it important?

Placemaking has come to be defined as those efforts undertaken by private and public entities to create livable and inclusive communities which offer citizens amenities such as access to health care and active living, education, a quality built environment including commercial and residential uses, transportation options between and among uses, opportunities for employment, and easily reached culture, recreation, natural resources and support services.

A community that recognizes the value of creating places that are connected, that focus on accessibility in their placemaking efforts, and that are willing to implement innovative planning and transportation techniques will attract and maintain residents of all types; from the young, educated talent class, to the retiree with time, talent and money to contribute locally, to families who populate the schools and shop locally.

Getting Started - Identifying Community Assets

The first step in this planning process is to identify community assets. Over the next few months, we will be working with local stakeholders and interested citizens to inventory, map and document the skills, talents and capabilities of people and organizations active in the community. We will also work to inventory and document the community's physical resources, including important structures, natural features, and place characteristics. This comprehensive asset mapping effort will help build our knowledge and understanding of the resources and capacities available for community development and problem solving.

The Above PAR Process

The Michigan Association of Planning (MAP) in partnership with Land Information Access Association (LIAA) will work with the City of Bay City and its stakeholders (the project partners) through a comprehensive process designed to assist Bay City in continuing to create the kind of community where people want to live, work, play and invest, and can do so using a variety of transportation options.

In addition to the asset mapping activities, the project partners will conduct a series of informational training and education workshops, each addressing a major segment of the project (place, access, and redevelopment readiness). The project partners will work with the community to produce recommendations that integrate placemaking, transportation, and redevelopment readiness principles into the community's master plan and land use regulations. For more information on how to participate in this exciting planning process, please contact Jim Bedell or visit the project website: http://www.baycityabovepar.org

Above PAR

BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

Thursday, July 12, 2012
6:30-8:30 PM
DoubleTree
One Wenonah Park Place
Bay City, MI

Community Conversation

Agenda

Time	Topic
6:30 - 6:35	**Greetings & Welcome** Robert Belleman, City Manager Jim Bedell, Planning and Construction Services Manager
6:40 - 6:50	**Purpose & Goals of the Project & Gathering** Andrea Brown, Executive Director, Michigan Association of Planning Holly Madill, Director of Special Projects, Michigan Association of Planning
6:50 - 7:05	**Presentation: Bay City Community Assets** Joe VanderMeulen, Executive Director, LIAA
7:05 - 7:15	**Small Group Instructions** Joe VanderMeulen, Executive Director, LIAA
7:15 - 7:30	**Sharing Dessert & Getting to Know Each Other**
7:30 - 8:00	**Small Group Discussions** What do we have? (What are our assets?) What do we do well? What are we most proud of? How we can enhance and better connect the assets we already have? How we can get more out of it?
8:00 - 8:20	**Reports from the Tables**
8:20 - 8:30	**Wrap Up** Review Project Website Discuss Next Steps Add Additional Assets (as you leave)

This project is funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

Workshop Save the Dates E-Blast #1

Greetings Friends of Bay City!

It's been since our July Community Conversation at the DoubleTree Hotel that you told us about Bay City's assets. We were pleased that so many of you made time in your busy schedules to share your thoughts with us. Thank you! If you missed it, there will be more opportunities in the coming months.

Since that time, we've been busy compiling what you told us in order to prepare for the next activities: community workshops. We'd like you to Save the Dates for the following workshops. They will be in or near downtown Bay City, and there will be no charge to attend.

Making Place: Thursday, October 25, 2012, from 1:00-4:00 PM at the State Theater

Connecting Places: Thursday, November 15, 2012, from 1:30-4:30PM, location TBD

Designing for Place: Thursday, December 13, 2012, from 1:30-4:30PM, location TBD

At previous meetings, we hopefully got you excited about the topics, Placemaking, Access (transportation), and Redevelopment (design), and how they can impact Bay City. Now it's time to dig a little deeper into these concepts. Each workshop will begin with a more in-depth explanation of the topic, its relationship to the others and to Bay City. Then we'll continue our learning and idea sharing through a hands-on experience.

Look for registration and location information from Jim Bedell, Bay City's Planning and Construction Services Department Manager, in October. Don't miss these opportunities to engage and connect with your community. Thanks for your time,

Workshop #1: Place Marketing E-Blast #1

What will downtown Bay City look like in the future? You tell us!

Your influence continues on Thursday, October 25 at the "Making Place" community workshop that will reimagine downtown and shape the Bay City's overall master plan. Attend from 1:00 to 4:00 p.m. at the State Theater (913 Washington Ave., Bay City).

The "PAR" in "Above PAR" stands for **place, access** and **redevelopment**. Combined, they can create a downtown that people enjoy and use.

This process is called **Placemaking**. It brings together a community's assets, inspiration and potential to create good public spaces that promote people's health, happiness, and well-being.

With funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Bay City has been working with the Michigan Association of Planning to study the community's assets, and make system-wide recommendations that will add value to ongoing planning and development efforts.

At our first workshop, in July, we identified Bay City's must important and valuable physical assets. If you participated in that session, thanks! Since then, we've been busy compiling what you told us, to prepare for the next activities: Three community workshops, beginning with the one on the 25th. We'll dig a little deeper into the concepts of Place, connecting places through transportation and the form of places.

Each workshop will begin with an in-depth explanation of the topic, its relationship to the others and to Bay City. Then we'll continue our learning and idea sharing through a feet-on experience. We'll be walking outside so please be sure to wear comfortable walking shoes.

Attend and learn about Place and how it is made, share some snacks, and tell us about select Places in Bay City. We are eager to hear your ideas and thoughts. There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's director of operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #1: Place Marketing E-Blast #2

If plans for Bay City are to succeed, we need your input. Please attend the "Making place" community workshop on Thursday, October 25 from 1:00 to 4:00 p.m. State Theater (913 Washington Ave., Bay City).

We'll begin with a brief but thorough explanation of Place and what that means for Bay City. We'll continue our learning and share ideas during a feet-on experience called a walking audit. It's outdoors, so be sure to wear comfortable shoes.

It's all part of *Above PAR, the Planning for Place, Access, and Redevelopment* project led by the Michigan Association of Planning with funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

Attend and learn about Place and how it is made, share some snacks, and tell us about Places in Bay City. We are eager to hear your ideas and thoughts.

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's Director of Operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #1: Place Marketing E-Blast #3

The Making Place workshop is this week. Have you signed up to attend?

We need your voice and ideas and you'll gain the satisfaction of knowing you helped shape Bay City's future. It's Thursday, October 25 from 1:00 to 4:00 p.m. State Theater (913 Washington Ave., Bay City).

There's no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's Director of Operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

Also, please mark your calendar for the 2nd workshop about Connecting Places scheduled for Thursday, November 29, 2012, from 1:30-4:30PM at a place to be announced yet. This workshop is all about how we get from one great Place to another.

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please feel free to forward this email to anyone who might be interested!

Workshop #2: Connecting Place Marketing E-Blast #1

How will Downtown Bay City connect to the newly announced Uptown redevelopment? You tell us!

Your influence continues on Thursday, November 29 at the "Connecting Place" community workshop that will imagine how to connect Bay City's great places and shape Bay City's overall master plan. Attend from 1:00-4:00PM at Delta College Planetarium (100 Center Avenue, Bay City).

With funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Bay City has been working with the Michigan Association of Planning to study the community's assets, and make system-wide recommendations that will add value to ongoing planning and development efforts through the Above PAR project.

The "PAR" in "Above PAR" stands for place, access, and redevelopment. Combined they can create a downtown that people never want to leave.

We began by identifying Bay City's valuable assets and now will continue our series of themed workshops. We held our first community workshop on Place last month. Now, we are ready to explore Access. The workshop will begin with an in-depth explanation of Access and how our transportation systems connect our places, its relationship to the other project themes of Place and Redevelopment, and ultimately how they work together to transform Bay City. Then we'll continue our learning and idea sharing through a virtual feet-on experience.

Attend and learn about transportation's role in Placemaking and tell us about Bay City's connections. We are eager to hear your ideas and thoughts.

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's director of operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #2: Connecting Place Marketing E-Blast #2

What are *Complete Streets* and what do they have to do with making great Places? Come and share you ideas in this interactive learning session. We'll talk about and look for *Complete Streets*, among other topics, at the second of three community workshops from the *Above PAR – Planning for Place, Access, and Redevelopment* project. Please join us for the

Connecting Places Workshop: Thursday, November 29, 2012, from 1:00-4:00PM at Delta College Planetarium (100 Center Avenue, Bay City).

We'll begin with a brief but thorough explanation of how Places are connected in Bay City. We'll continue our learning and idea sharing through a virtual walking audit.

Attend and learn about transportation's role in Placemaking and tell us about Bay City's connections. We are eager to hear your ideas and thoughts.

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's Director of Operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #2: Connecting Place Marketing E-Blast #3

The Connecting Place workshop is next week. Have you signed up to attend?

We need your voice and ideas about connecting Downtown to Uptown, and you'll gain the satisfaction of knowing you helped shape Bay City's future. It's Thursday, November 29, 2012, from 1:00-4:00PM at Delta College Planetarium (100 Center Avenue, Bay City).

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's Director of Operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please forward this email to anyone who might be interested!

Place Workshop #2

Day: Thursday
Date: November 29, 2012
Time: 1:00-4:30 PM
Location: Planetarium

Time	Topic
12:30-1:00	**Registration** is open -get nametags -materials (PPTs, guidebooks)
1:00-1:10	**Welcome and Introductions**
1:10-1:45	**Connecting Place?** I. Review of Place? II. The Importance of Connections in Place III. Complete Streets: One tool IV. Benefits of Active Transportation V. Variety of Treatments
1:45-1:50	**Transition**:
1:50-1:55	**Jenny/Thomas Exercise Instructions** - Watch video, have maps and pictures at the ready, use maps/trace paper to brainstorm changes
1:55-2:40	**Jenny/Thomas Exercise** 1. What history do we need to be aware of? They were once two lanes with parking, etc. 2. What does your vision of a gateway look like? What features does it have? How does it work/function? [record on flip paper] 3. What's missing/not working? [record on flip paper] 4. How would you change Jenny/Thomas to enhance Sense of Place, gateway, walkability? -we can try multiple treatments @ various locations [test on trace paper with cross section] 5. Discuss how each one would change -function -use (for which users, residents, visitors, live off) -feel -connections (bridge, 75, locals, assets)
2:40-2:45	**Downtown to Uptown Exercise Instructions** - Watch video, have maps and pictures at the ready, use trace paper to brainstorm changes
2:45-3:50	**Downtown to Uptown Exercise** 1. What history do we need to be aware of?

	2. What routes would you take (foot, car, bike, transit)? [draw it out on trace paper over map] 3. What is your vision of these two Places connecting (on foot, by car, bike, transit)? What features does it have? How does it work/function? [record on flip paper] 4. What changes would you make to enhance Sense of Place, walkability? How would you change it to make the two areas complement one another? [test on trace paper with cross section and maps] -we can try multiple treatments @ various locations 5. Discuss how each one would change -function -use (for which users, residents, visitors, live off) -feel -connections -assets
3:50-4:00	What's Next? -Save the dates/Next workshop -Info from exercise to go to charrette

Workshop #3: Visioning the Future and Charrette Marketing E-Blast #1

Greetings Friends of Bay City!

We are nearing the home stretch of our work with you in Bay City. In July, we held a Community Conversation where you told us about Bay City's assets. We've interviewed individual groups. We've compiled data and reports. We've conducted two workshops: one on Place, and one on Transportation (or access) and gathered more information from you.

It's time to put all of that work and data into motion. The **Above PAR** project team will be hosting a charrette from January 28-30, 2013. A charrette is a series of stakeholder and public meetings to create and support a feasible plan for positive change. We'll be using all of the information we've collected to develop some design ideas and plans to help Downtown become a stronger PLACE.

We'll be setting up shop at the Pere Marquette Rail Depot for those three days and you are welcome to stop by and see our progress at any time. We'll also be holding two public meetings, at the beginning and the end. We'll get registration information out soon, but for now, please hold the following dates:

- Charrette Kick-off/Workshop #3 – Form and Preparing for the Charrette: Monday, January 28, 2013, 7:00-9:00 PM (location TBD, but likely the DoubleTree Hotel, One Wenonah Park Place, Bay City)

- Open House to check out our progress: Tuesday, January 29, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City

- Final presentation: Wednesday, January 30, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

We look forward to our time with you. Stay tuned for more information or feel free to contact Holly Madill at (734) 913-2000. In the meantime, have a wonderful holiday season.

Workshop #3: Visioning the Future and Charrette Marketing E-Blast #2

How can we make a stronger Downtown? You tell us!

Your influence continues on **Monday, January 28** at the community workshop that will focus your imagination on Downtown. Attend from **7:00-9:00 PM at the DoubleTree Hotel** (One Wenonah Park Place, Bay City). Then attend the **final community presentation on Wednesday, January 30 from 7:00-9:00 PM at the State Theater** to see and hear about the final products.

With funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Bay City has been working with the Michigan Association of Planning to study the community's assets, and make system-wide recommendations that will add value to ongoing planning and development efforts through the **Above PAR** project. We began by identifying Bay City's valuable assets, now we will continue our series of themed workshops. We held two community workshops on Place and Access (transportation). This last workshop on Monday, January 28th, will begin with an overview of the process, a presentation of the results thus far, and an exercise to move us to the last activity, all at the same time. The Wednesday, January 30th event will be the final presentation for the project.

Attend and learn about form and charrettes, tell us about your vision for Bay City's Downtown, and hear (and see) the final recommendations.

- Charrette Kick-off/Workshop #3: Monday, January 28, 2013, 7:00-9:00 PM at the DoubleTree Hotel, One Wenonah Park Place, Bay City

- Open House to check out our progress: Tuesday, January 29, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City

- Final Presentation: Wednesday, January 30, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

There is no cost to attend, but we do ask you to register in advance. To register, contact Sherrie Howard, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact Holly Madill at (734) 913-2000. Please forward this email to anyone who might be interested!

Don't miss these final opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #3: Visioning the Future and Charrette Marketing E-Blast #3

What is a charrette? What's form got to do with Downtown? Attend, share, and learn in the last series of interactive sessions for the **Above PAR** project. Please join us for the

- Charrette Kick-off/Workshop #3: Monday, January 28, 2013, 7:30-9:30 PM at the DoubleTree Hotel, One Wenonah Park Place, Bay City

- Open House to check out our progress: Tuesday, January 29, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City

- Final Presentation: Wednesday, January 30, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

There is no cost to attend, but we do ask you to register in advance. To register, contact Sherrie Howard, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact Holly Madill at (734) 913-2000. Please forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #3: Visioning the Future and Charrette Marketing E-Blast #4

The last opportunity for you to participate in the Above PAR project is next week. Have you signed up to attend?

- Charrette Kick-off/Workshop #3: Tuesday, January 29, 2013, 7:00-9:00 PM at the DoubleTree Hotel, One Wenonah Park Place, Bay City

- Open House to check out our progress: Wednesday, January 30, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City

- Final Presentation: Thursday, January 31, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

We need your voice and ideas for Downtown, and then you'll gain the satisfaction of knowing you helped shape Bay City's future.

There is no cost to attend, but we do ask you to register in advance. To register, contact Sherrie Howard, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the project website (www.baycityabovepar.org) or feel free to contact me. Please forward this email to anyone who might be interested!

Charrette Stakeholder Marketing: Downtown Merchants

We are nearing the home stretch of our work with you in Bay City. The **Above PAR** project team will be hosting a charrette from January 28-30, 2013. A charrette is a series of stakeholder and public meetings to create and support a feasible plan for positive change. We'll be using all of the information we've collected to develop some design ideas and plans to help Downtown become a stronger PLACE.

We'll be setting up shop at the Pere Marquette Rail Depot for those three days. There will be several public meetings, which are listed below, where you can provide input.

- Charrette Kick-off/Workshop #3 – Form and Preparing for the Charrette: Monday, January 28, 2013, 7:30-9:30 PM (DoubleTree Hotel, One Wenonah Park Place, Bay City)
- Open House to check out our progress: Tuesday, January 29, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City
- Final presentation: Wednesday, January 30, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

And while the public meetings are valuable, we'd also like to invite you to attend 3 stakeholder meetings because your perspective is valuable to this process. We need some specific input about where new development opportunities should be located, what new business are needed, the appearance of buildings, street features, parking and other critical features that help define downtown Bay City that we just won't be able to capture at those broader public meetings due to time and format. These stakeholder meetings will be shorter (1 hour) and smaller (10-15 people) and have more detailed agendas. The meetings are as follows and will all be held at the Pere Marquette Rail Depot (1000 Adams St., Bay City).

- Monday, January 28, 2013, from 11AM-12PM – this meeting will be to confirm the information we've gathered thus far, ensure we haven't missed anything, and discuss the desired charrette outcomes.
- Tuesday, January 29, 2013, from 11AM-12PM – this meeting will give you the input from the public meeting the night before, and present you with some preliminary designs for Downtown.
- Wednesday, January 30, 2013, from 11AM-12PM – this meeting will be to discuss several designs for downtown and give them rankings.

Our goal for the charrette is to help develop general design guidelines for the downtown. These guidelines will be used to help establish new form-based zoning regulations for the downtown that address such items as building facades, signage and street configuration. We are also hoping to develop specific design recommendations in regards to infill development, parking, walkability and better connectivity between the Downtown and the forthcoming Uptown development. Your perspective is critical to this process and we hope that you can commit to attending over these 3 days. And feel free to bring others that you think might bring meaningful dialogue and insightful ideas.

We look forward to our time with you. If you have any questions, please feel free to contact me.

Charrette Stakeholder Marketing: Municipal Officials/Staff

We are nearing the home stretch of our work with you in Bay City. The **Above PAR** project team will be hosting a charrette from January 28-30, 2013. A charrette is a series of stakeholder and public meetings to create and support a feasible plan for positive change. We'll be using all of the information we've collected to develop some design ideas and plans to help Downtown become a stronger PLACE.

We'll be setting up shop at the Pere Marquette Rail Depot for those three days. There will be several public meetings, which are listed below, where you can provide input.

- Charrette Kick-off/Workshop #3 – Form and Preparing for the Charrette: Monday, January 28, 2013, 7:30-9:30 PM (DoubleTree Hotel, One Wenonah Park Place, Bay City)
- Open House to check out our progress: Tuesday, January 29, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City
- Final presentation: Wednesday, January 30, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

And while the public meetings are valuable, we'd also like to invite you to attend 3 stakeholder meetings because your perspective is valuable to this process. We need some specific input about where new development opportunities should be located, what new business are needed, the appearance of buildings, street features, parking and other critical features that help define downtown Bay City that we just won't be able to capture at those broader public meetings due to time and format. These stakeholder meetings will be shorter (1 hour) and smaller (10-15 people) and have more detailed agendas. The meetings are as follows and will all be held at the Pere Marquette Rail Depot (1000 Adams St., Bay City).

- Monday, January 28, 2013, from 1-2PM – this meeting will be to confirm the information we've gathered thus far, ensure we haven't missed anything, and discuss the desired charrette outcomes.
- Tuesday, January 29, 2013, from 1-2PM – this meeting will give you the input from the public meeting the night before, and present you with some preliminary designs for Downtown.
- Wednesday, January 30, 2013, from 1-2PM – this meeting will be to discuss several designs for downtown and give them rankings.

Our goal for the charrette is to help develop general design guidelines for the downtown. These guidelines will be used to help establish new form-based zoning regulations for the downtown that address such items as building facades, signage and street configuration. We are also hoping to develop specific design recommendations in regards to infill development, parking, walkability and better connectivity between the Downtown and the forthcoming Uptown development. Your perspective is critical to this process and we hope that you can commit to attending over these 3 days. And feel free to bring others that you think might bring meaningful dialogue and insightful ideas.

We look forward to our time with you. If you have any questions, please feel free to contact me.

Charrette Stakeholder Marketing: Realtors/Developers/Others

We are nearing the home stretch of our work with you in Bay City. The **Above PAR** project team will be hosting a charrette from January 28-30, 2013. A charrette is a series of stakeholder and public meetings to create and support a feasible plan for positive change. We'll be using all of the information we've collected to develop some design ideas and plans to help Downtown become a stronger PLACE.

We'll be setting up shop at the Pere Marquette Rail Depot for those three days. There will be several public meetings, which are listed below, where you can provide input.

- Charrette Kick-off/Workshop #3 – Form and Preparing for the Charrette: Monday, January 28, 2013, 7:30-9:30 PM (DoubleTree Hotel, One Wenonah Park Place, Bay City)
- Open House to check out our progress: Tuesday, January 29, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City
- Final presentation: Wednesday, January 30, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

And while the public meetings are valuable, we'd also like to invite you to attend 3 stakeholder meetings because your perspective is valuable to this process. We need some specific input about where new development opportunities should be located, what new business are needed, the appearance of buildings, street features, parking and other critical features that help define downtown Bay City that we just won't be able to capture at those broader public meetings due to time and format. These stakeholder meetings will be shorter (1 hour) and smaller (10-15 people) and have more detailed agendas. The meetings are as follows and will all be held at the Pere Marquette Rail Depot (1000 Adams St., Bay City).

- Monday, January 28, 2013, from 2-3PM – this meeting will be to confirm the information we've gathered thus far, ensure we haven't missed anything, and discuss the desired charrette outcomes.
- Tuesday, January 29, 2013, from 10-11AM – this meeting will give you the input from the public meeting the night before, and present you with some preliminary designs for Downtown.
- Wednesday, January 30, 2013, from 10-11AM – this meeting will be to discuss several designs for downtown and give them rankings.

Our goal for the charrette is to help develop general design guidelines for the downtown. These guidelines will be used to help establish new form-based zoning regulations for the downtown that address such items as building facades, signage and street configuration. We are also hoping to develop specific design recommendations in regards to infill development, parking, walkability and better connectivity between the Downtown and the forthcoming Uptown development. Your perspective is critical to this process and we hope that you can commit to attending over these 3 days. And feel free to bring others that you think might bring meaningful dialogue and insightful ideas.

We look forward to our time with you. If you have any questions, please feel free to contact me.

Charrette Stakeholder Marketing: Neighborhood

We are nearing the home stretch of our work with you in Bay City. The Above PAR project team will be hosting a charrette from January 28-30, 2013. A charrette is a series of stakeholder and public meetings to create and support a feasible plan for positive change. We'll be using all of the information we've collected to develop some design ideas and plans to help Downtown become a stronger PLACE.

We'll be setting up shop at the Pere Marquette Rail Depot for those three days. There will be several public meetings, which are listed below, where you can provide input.

- Charrette Kick-off/Workshop #3 – Form and Preparing for the Charrette: Monday, January 28, 2013, 7:30-9:30 PM (DoubleTree Hotel, One Wenonah Park Place, Bay City)
- Open House to check out our progress: Tuesday, January 29, 2013, 5:30-7:00 PM at the Pere Marquette Rail Depot, 1000 Adams Street, Bay City
- Final presentation: Wednesday, January 30, 2013, 7:00-9:00 PM at the State Theater, 913 Washington Avenue, Bay City

And while the public meetings are valuable, we'd also like to invite you to attend 3 stakeholder meetings because your perspective is valuable to this process. We need some specific input about where new development opportunities should be located, what new business are needed, the appearance of buildings, street features, parking and other critical features that help define downtown Bay City that we just won't be able to capture at those broader public meetings due to time and format. These stakeholder meetings will be shorter (1 hour) and smaller (10-15 people) and have more detailed agendas. The meetings are as follows and will all be held at the Pere Marquette Rail Depot (1000 Adams St., Bay City).

- Monday, January 28, 2013, from 3-4PM – this meeting will be to confirm the information we've gathered thus far, ensure we haven't missed anything, and discuss the desired charrette outcomes.
- Tuesday, January 29, 2013, from 9-10AM – this meeting will give you the input from the public meeting the night before, and present you with some preliminary designs for Downtown.
- Wednesday, January 30, 2013, from 9-10AM – this meeting will be to discuss several designs for downtown and give them rankings.

Our goal for the charrette is to help develop general design guidelines for the downtown. These guidelines will be used to help establish new form-based zoning regulations for the downtown that address such items as building facades, signage and street configuration. We are also hoping to develop specific design recommendations in regards to infill development, parking, walkability and better connectivity between the Downtown and the forthcoming Uptown development. Your perspective is critical to this process and we hope that you can commit to attending over these 3 days. And feel free to bring others that you think might bring meaningful dialogue and insightful ideas.

We look forward to our time with you. If you have any questions, please feel free to contact me.

What is *Above PAR*?

Last spring, Bay City was awarded a service grant from the Michigan Association of Planning (MAP) to participate in a new and innovative planning project called *Above PAR - Planning for Place, Access and Redevelopment*. The project seeks new ways to integrate placemaking, transportation and redevelopment principles into the community's master plan and land use regulations.

Funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), the planning effort has included a number of stakeholder meetings, a large community asset identification meeting, a walking tour of the downtown, two educational workshops and a thorough effort to identify community assets. This meeting marks the kick-off our next planning activity, a three-day planning charrette. At the conclusion of the charrette, the planning team will provide a series recommendations that will frame the goals and objectives of the master plan and provide the foundation for new form-based zoning regulations for the downtown. In addition, the planning team will provide a vision for the future of Bay City that addresses the downtown, placemaking and a couple of important transportation corridors.

What is Placemaking and Why is it important?

Placemaking has come to be defined as those efforts undertaken by private and public entities to create livable and inclusive communities which offer citizens amenities such as access to health care and active living, education, a quality built environment including commercial and residential uses, transportation options between and among uses, opportunities for employment, and easily reached culture, recreation, natural resources and support services.

A community that recognizes the value of creating places that are connected, that focus on accessibility in their placemaking efforts, and that are willing to implement innovative planning and transportation techniques will attract and maintain residents of all types; from the young, educated talent class, to the retiree with time, talent and money to contribute locally, to families who populate the schools and shop locally.

What is a Charrette?

A charrette is a unique multi-day collaborative planning event that engages community members to create and support a feasible plan for sustainable and positive change. The charrette formally kicks off on Tuesday, January 29 at 7:00 p.m. with a public presentation and workshop at the Double Tree Hotel, with activities continuing at the historic Pere Marquette Rail Depot. The results of the charrette, including final design and policy recommendations, will be presented to the public at the State Theater on Thursday 31 at 7:00p.m. The public is highly encouraged to attend each of these presentations and is invited to visit the Rail Depot throughout Tuesday, Wednesday and Thursday as the charrette continues.

For more information about the charrette or on how to participate in this exciting planning process, please contact Jim Bedell or visit the project website: http://www.baycityabovepar.org

Press Release

For Immediate Release

Unique Planning Exercise Planned for Bay City

Public Invited to Participate in Three-Day Community Charrette Focused on the Future of Downtown

BAY CITY, Mich. – January 15, **2013** – Nearly nine months of stakeholder meetings, personal interviews, data collection, interactive workshops and community meetings all come down to this.

Bay City residents are encouraged to participate in an exciting three-day community planning event January 29-31. The three-day charrette will focus on developing design and policy ideas for downtown Bay City as a hub for living, business, tourism and recreation within the region. In addition, city officials plan to use the results of the charrette to revise the city's master plan and zoning ordinance over the next year.

A charrette is a unique multi-day collaborative planning event that engages community members to create and support a feasible plan for sustainable and positive change. This community charrette is the final public planning effort of the *Above PAR Project*, an innovative community engagement and planning project that seeks to integrate placemaking, transportation and redevelopment principles into the community's master plan and land use regulations. The *Above PAR Project* is being directed by the Michigan Association of Planning (MAP) with grant support provided by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

Bay City was selected by MAP from more than a dozen communities to receive this unique service grant. Andrea Brown, executive director of MAP, said that Bay City is an ideal place to begin this unique planning effort.

"MAP has been thrilled with the amount of community support and participation the project has received," Brown said. "You can tell that the citizens, local officials and city staff really care about this city. With its walkable downtown, active shops, accessible waterfront and historic buildings, Bay City has positioned itself well. We believe this planning effort will only build upon the solid foundation the city has already established."

The charrette formally kicks off on **Tuesday, January 29 at 7:00 p.**m. with a public presentation and workshop at the Double Tree Hotel, with activities continuing at the historic Pere Marquette Rail Depot. The results of the charrette, including final design and policy recommendations, will be presented to the public at the State Theater on **Thursday 31 at 7 p.m.** The public is highly encouraged to attend each of these presentations and is invited to visit the Rail Depot throughout Tuesday, Wednesday and Thursday as the charrette continues.

Harry Burkholder, a community planner with the Land Information Access Association (LIAA) who is assisting MAP with the charrette, hopes citizens will use the public meetings to provide feedback on designs and policy recommendations for the community.

“We believe public input is a vital component of any planning process,” Burkholder said. “We invite everyone to participate in the charrette activities and share their ideas.” Burkholder noted that public meetings have been well attended from the very first meeting, which drew over 100 people last July.

For more information about the community charrette and the *Above PAR* project, visit the project website at **www.baycityabovepar.org**

Contacts:

Jim Bedell, Manager
City of Bay City Planning & Development Department
Phone: 989-894-8179

Holly Madill, Director of Special Projects
Michigan Association of Planning
Phone: 734-913-2000

Harry Burkholder, Community Planner II
Land Information Access Association (LIAA)
Phone: 231-929-3696

Community Charrette - Kick-Off Agenda

7:00 - 9:00 p.m., Tuesday, January 29th 2013

7:00 - 7:03 p.m. Greetings & Welcome

Jim Bedell will greet everyone, thanking people for participating.

7:03 - 7:10 p.m. Purpose & Goals of the Charrette

First, Harry will discuss the agenda and purpose of the meeting. Next, Harry will describe the mission of the project and an overview of the sponsors and the activities already completed. Harry will then discuss how people can be involved, describe what the "charrette" entails and introduce the charrette team.

7:10 - 7:25 p.m. Presentation: Bay City - A Technical Background

Harry will lead the group through a presentation of the data and background information we collected for the project and how it shapes the discussion of the charrette.

7:25 - 7:40 p.m. Presentation: Bay City - Food for Thought

Harry will lead the group through a presentation on the principles of smart growth, placemaking, walkability and form - providing the context for "best-practices."

7:40 - 8:25 p.m. Public Hands-On Activity

Harry will discuss the purpose, process and instructions of the group exercise.

Exercise Part I (7:40 – 7:55):

- Using the Discussion Response Handout (I) already on the table, have each group member identify: (5) positive places in downtown - (5) negative places in downtown - (3) business they would like to see
- Then have each member place their green dots on the map for each positive place and their red dots for each negative place
- After everyone has finished, go around the table and place answers on flip chart - note duplications

Exercise Part II (7:55 – 8:25):

- Using Discussion Response Handout (II) already on the table, have each member identify at least four (4) ideas of what the downtown should look like in 20 years. To get started, you might want to ask: Who lives there? How are people getting around? How does it look? What amenities are there?
- After everyone has finished, go around the table and have them read their answers. While reading their answer, have them draw it on the map. Be sure to write a short summary each response on the flip chart
- After everyone has given at least three answers, use the blue sticky dots to vote for priorities (everyone gets three blue dots) People can use a red dot to highlight any deal-breakers.
- When complete, tally up the votes and identify the top three priorities and any deal-breakers
- Wrap up - Identify which items will be reported on and be sure the reporter is comfortable speaking

8:25 - 8:55 p.m. Reports from the Tables

Holly will take the microphone and move from table to table to get reports. Each table will have just three minutes to discuss the results of their discussion. When reporting, please highlight the top three choices and any deal-breakers. Then highlight a handful of the positive places, the negative places and businesses.

8:55 - 9:00 p.m. Wrap Up

Harry will review the rest of the charrette (including the final public meeting on Thursday) and invite people to participate. Harry will note the "Big Idea" chart on the wall and invite people to use it.

Above PAR BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

Community Charrette - Kick-Off

Discussion Response Handout I.

Please Identify Five (5) Positive Places within the Focus Area and write them below. Then using a Green Dot, mark their locations on the Map.

1. _____

2. _____

3. _____

4. _____

5. _____

Please Identify Five (5) Negative Places within the Focus Area and write them below. Then using a Red Dot, mark their locations on the Map.

1. _____

2. _____

3. _____

4. _____

5. _____

Identify Three (3) Businesses you would like to see in the Focus Area

1. _____

2. _____

3. _____

Above PAR BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

Community Charrette - Kick-Off

Discussion Response Handout II.

Please Identify and describe <u>at least (4)</u> ideas of what the downtown should look like in 20 years. You may wish to ask yourself: Who lives there? How are people getting around? How does it look? What amenities are there? Then think about how they can be represented on the map.

1. _____
_____
_____

2. _____
_____
_____

3. _____
_____
_____

4. _____
_____
_____

5. _____
_____
_____

6. _____
_____
_____

Above PAR

FINAL Evaluation Questionnaire

Please complete this evaluation questionnaire about your participation in the Above PAR Charrette, which included a variety of public input events that took place from January 29-31, 2013. The survey also has some questions related to the overall project process that we'd like your feedback on. It shouldn't take more than 15 minutes and only has 8 questions. Your responses are important as they assist the Above PAR project team in evaluating its work with you and designing future projects with other communities. Thank you in advance for your time and thoughtfulness. We appreciate your participation.

Questions 1-5 address the charrette.

1. Which of the following charrette activities did you participate in? Please check all that apply.

Workshop #3 (1/29 at the DoubleTree)	**Stakeholder meetings** (during the days of 1/29, 1/30, 1/31 at the Rail Depot)	**Open House** (1/30 at the Rail Depot)	**Final Presentation** (1/31 at the State Theater)
❍	❍	❍	❍

2. Overall, I feel the charrette experience was:

Excellent	Very Good	Good	Fair	Poor
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Additional Comments:				

3. Do you feel like your voice was heard during the charrette process?

Very much so	Quite a lot	To some extent	Slightly	Not at all
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Additional Comments:				

4. How would you rate the information provided to you in the following areas?

	Excellent	Very Good	Good	Fair	Poor
Understanding of what a charrette is	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
How this gathered information will be used	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
The community's vision for Downtown	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
The community's vision for connecting Downtown to Uptown.	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Form-based codes	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

Additional Comments:

5. How would you rate the presenters' ability to communicate material in a meaningful way?

	Excellent	Very Good	Good	Fair	Poor
Holly Madill, Michigan Association of Planning	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Harry Burkholder, LIAA	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Additional Comments:					

Questions 6-8 address the OVERALL project and collective processes used.

6. Do you feel that your participation in this overall process was worth your time?

Very much so	Quite a lot	To some extent	Slightly	Not at all
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Additional Comments:				

7. Overall, the entire project process (community kick-off event, asset mapping and accompanying interviews and stakeholders, 3 workshops, and a charrette)

	Very much so	Quite a lot	To some extent	Slightly	Not at all
Was a valuable process to the community	❍ 5	❍	❍	❍	❍
Was an effective process for the community	❍	❍	❍	❍	❍

8. Please provide any additional comments you might have about the charrette or the entire process.

Greetings Friends of Bay City!
We are currently in the throes of finishing your final project report which will complete our project with you. As the Above PAR project comes to a close, let me tell you how much we all have enjoyed our time in Bay City. We appreciate your hospitality and willingness to share your insights with us. Our project was successful because of you and your willingness to devote precious time to the initiative. Sincere thanks to your excellent planning staff, Jim Bedell and Terry Moultane, for spearheading our activities with you. We enjoyed and appreciated the participation from the many and active Community Development Corporations (CDCs). We are grateful for our funding partners at C.S. Mott Foundation and MSHDA who generously provided the resources for our work with you. We also thank our professional partners who contributed staff time expertise to help throughout the project and at the charrette: Bay County Area Transportation Study (BCATS), Michigan Department of Community Health (MDCH), Michigan Department of Transportation (MDOT), Michigan

Economic Development Corporation (MEDC), and the Michigan State Housing Development Authority (MSHDA).

As we wrap up in Bay City, we'd like your final thoughts and observations on the charrette, and on the entire project. Your input is important as we evaluate our work with you, but will also help shape future projects with other communities. Thank you in advance for your time and thoughtfulness. We appreciate your participation.

Above PAR Workshop #1: Place

Thursday, November 29, 2012

Evaluation Questionnaire

Please complete this evaluation questionnaire after participating in the Above PAR Workshop #2: Connecting Place. Your responses are important as they assist the Above PAR project team in designing future workshops.

1. Overall, the training was:

Excellent	Very Good	Good	Fair	Poor
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

2. Was your participation in this workshop worth your time?

Very much so	Quite a lot	To some extent	Slightly	Not at all
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

3. Do you feel like your voice was heard?

Very much so	Quite a lot	To some extent	Slightly	Not at all
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

4. How would you rate the information provided to you in the following areas?

	Excellent	Very Good	Good	Fair	Poor
The Importance of Connections in Place	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Complete Streets: One tool	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Benefits of Active Transportation	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Variety of Treatments	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

5. How would you rate the presenters' ability to communicate the material in a meaningful way?

	Excellent	Very Good	Good	Fair	Poor

Holly Madill, Michigan Association of Planning	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1
Additional Comments:					

6. How would you rate the presenters pace at which the material was presented?

	Excellent	**Very Good**	**Good**	**Fair**	**Poor**
Holly Madill, Michigan Association of Planning	❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

7. How would you rate the presenters level of information presented (introductory vs. advanced)?

	Too basic	**Just right**	**Too advanced**
Holly Madill, Michigan Association of Planning	❍	❍	❍

8. Was the exercise helpful in furthering your understanding about Connecting Places?

Very much so	**Quite a lot**	**To some extent**	**Slightly**	**Not at all**
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

9. Overall, the knowledge I gained gave me new insights or ideas for my involvement in Bay City.

Very much so	**Quite a lot**	**To some extent**	**Slightly**	**Not at all**
❍ 5	❍ 4	❍ 3	❍ 2	❍ 1

10. What could have been done to improve this training? Or please provide any additional comments you have about the training.

_____

_____

_____

_____

Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

What is *Above PAR*?

Coldwater was awarded a service grant from the Michigan Association of Planning (MAP) to participate in a new and innovative planning project called *Above PAR - Planning for Place, Access and Redevelopment*. The project seeks new ways to integrate placemaking, transportation and redevelopment principles into the community's master plan and land use regulations.

Funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), the planning effort includes a number of stakeholder meetings, a walking tour, two educational workshops, a large visioning session, and a three-day planning charrette. At the conclusion of the charrette, the planning team will provide a series recommendations that will frame the vision and goals of the master plan.

What is Placemaking and Why is it important?

Placemaking has come to be defined as those efforts undertaken by private and public entities to create livable and inclusive communities which offer citizens amenities such as access to health care and active living, education, a quality built environment including commercial and residential uses, transportation options between and among uses, opportunities for employment, and easily reached culture, recreation, natural resources and support services.

A community that recognizes the value of creating places that are connected, that focus on accessibility in their placemaking efforts, and that are willing to implement innovative planning and transportation techniques will attract and maintain residents of all types; from the young, educated talent class, to the retiree with time, talent and money to contribute locally, to families who populate the schools and shop locally.

What is a Charrette?

A charrette is a unique multi-day collaborative planning event that engages community members to create and support a feasible plan for sustainable and positive change. The charrette formally kicks off on Tuesday, June 18 at 5:30 PM with a public presentation and visioning workshop at the Larsen Elementary School Gymnasium, with activities continuing the next two days at Zeta One, 11 W. Chicago Street. The results of the charrette, including final design and policy recommendations, will be presented to the public at the Tibbits on Thursday, June 20 at 6:30 PM. The public is highly encouraged to attend each of these presentations and is invited to visit Zeta One throughout Tuesday, Wednesday and Thursday as the charrette continues.

For More Information

For more information about the project or how to participate in this exciting planning process, please contact Keith Baker at (517) 279-6911 or kbaker@coldwater.org or visit the community website: http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html

Important Dates/Events

Community Introduction
Monday, February 4
City Hall, 5:00 PM

Steering Committee Meeting
Monday, March 18
City Hall, 10:30 AM -12:30 PM

Community Interviews
March 18-19

Workshop #1: Place
Wednesday, May 1
City Hall, 5:30-8:00 PM

Focus Groups
May 15, 20, 29 and June 18

Project Update at Planning Commission meeting
Monday, May 6
Monday, June 3
City Hall, 5:00 PM

Workshop #2: Access: Connecting Place
Wednesday, May 29
CHC Conf. Room, 5:30-8:00 PM

Workshop #3: Visioning the Future
Tuesday, June 18
Larsen Elem. School Gym
5:30-8:00 PM

On-Road Bike Facility Design Training
Thursday, June 13
City Hall, 9:00 AM-2:30 PM

Charrette
June 18-20, Zeta One

Final Presentation
Thursday, June 20
Tibbits, 6:30-8:00 PM
Reception following

FOR IMMEDIATE RELEASE
[INSERT DATE]

Contact: [INSERT CONTACT NAME]
[INSERT CONTACT PHONE]

Coldwater Chosen to Participate in Groundbreaking Project

Coldwater – Coldwater has been selected by the Michigan Association of Planning (MAP) from more than a dozen communities to receive a service grant to participate in an innovative project that seeks to integrate placemaking, transportation, and redevelopment readiness principles into the community's master plan and land use regulations. Funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Coldwater planners, other city staff, appointed and elected officials, and community leaders will work with MAP over the next several months to study the community's assets, and make system wide recommendations that can add value to ongoing planning and development efforts, and take them to the next level.

Imagine a community that is vibrant and strong. A community that has great places where residents and visitors alike can gather and share experiences. A community with transportation options that include safe places to walk and bike and that connect to those great places and the everyday destinations like neighborhoods, libraries, and a vibrant downtown. A community whose residents are healthier as a result, and where the local economy can prosper. A community that celebrates and values its diversity. Imagine a community where streamlined development review processes attract investment, entrepreneurs, and high quality projects. Imagine a 21st century Coldwater that inspires.

"MAP is thrilled to be working with Coldwater! Coldwater already has a great foundation in places and transportation systems and has an eye on the future and those are solid places to start from for a project like this. We believe that together, we can create an outstanding and valuable product for Coldwater that other communities will want to replicate," Says Andrea Brown, MAP's Executive Director.

The eight-month-long project will include opportunities for the public to identify the City's great places and community assets, and explore how to connect them. By project's end, Coldwater community leaders will have collected, sorted, and discussed recommendations, sample master plan and regulatory language, and examples of best practices that have been adopted and implemented by other cities both nationally and in Michigan. Much of the information and input received over the next few months will lay the foundation for the master plan revisions projected to be initiated next year.

" [INSERT Coldwater quote]."

# # #

This project is sponsored by the C.S. Mott Foundation, the Michigan State Housing Development Authority, and others.
MAP is a 501c3 organization that exists so that Michigan will consist of healthy, safe, attractive, and successful communities built first and foremost on quality, community planning. MAP is the Michigan Chapter of the American Planning Association, and our nearly 4,000-strong membership is composed of citizens appointed to planning commissions and zoning boards of appeal, professional planners, students and professionals from related fields. State

agencies, foundations and philanthropic organizations, other nonprofits, legislators, and others who value quality, community planning are counted among our supporters. For more than 65 years MAP has provided information, education and training, and advocacy to citizen and professional planners, and to our constituents. http://www.planningmi.org.

Project Blurb for Stakeholders to Publish in Newsletters, Websites, etc.

What is *Above PAR*?

Coldwater was awarded a service grant from the Michigan Association of Planning (MAP) to participate in a new and innovative planning project called *Above PAR - Planning for Place, Access and Redevelopment*. The project seeks new ways to integrate placemaking, transportation and redevelopment principles into the community's master plan and land use regulations.

Funded by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), the planning effort includes a number of stakeholder meetings, a walking tour, two educational workshops, a bike tour, a large visioning session, and a three-day planning charrette. At the conclusion of the charrette, the planning team will provide a series recommendations that will frame the vision and goals of the master plan.

The project is nearing completion with its final activities next week. The project, including final design and policy recommendations, will be presented to the public at the **Tibbits Opera House on Thursday, June 20 at 6:30 PM**. Don't miss this opportunity to hear what the community had to say and see what could be in store for Coldwater. There will be a community reception following the presentation that will feature treats from Melanie's Cake Shoppe.

Internal Kick-Off Meeting

Thursday, May 17, 2012
10-11 AM
Pere Marquette Depot
1000 Adams Street
Bay City, MI

Agenda

Time	Topic
10:00-10:15	Introductions
10:15-10:30	Project Explanation Schedule Deliverables Outcomes
10:30-10:40	Roles Advisory Group?
10:40-10:50	Review of Assessment Gather Information/Data
10:50-11:00	Open Discussion Next Steps

This project is sponsored by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

Stakeholder Kick-Off Meeting

Thursday, May 17, 2012
11 AM-12 PM
Pere Marquette Depot
1000 Adams Street
Bay City, MI

Agenda

Time	Topic
11:00-11:15	Introductions
11:15-11:30	Project Explanation Deliverables Outcomes
11:30-11:55	Initial input Missing stakeholders?
11:55-12:00	Project Schedule Next Steps

This project is sponsored by the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

Steering Committee Conversation

City Hall 10:30 PM - 12:00 PM
Monday, March 18, 2013

Time	Item
5 mins	**Welcome and Introductions**
15 mins	**Project Overview** (timeline, products) ○ What would you think would be the most important product from this process? ○ Are there sources of information that you recommend we examine that would help us understand the community?
5 mins	**Contacts** ○ Who do you think we should talk to and make sure we engage? ○ How best do we reach populations that are typically underrepresented in such processes?
35 mins	**Placemaking & The Power of 10** • Can you map 10 things to do or reasons to be in Coldwater? ○ Places to sit ○ Parks to play in ○ Food to eat ○ People to meet ○ Art to look at • Can you describe how they are connected? • Is there anything that is missing? • Are there ways to enhance what you have selected?
20 mins	**Community Inventory** • What are your concerns for the City (can be broad topics or physical places)? • What are your hopes for Coldwater (can be broad ideas or specific development projects)?
10 mins	**Wrap Up** • Final thoughts? • Upcoming Public Meeting • Thank you

Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

Steering Committee Conversation
Response Sheet

10:30 AM - 12:00 PM; Monday, March 18, 2013

Project Overview

1. What would you think would be the most important product from this process?

2. Are there sources of data that you recommend we examine?

Contacts

3. Who do you think we should talk to and make sure we engage?

4. How best do we reach populations that are typically underrepresented in such processes?

Placemaking & The Power of 10

5. List 10 things to do or reasons to be in Coldwater?

6. Can you describe how they are connected?

7. Is there anything that is missing?

8. Are there ways to enhance what you have selected?

Community Inventory

9. What are your concerns for the City (can be broad topics or physical places)?

10. What are your hopes for Coldwater (can be broad ideas or specific development projects)?

Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

Specific Stakeholders Conversations

Monday, March 18, 2013
Tuesday, March 19, 2013
Baseline Conversation Questions

I. Tell us more about what you do and who you work with (partnerships).

II. What projects/programs have you completed?

III. What projects/programs are you working on right now - planned for the future?

IV. What role does place, transportation, redevelopment have in the work you do?

V. What are your concerns for the City (can be broad topics or physical places)?

VI. What are your hopes for Coldwater (can be broad ideas or specific development projects)?

VII. What is Coldwater's "Brand?"

Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

Focus Group Conversation

City Hall 10:30 PM - 12:00 PM
Monday, March 18, 2013

Time	Item
10 mins	**Welcome** **What is Planning?** **Project Overview: Above PAR** ○ Place ○ Access ○ Vision for R: foRm, aRt, Relationships, Recreation, Redevelopment
35 mins	**Placemaking & The Power of 10** • Can you map 10 things to do or reasons to be in Coldwater? Place dots on your favorite Places. (sit, parks, hang out, food to eat, people to meet, art) • Is there anything that is missing? • Are there ways to enhance what you have selected?
10 mins	**Community Inventory** • What are your concerns for the City (can be broad topics or physical places)? • What are your hopes for Coldwater (can be broad ideas or specific development projects)?
5 mins	**Wrap Up** • Other ways to be involved (upcoming workshops) • Thank you

Workshop #1: Place Marketing E-Blast #1

What will Coldwater look like in the future? You tell us!

Your influence is needed on Wednesday, May 1 at the "Making Place" community workshop that will reimagine Coldwater and shape its overall master plan. Attend from 5:30-8:30 p.m. at City Hall (1 Grand St., Coldwater).

The "PAR" in "Above PAR" stands for **place, access** and **redevelopment**. Combined, they can create a community that people enjoy and use.

This process is called **Placemaking**. It brings together a community's assets, inspiration and potential to create good public spaces that promote people's health, happiness, and well-being.

With funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Coldwater has been working with the Michigan Association of Planning to study the community's assets, and make system-wide recommendations that will add value to ongoing planning and development efforts.

The project started in February with project staff conducting background research and talking with focus groups about Coldwater's most important and valuable physical assets. If you participated in interviews or focus groups, thanks! Since then, we've been busy compiling what you told us, to prepare for the next activities: Three community workshops, beginning with the one on the 1st. We'll dig a little deeper into the concepts of Place, connecting places through transportation and the form of places.

Each workshop will begin with a light dinner followed by an in-depth explanation of the topic, its relationship to the others and to Coldwater. Then we'll continue our learning and idea sharing through a feet-on experience. We'll be walking outside so please be sure to wear comfortable walking shoes. Then, we'll hit the trail and visit some places around town via bus.

Attend and learn about Place and how it is made, share dinner, and tell us about select Places in Coldwater. We are eager to hear your ideas and thoughts. There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's director of operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #1: Place Marketing E-Blast #2

If plans for Coldwater are to succeed, **we need your input**. Please attend the "Making place" community workshop on Wednesday, May 1 from 5:30-8:30 p.m. at City Hall (1 Grand St, Coldwater).

We'll begin with a brief but thorough explanation of Place and what that means for Coldwater. We'll continue our learning and share ideas during a feet-on experience called a walking audit. It's outdoors, so be sure to wear comfortable shoes. We'll continue the audit via bus making several stops around town.

It's all part of *Above PAR, the Planning for Place, Access, and Redevelopment* project led by the Michigan Association of Planning with funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA).

Attend and learn about Place and how it is made, share dinner, and tell us about Places in Coldwater. We are eager to hear your ideas and thoughts.

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #1: Place Marketing E-Blast #3

The Making Place workshop is next week. Have you signed up to attend?

We need your voice and ideas and you'll gain the satisfaction of knowing you helped shape Coldwater's future. It's Wednesday, May 1 from 5:30-8:30 p.m. at City Hall (1 Grand St, Coldwater).

There's no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

Also, please mark your calendar for the 2nd workshop about Connecting Places scheduled for Wednesday, May 29, 2013, from 5:30-8:30 p.m. at City Hall (1 Grand St, Coldwater). This workshop is all about how we get from one great Place to another.

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested!

Place Workshop #1

Day: Wednesday
Date: May 1, 2013
Time: 5:30-8:15 PM
Location: City Hall
Target Audience: 25 stakeholders, but open to public
Format:

Time	Topic	Speaker/Notes
5:00-5:45	Registration is open -get nametags -materials (PPTs) Get Dinner	Nametags, PPTs, sign-in sheets 25 people
5:45-6:30	What is Place? I. What is Place? (public, private) (10 min) II. What are the elements of Place (geography, power of ten, principles) (10 min) III. How does Place happen? (10 min) IV. Why is Place important? (economic engine, movement in MI, MiPlace.org) (10 min)	34 slides
6:30-6:40	Walking Audit Instructions -What is an audit? -Ground Rules -Introduce route -Compensate for time of day/day -Questions	6 slides painters tape
6:40-7:10	Walking Audit	Address issues brought up in the CKO Needs: pens, tape measure safety vests, clipboards Complete 4 checklists and eval form (5 total)
7:10-8:00	Bus tour -Marshall St I-69 corridor -Tibbits Plaza	Complete 3 eval forms (1 for each site/stop) BATA bus:
8:00-8:15	Evaluations What's Next? -Save the dates/Next workshop -Info from exercise to go to charrette	1 slide

Facilitator Instructions

The Facilitator is responsible for leading the walking audit, both in navigation and discussion. The Facilitator will help guide the conversation by ensuring that everyone has a voice.

Each facilitator will have a guidebook complete with routes, maps, site pictures, ground rules, reminders of key concepts, etc.

There will also be a recorder, with the same book, to take notes on the group's discoveries. The recorder's notes will be presented to the group at report time.

1. Introduce yourself and facilitate introductions of others. Identify/introduce the recorder.
2. Ask for 2 volunteers for each group to be the photographers: 1 taking pictures of positive elements of Place, 1 taking pictures of elements that need improvement.
3. Review the route/site as a group before you go.
4. The facilitator and recorder should wear a vest. Hand out extras randomly.
5. Enforce the GROUND RULES, on the following page.
6. Keep track of time (i.e., YOU are the timekeeper). I have allotted 30 minutes for the audit which should be plenty of time:
    a. 5 minutes to reach the destination
    b. 20 minutes to complete the 4 checklist sheets (5 minutes x 4checlists=20 minutes)
    c. 5 minutes for the "Place Evaluation Form"
7. Head out on your route. Encourage your group to be alert, not only for safety reasons, but also for elements of place. Some of the questions are about the approach. Pay attention to how you feel.
8. On the way, remind the group of the four areas we'll be exploring: Access & Linkages, Comfort & Image, Users & Activities, Sociability.
9. Explain that we may have to compensate for the time of day/day of the week. Please make notes if a place is hopping during the day or night, etc. For example, a parking lot or a few street blocks may be used as a farmer's market on Tuesday evenings. A church may contribute to becoming a place on Sundays.
10. Key concept reminders are in the guidebooks.
11. Encourage discussion/questions. Facilitate the group in finding out the answers together. It is ok if you don't know/have the answer.
12. Complete each of the checklist sheets for each topic. Recorder takes notes for the whole group. Some of the questions on the checklists may need to be reframed a bit based on

which site/route is being taken. For example, your site may be a block and therefore have more than one entrance, unlike a park. Just do the best that you can to capture some thoughts and opinions. While the goal of the exercise is to get feedback, this is also part of their training.

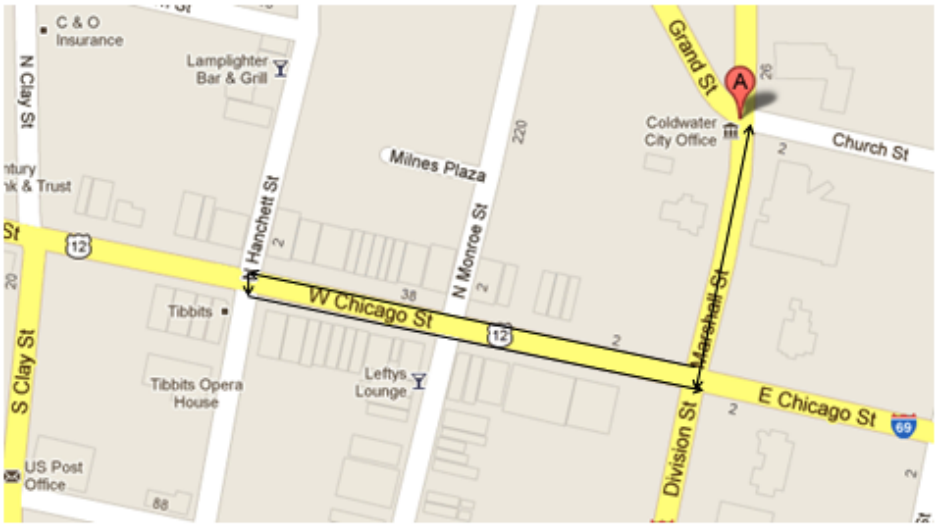
13. Complete the Opportunities form trying your best to capture the consensus of the group.
14. Thank them for their time and input.

Ground Rules

1. Honoring time limits so that each topic can be covered.
2. Listen carefully to the other speakers.
3. Respect and accept the validity of another point of view, even if you disagree.
4. Suspend judgment and consider the possibility that others may be right or have an approach that you had not considered.
5. Speak up and share your views fully and honestly with everyone.
6. Others that everyone agrees on.

Routes

Walking Route



Bus Route

W State St
E State St
Douglas Ave
Maple Ln
N Circle Dr
S Circle Dr
W Clarke Ave
E Clark Ave
Coombs Ave
Branch Ave
E Pointe Dr
Harvey St
Asaine Pkwy
Asaine Dr
Concept Dr
Elizabeth St
Seeley St
Liberty St
W Montgomery St
W Alden St
E Alden St
Pillsbury Ave
Vista Dr
E Pierce St
Smith St
Grant Dr
Cutler Ave
Hull St
Church St
Coldwater
W Chicago
W Washington St
E Pearl St
Tuster Dr
Super 8
Comfort Inn & Suites
Hampton Inn
Carter Motor Inn

Place Walking Audit Checklist

Access & Linkages

Yes	No	N/A	Criteria Questions	Notes
			1. Is there a defined "gateway?"	
			2. Is it easy to identify what is going on in the place?	
			3. Is the primary use or mission of the tenant agencies easily identifiable (signs or other visual cues)? Can you tell what's going on in the buildings?	
			4. Is there adequate directional signage, maps, and location information?	
			5. Can people easily get there (e.g. they don't have to dart through traffic)?	
			6. Do sidewalks, paths, or roads match up with the directions in which people wish to go?	
			7. Can people use a variety of transportation options (bus, car, bicycle, train) to get to the place?	
			8. Does the place function for people with special needs? Is it ADA compliant?	
			9. Do vehicles dominate pedestrian use of the space or prevent them from getting to it?	

Comfort & Image

Yes	No	N/A	Criteria Questions	Notes
			1. Does the place make a good first impression, both from afar and upon entering?	
			2. Is there a choice of places to sit (for example, either in the sun or shade)? Is it appropriate? Would you ***want*** to sit there?	
			3. Is there appropriate weather protection (umbrellas, shelters, etc.)?	
			4. Is the space clean and free of litter?	
			5. Does the space and surrounding area feel safe?	
			6. Does the place meet the needs of the people using it?	

Users & Activities

Yes	No	N/A	Criteria Questions	Notes
			1. Are people actively using the place?	
			2. Is the place used by a range of ages and types of people?	
			3. Do people tend to use the space alone, or do they cluster in groups?	
			4. Do several types of activities occur (e.g. walking, eating, relaxing, reading, socializing, meetings, etc.)? Think Power of Ten.	
			5. Are many or most parts of the space used?	
			6. Do the uses and activities benefit building visitors and employees?	

Sociability

Yes	No	N/A	Criteria Questions	Notes
			1. Would you choose to meet your friends in this place?	
			2. Are people talking with each other?	
			3. Are they smiling?	
			4. Do people seem to know each other by face or name?	
			5. Do strangers make eye contact with each other?	
			6. Is there a mix of ages and ethnic groups that generally reflects the community at large?	
			7. Do people tend to pick up litter when they see it?	

Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

Place Evaluation Form

Identify Opportunities

1. What makes this place work? Can you tell what's going on here? What do you like best about this place?

_____

_____

_____

_____

2. How was this place formed (People, Policies, Programs)?

_____

_____

_____

_____

3. List things that you would do to improve this place that could be done right away and that wouldn't cost a lot:

_____

_____

_____

4. What changes would you make in the long term that would have the biggest impact?

_____

_____

_____

5. What local partnerships of local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.

_____

_____

Workshop #2: Connecting Place Marketing E-Blast #1

How will Coldwater connect its great Places? You tell us!

Your influence continues on Wednesday, May 29 at the "Connecting Place" community workshop that will imagine how to connect Coldwater's great places and shape it's overall master plan. Attend from 5:30-8:00 PM at location (address, Coldwater).

With funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Coldwater has been working with the Michigan Association of Planning to study the community's assets, and make system-wide recommendations that will add value to ongoing planning and development efforts through the Above PAR project.

The "PAR" in "Above PAR" stands for place, access, and redevelopment. Combined they can create a downtown that people never want to leave.

We began by identifying Coldwater's valuable assets and now will continue our series of themed workshops. We held our first community workshop on Place earlier this month. Now, we are ready to explore Access. The workshop will begin with an in-depth explanation of Access and how our transportation systems connect our places, its relationship to the other project themes of Place and Redevelopment, and ultimately how they work together to transform Coldwater. Then we'll continue our learning and idea sharing through some active and hands-one exercises.

Attend and learn about transportation's role in Placemaking and tell us about Coldwater's connections. We are eager to hear your ideas and thoughts.

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard, MAP's director of operations, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #2: Connecting Place Marketing E-Blast #2

What are *Complete Streets* and what do they have to do with making great Places? Come and share you ideas in this interactive learning session. We'll talk about and look for *Complete Streets*, among other topics, at the second of three community workshops from the *Above PAR – Planning for Place, Access, and Redevelopment* project. Please join us for the

Connecting Places Workshop: Wednesday, May 29, from 5:30-8:00 PM at location (address).

We'll begin with a brief but thorough explanation of how Places are connected in Coldwater. We'll continue our learning and idea sharing through some active and fun hands-on exercises.

Attend and learn about transportation's role in Placemaking and tell us about Coldwater's connections. We are eager to hear your ideas and thoughts.

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #2: Connecting Place Marketing E-Blast #3

The **Connecting Place** workshop is next week. Have you signed up to attend?

We need your voice and ideas about connecting Coldwater's Places, and you'll gain the satisfaction of knowing you helped shape it's future. The workshop is Wednesday, May 29, from 5:30-8:00 PM at location (address).

There is no cost to attend, but we do ask you to register your attendance and any guests. To register, contact Sherrie Howard via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested!

Access Workshop #2

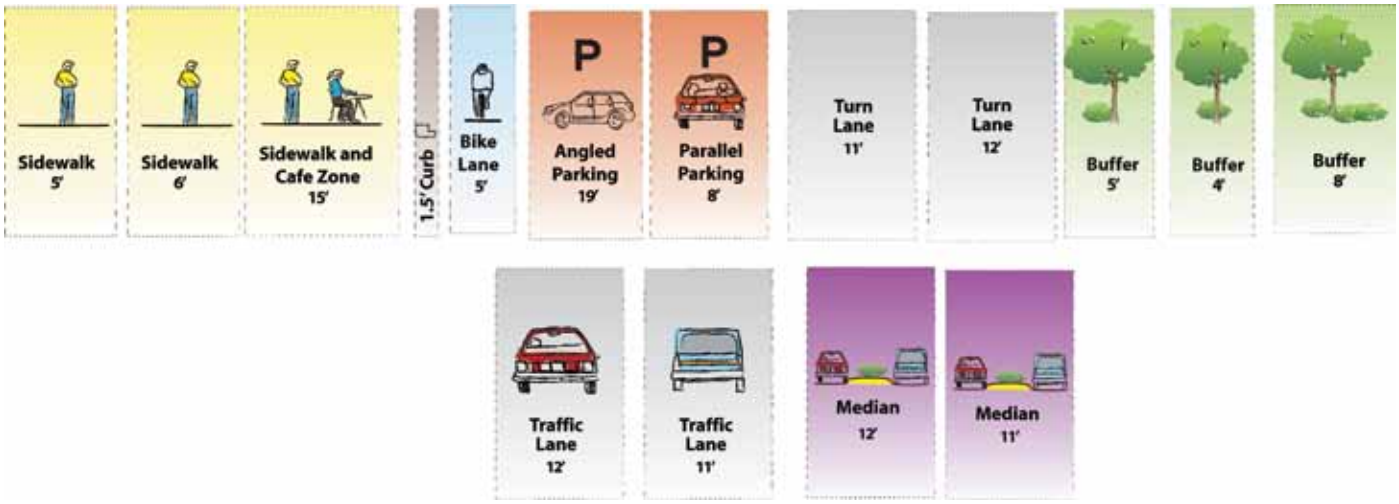
Day: Wednesday
Date: May 29, 2013
Time: 5:30-8:00 PM
Location: CHC conference room
Target Audience: 30 stakeholders, but open to public
Format:

Time	Topic	Speaker/Notes
5:00-5:45	**Registration** is open -get nametags -materials (PPTs) Get Dinner	Nametags, PPTs, sign-in sheets
5:45-5:55	**Welcome and Introductions**	
5:55-6:25	**Connecting Place?** I. Review of Place? II. The Importance of Connections in Place III. Complete Streets: One tool IV. Benefits of Active Transportation V. Variety of Treatments	59 slides
6:25-6:35	8 tables (2 per topic), working in groups of 3-7 **Exercise**: **Marshall St, I-69 Gateway, Chicago Downtown Visioning** 1. Take cardboard cutouts and experiment with the arrangements. 2. When you've got the 1-3 preferred arrangements, stop. 3. List the pros and cons of your favorite arrangement.	1 slide Maps with routes (LIAA)
6:35-7:15	**NMT Routes** - Introduce the NMT -Have maps with identified Places -Brainstorm routes per user group (different color for each) -Ground Rules -Questions	2 slides Large route maps (LIAA) colored pencils/crayons (LIAA) erasers (LIAA) flip charts & markers (LIAA)
7:15-7:55	**Gateway Exercise** 1. What history do we need to be aware of? They were once two lanes with parking, etc. 2. What does your vision of a gateway look like?	We throw ideas out there and test them, ask for responses: 1. Reduce speeds 2. Add crosswalks

	What features does it have? How does it work/function? [record on flip paper] 3. What's missing/not working? [record on flip paper] 4. How would you change 12 to enhance Sense of Place, gateway, walkability, signage (private), landscaping, wayfinding? 5. Discuss how each one would change -function -use (for which users, residents, visitors, live off) -feel -connections (locals, assets)	3. Add stops 4. Narrow lanes 5. Reduce lanes 6. Add bike lanes 7. Add parking 8. Change to 2-way 9. Bump outs 10. Pavement markings 11. Pedestrian signage/signals 12. Mid-Block Crossings 13. Lighting Make changes to cross sections on trace paper
7:55-8:00	Evaluations What's Next? -Save the dates/Next workshop -Info from exercise to go to charrette	1 slide

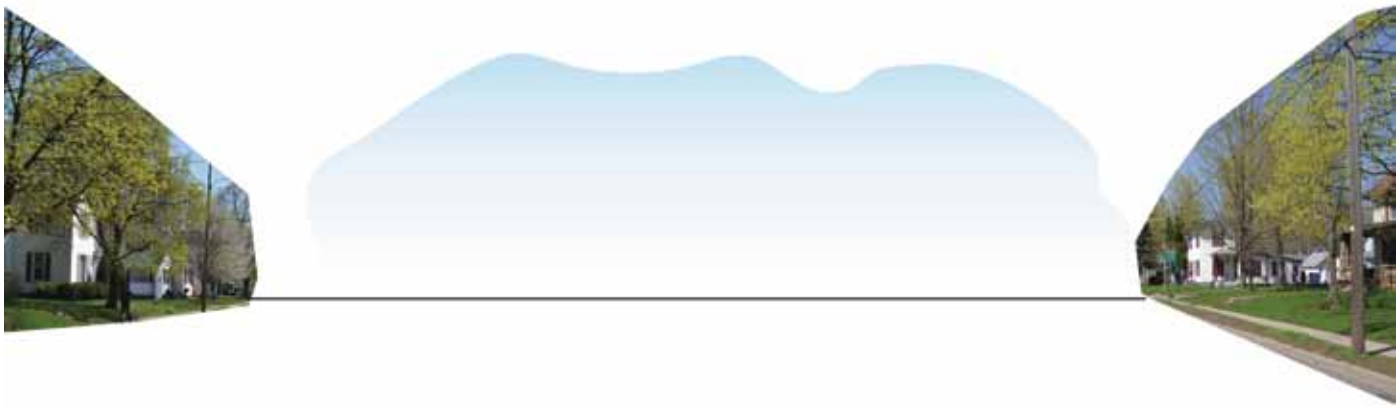
Ground Rules

1. Honoring time limits so that each topic can be covered.
2. Listen carefully to the other speakers.
3. Respect and accept the validity of another point of view, even if you disagree.
4. Suspend judgment and consider the possibility that others may be right or have an approach that you had not considered.
5. Speak up and share your views fully and honestly with everyone.
6. We are not trying to reach consensus.
7. Others that everyone agrees on.



Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

Marshall



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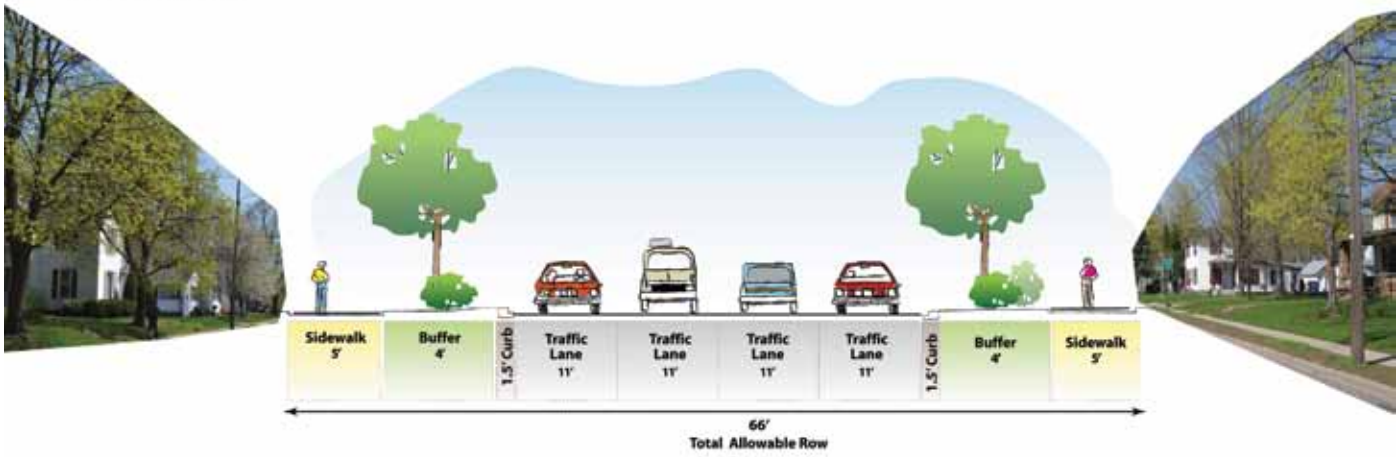
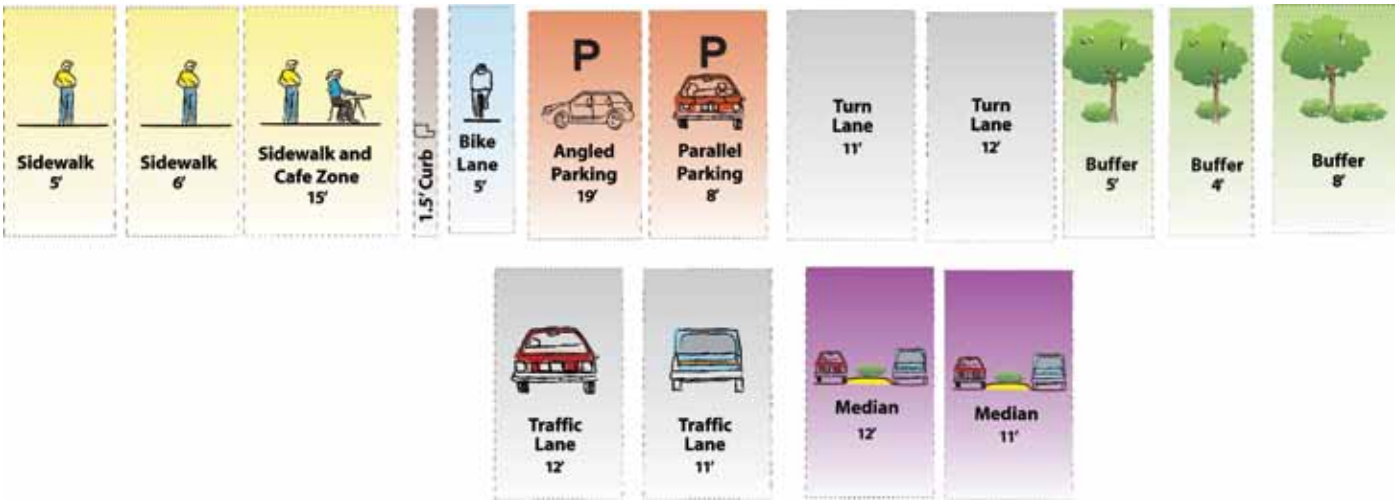
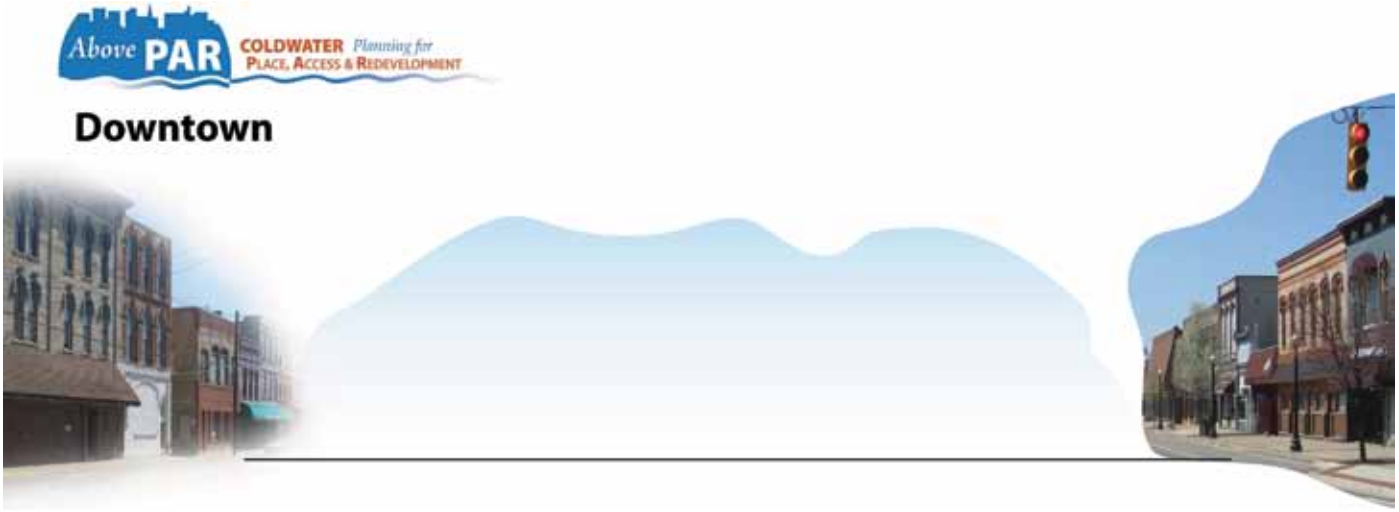
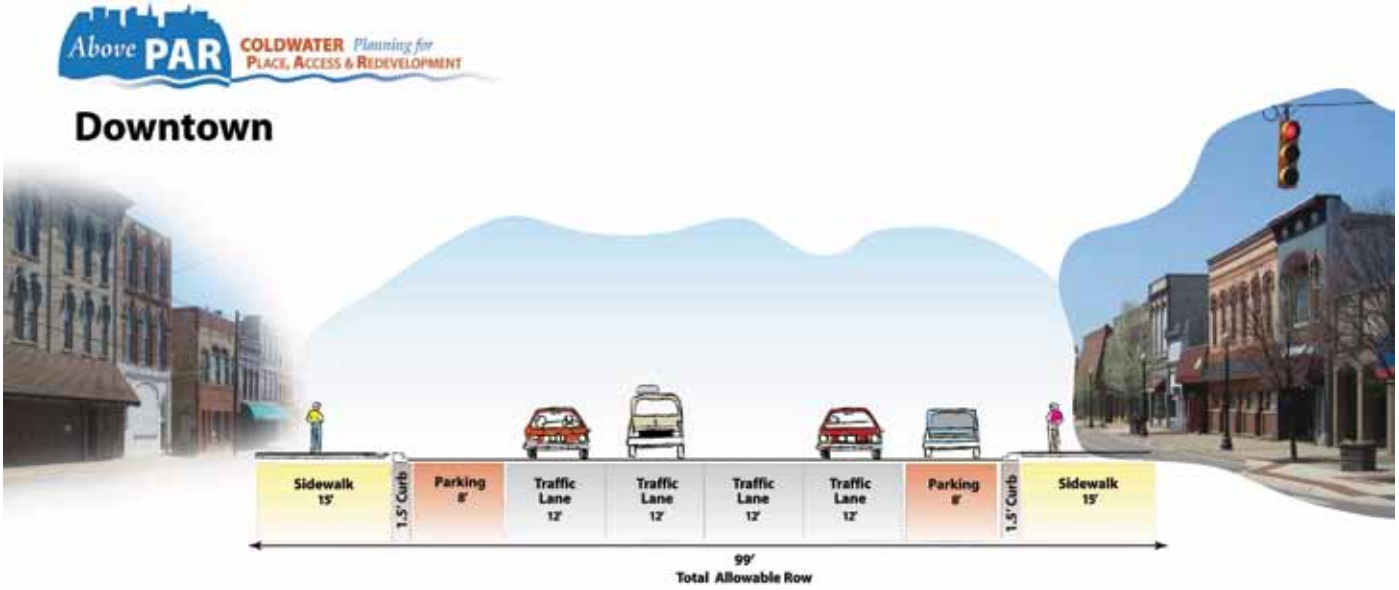
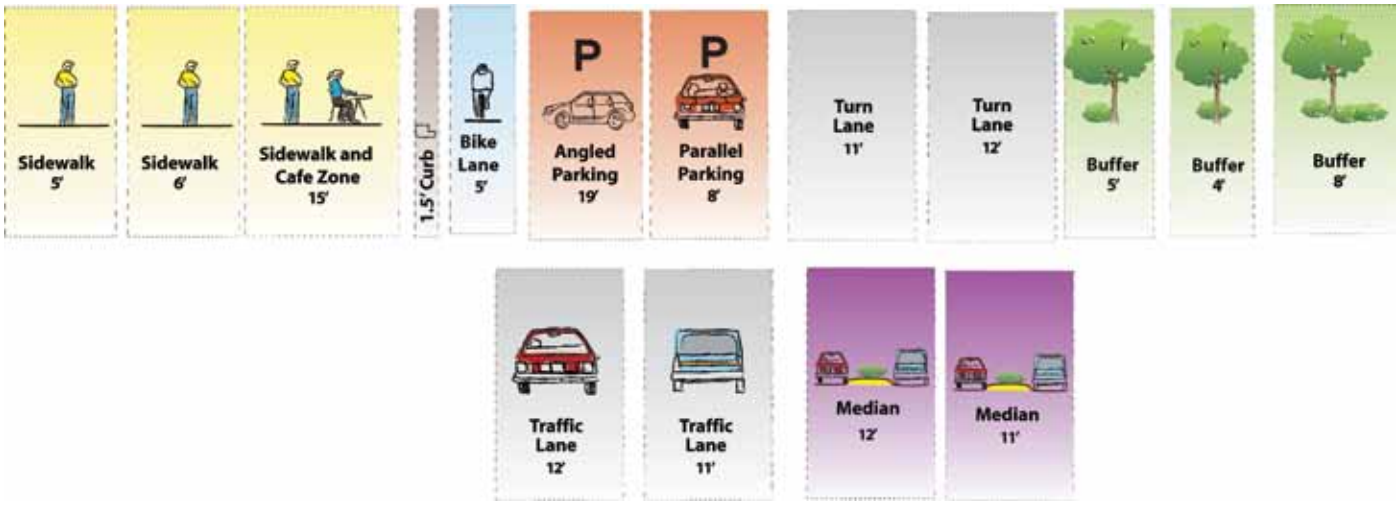
Marshall




Sidewalk 5'
Sidewalk 6'
Sidewalk and Cafe Zone 15'
1.5' Curb
Bike Lane 5'
P
Angled Parking 19'
P
Parallel Parking 8'
Turn Lane 11'
Turn Lane 12'
Buffer 5'
Buffer 4'
Buffer 8'
Traffic Lane 12'
Traffic Lane 11'
Median 12'
Median 11'

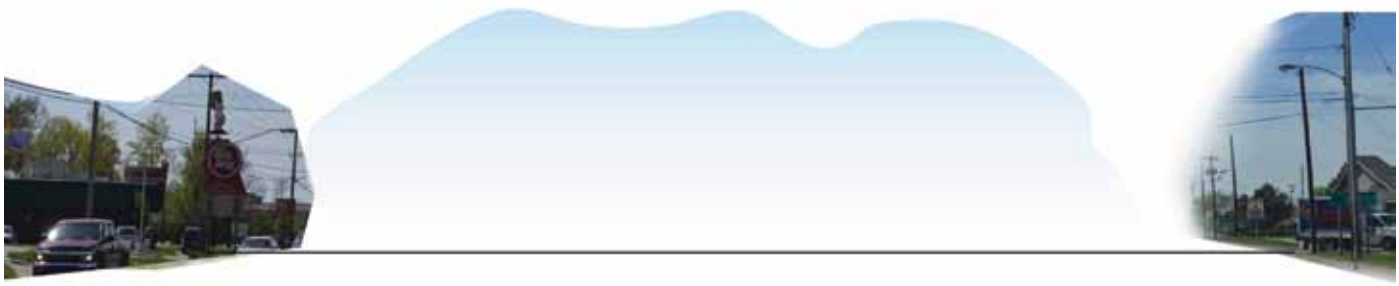

Above PAR
COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT
Downtown


Above PAR
COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT
Downtown
Sidewalk 15'
1.5' Curb
Parking 8'
Traffic Lane 12'
Traffic Lane 12'
Traffic Lane 12'
Traffic Lane 12'
Parking 8'
1.5' Curb
Sidewalk 15'
99'
Total Allowable Row



Above PAR COLDWATER Planning for PLACE, ACCESS & REDEVELOPMENT

US 12



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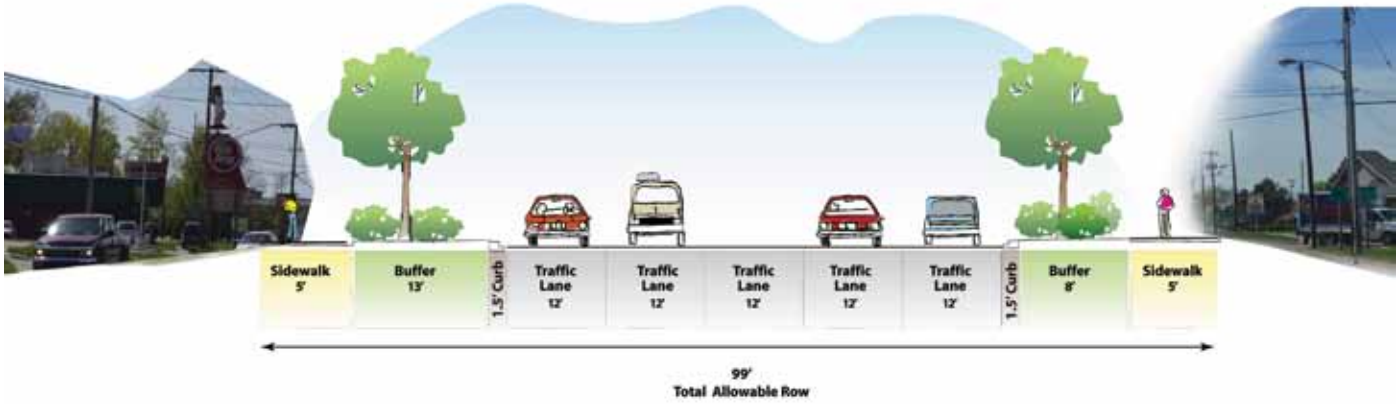
US 12



Workshop #3: Visioning the Future and Charrette Marketing E-Blast #1

Greetings Friends of Coldwater!

We are nearing the home stretch of our work with you in Coldwater. Starting in February, we've interviewed individuals and held focus groups. We've compiled data and reports. We've conducted two workshops: one on Place, and one on Transportation (or access) and gathered more information from you.

It's time to put all of that work and data into motion. The **Above PAR** project team will be hosting a charrette from June 18-30. A charrette is a series of stakeholder and public meetings to create and support a feasible plan for positive change. We'll be using all of the information we've collected to develop some design ideas and plans to help Coldwater become a stronger PLACE.

We'll be setting up shop at the [location] for those three days and you are welcome to stop by and see our progress at any time. We'll also be holding two public meetings, at the beginning and the end. We'll get registration information out soon, but for now, please hold the following dates:

- Charrette Kick-off/Workshop #3 – Visioning the Future and Preparing for the Charrette: Tuesday, June 18, 5:30-8:30 PM (location, address, Coldwater). Dinner included.

- Open House to check out our progress: Wednesday, June 19, 5:30-7:00 PM at the [location], Address, Coldwater

- Final presentation: Thursday, June 20, 2013, 5:30-7:00 PM at the Tibbits Opera House, 14 S Hanchett S, Coldwater. Following the presentation, stay and join us for a Community Celebration and Reception!

We look forward to our time with you. Stay tuned for more information or feel free to contact Holly Madill at (734) 913-2000.

Workshop #3: Visioning the Future and Charrette Marketing E-Blast #2

How can we make a stronger Coldwater? You tell us!

Your influence continues on Tuesday, **June 18** at the community workshop that will focus your imagination on Coldwater. Attend from 5:30-8:30 PM **at the [location]** (address, Coldwater). Then attend the **final community presentation on Thursday, June 20 from 5:30-7:00 PM at the Tibbits Opera House** to see and hear about the final products.

With funding from the C.S. Mott Foundation and the Michigan State Housing Development Authority (MSHDA), Coldwater has been working with the Michigan Association of Planning to study the community's assets, and make system-wide recommendations that will add value to ongoing planning and development efforts through the **Above PAR** project. We began by identifying Coldwater's valuable assets, now we will continue our series of themed workshops. We held two community workshops on Place and Access (transportation). This last workshop on Tuesday, June 18th, will begin with an overview of the process, a presentation of the results thus far, and an exercise to move us to the last activity, all at the same time. The Thursday, June 20th event will be the final presentation for the project.

Attend and learn about form and charrettes, tell us about your vision for Coldwater, and hear (and see) the final recommendations.

- Charrette Kick-off/Workshop #3 – Visioning the Future and Preparing for the Charrette: Tuesday, June 18, 5:30-8:30 PM (location, address, Coldwater). Dinner included.

- Open House to check out our progress: Wednesday, June 19, 5:30-7:00 PM at the [location], Address, Coldwater

- Final presentation: Thursday, June 20, 2013, 5:30-7:00 PM at the Tibbits Opera House, 14 S Hanchett S, Coldwater. Following the presentation, stay and join us for a Community Celebration and Reception!

There is no cost to attend, but we do ask you to register in advance. To register, contact Sherrie Howard, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, organization (if applicable), and address. Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these final opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #3: Visioning the Future and Charrette Marketing E-Blast #3

What is a charrette? What's form got to do with Downtown? Attend, share, and learn in the last series of interactive sessions for the Above PAR project. Please join us for the

- Charrette Kick-off/Workshop #3 – Visioning the Future and Preparing for the Charrette: Tuesday, June 18, 5:30-8:30 PM (location, address, Coldwater). Dinner included.

- Open House to check out our progress: Wednesday, June 19, 5:30-7:00 PM at the [location], Address, Coldwater

- Final presentation: Thursday, June 20, 2013, 5:30-7:00 PM at the Tibbits Opera House, 14 S Hanchett S, Coldwater. Following the presentation, stay and join us for a Community Celebration and Reception!

There is no cost to attend, but we do ask you to register in advance. To register, contact Sherrie Howard, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested! Don't miss these opportunities to engage in this planning process, and connect with your community. Thanks for your time,

Workshop #3: Visioning the Future and Charrette Marketing E-Blast #4

The last opportunity for you to participate in the **Above PAR** project is next week. Have you signed up to attend?

- Charrette Kick-off/Workshop #3 – Visioning the Future and Preparing for the Charrette: Tuesday, June 18, 5:30-8:30 PM (location, address, Coldwater). Dinner included.

- Open House to check out our progress: Wednesday, June 19, 5:30-7:00 PM at the [location], Address, Coldwater

- Final presentation: Thursday, June 20, 2013, 5:30-7:00 PM at the Tibbits Opera House, 14 S Hanchett S, Coldwater. Following the presentation, stay and join us for a Community Celebration and Reception!

We need your voice and ideas for Coldwater, and then you'll gain the satisfaction of knowing you helped shape Coldwater's future.

There is no cost to attend, but we do ask you to register in advance. To register, contact Sherrie Howard, via email at showard@planningmi.org or phone at (734) 913-2000 and tell her your name, phone number, email, and organization (if applicable). Walk-ins are also welcome!

For more information about the project, visit the City's website (http://www.coldwater.org/Content/Dept_Planning_Zoning_Grants.html) or feel free to contact me. Please feel free to forward this email to anyone who might be interested!

FINAL REPORT

Planning project nears end

By Don Reid
dwreid@aol.com

COLDWATER — The PAR Project that began in February will end Thursday with a final report at the Tibbits Opera House beginning at 6:30 p.m., after the final workshop taking place tonight.

PAR is a local community study under a grant for planning for Places, Access and Redevelopment for Coldwater, a head start on the rewrite of the city's master plan.

There have been a series of workshops and meetings with groups and individuals.

"It's time to put all of that work and data into motion," said Keith Baker, Community Services Director. "By developing design ideas and plans, we can help shape Coldwater into a stronger place."

This Tuesday and Wednesday will be the public's final chance to see what was learned, as well as to give input, with a charrette stakeholder and public meetings to create and support a feasible plan for positive change.

The first gathering will be this evening, from 5:30-8:30 p.m. at Max Larsen Elementary School. The next will be Wednesday, from 5:30-7 p.m. at Zeta One, 11 W. Chicago St., Coldwater.

Holly Madill of Michigan Association of Planning (MAP) and Harry Burkholder of the Land Information Access Association (LIAA) have been leading the study.

Some of what was learned was expected. More and better jobs in the community is an issue of concern in every segment of the community contacted.

When the consultants went to Coldwater High School, issues of no beach access, few music venues and the need for more places to hang out were brought up.

"Places where we can go with no agenda, but where fun things spontaneously happen," suggested the younger group.

These teens expressed concern about the aesthetic of the city and how the community will grow and what it will look like.

When the consultants talked to Head Start and those at the Shelter House, there was concern expressed about parks and institutions and what was missing in Coldwater, including affordable children's places and jobs. This group also raised concern about housing affordability, as well as vacancies, high taxes and the loss of jobs and population.

SEE PROJECT, A3

Consultant Holly Madill and City Planner Keith Baker explained the visioning process to interested citizens at the first public workshop in May. DON REID PHOTO

PROJECT

From Page A1

There was also an effort to involve the local Arab community, which accounts for over 17 percent of the city's population. Concerns discussed there include the lack of park amenities at Waterworks Park, with little playground equipment and a limited soccer field. With the population centered in the First Ward, many expressed dismay over the vacant Midwest Foundry site, which the city continues to try to obtain.

There was concern about the lack of sidewalk along Park Avenue, as well as poor sidewalks in the ward and the need for more public water fountains throughout the community.

With soccer a popular sport, some suggested lighting the second Heritage soccer field, as well.

On education, Arab community members recognized the need to improve schools, also asking for a local campus for four-year degree college programs because they want local higher education opportunities.

This group also expressed concern about the downtown appearance, especially vacant buildings. And they asked for improved communication through the Mosque/Arab-American Society/Islamic Center.

At the transportation workshop, suggestions were made to take the three-lanes of U.S. 12 eastward, from the Four Corners to Sprague Street. There was also concerned about marked crosswalks in this area, especially at Jefferson Street, where a majority of the city's car-pedestrian accidents occur.

Many would also like to see more trees planted along Chicago Street to I-69.

Many of these ideas are expected to be recognized in the final report.

Above PAR BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

Community Charrette - Kick-Off

Discussion Response Handout I.

Please Identify Five (5) Positive Places within the Focus Area and write them below. Then using a Green Dot, mark their locations on the Map.

1. _____

2. _____

3. _____

4. _____

5. _____

Please Identify Five (5) Negative Places within the Focus Area and write them below. Then using a Red Dot, mark their locations on the Map.

1. _____

2. _____

3. _____

4. _____

5. _____

Identify Three (3) Businesses you would like to see in the Focus Area

1. _____

2. _____

3. _____

Above PAR BAY CITY Planning for PLACE, ACCESS & REDEVELOPMENT

Community Charrette - Kick-Off

Discussion Response Handout II.

Please Identify and describe <u>at least (4)</u> ideas of what the downtown should look like in 20 years. You may wish to ask yourself: Who lives there? How are people getting around? How does it look? What amenities are there? Then think about how they can be represented on the map.

1. _____

_____

_____

2. _____

_____

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3. _____

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4. _____

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5. _____

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6. _____

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