

DOWNTOWN DEVELOPMENT AUTHORITY
LOWER BOARDMAN RIVER LEADERSHIP TEAM
Monday, March 18, 4:30 pm
400 Boardman Avenue, Lower Level Cafeteria, Traverse City, MI 49684
www.downtowntc.com

Information and minutes are available from the DDA CEO, 303 East State Street, Suite C, Traverse City, MI 49684, (231) 922-2050. If you are planning to attend the meeting and are handicapped requiring special assistance; please notify the DDA CEO as soon as possible.

1. City of Traverse City Public Participation Policy Review
2. Stakeholder Engagement Review
3. Discussion
4. Next Steps
5. Public Comment
6. Adjournment

Any interested person or group may address the Leadership Team on any agenda item when recognized by the presiding officer or upon request of any Leadership Team member. Also, any interested person or group may address the Leadership Team on any matter of concerning the Lower Boardman River not on the Agenda during the agenda item designated Public Comment. The comment of any member of the public or any special interest group may be limited in time. Such limitation shall not be less than three minutes unless otherwise explained by the presiding officer, subject to appeal by the Leadership Team.

Office of the Downtown Development Authority, 303 E. State Street, Traverse City, MI 49684 (231) 922-2050



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Memorandum

To: Lower Boardman River Public Engagement Subcommittee:
Jennifer Jay, Harry Burkholder, Elise Crafts, Michael Vickery, Jean Derenzy,
Brett Fessell, Frank Dituri,

From: Jean Derenzy, DDA CEO

Date: March 15, 2019

To help with starting the public input session, attached are three documents, to begin identifying the public input process that will be created by this subcommittee, presented to the Lower Boardman Team, and approved by the DDA Board.

1. Traverse City's Public Participation Strategy
2. Two Examples of public engagement Plans one from Washtenaw County and one from Emmet County.
3. Spreadsheet to start identifying stakeholders

SmithGroup will be joining the subcommittee via conference call.

Traverse City Public Participation Strategy



City of Traverse City

Certified Michigan Redevelopment Ready

Community

Contents

- 1. Strategy Purpose and Goals 2
- 2. State Regulations 2
 - Michigan Open Meetings Act (PA 267 of 1976)..... 3
 - Michigan Planning Enabling Act (PA 33 of 2008) 3
 - Michigan Zoning Enabling Act (PA 220 of 2006)..... 4
- 3. Key Stakeholders – Who?..... 6
 - Affected..... 6
 - Impacted..... 6
 - Interested..... 6
 - Aware 7
- 4. Communication Toolbox – How?..... 8
 - Table: Toolbox Goals by Type 8
 - Worksheet: Level of Public Involvement Needed..... 9
 - Toolbox Best Practices 10
 - Inform 10
 - Consult..... 11
 - Involve 12
 - Collaborate..... 12
- 5. Strategies for Outreach – When?..... 13
 - Public Projects..... 13
 - For large, private development projects:..... 13
- 6. Communicating Results..... 15
 - Table: How to Communicate Results 15
- 7. Evaluating Effectiveness of Efforts..... 15
- 8. Future Initiatives..... 17

1. Strategy Purpose and Goals

The purpose for establishing this Public Participation Strategy is to have a clear set of policies, procedures, and methods to apply across a wide range of City initiatives to ensure the public has appropriate venues and timing for feedback. This is meant to be a “living document” that is updated periodically to respond to changes in staffing, noticing, and community needs.

The following goals provide the framework for this strategy’s intent:

- **Ensure transparency and a clear planning and development process**
- **Conduct effective and engaging planning processes (through planning and zoning projects)**
- **Encourage developers to engage impacted stakeholders at various stages of the development process**
- **Anticipate the need for engagement and proactively seek timely input**
- **Provide educational and informative opportunities**
- **Disseminate results**
- **Continually improve methods and track success**
- **Reach a broad constituency, diverse stakeholders, employing different techniques and approaches for different groups**
- **Utilize an effective communication plan to convey City updates**

The City will review the effectiveness of the specific public participation activities listed in this strategy and will adjust them accordingly in order to maximize their success. Staff will also explore ways to improve communication strategies to reach the specific project stakeholders and gather community feedback and consider new methods of communication and engagement as they become available, and update this strategy as needed.

The public participation actions described throughout this strategy do not preclude additional public involvement or engagement efforts. In circumstances when the City consults with a third party entity, that entity shall adhere to the provisions of this strategy, if applicable.

2. State Regulations

State of Michigan legislation details the minimum requirements for public participation. Traverse City abides by this legislation and strives to go above and beyond the traditional practices to be proactive in solicitation public input for all projects. Below are the laws regarding public input as set by the State.

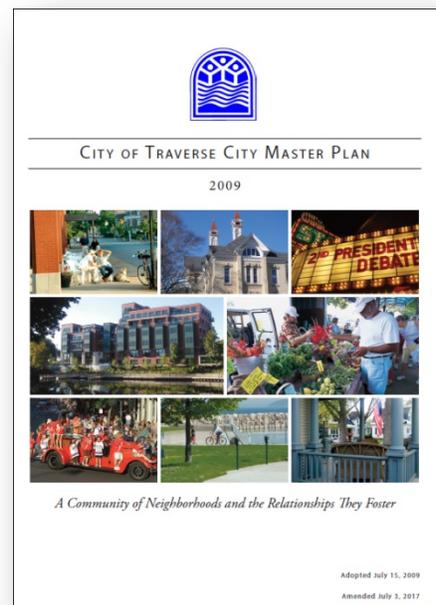
Michigan Open Meetings Act (PA 267 of 1976)

- The City sets the schedule for meetings in advance of the new calendar year.
- The public will be notified within 10 days of the first meeting of a public body in each calendar or fiscal year; the body will publicly post a list stating the dates, times, and places of all its regular meetings at its principal office.
- Traverse City will hold meetings in buildings which are accessible to the general public.
- If there is a change in schedule, within three days of the meeting in which the change is made, the public body will post a notice stating the new dates, times, and places of regular meetings.
- For special and irregular meetings, public bodies will post a notice indicating the date, time, and place at least 18 hours before the meetings.
- A regular meeting of a public body which is recessed for more than 36 hours can only be reconvened if a notice is posted 18 hours in advance
- Public bodies will hold emergency sessions without a written notice or time constraints if the public health, safety, or welfare is severely threatened and if two-thirds of the body's members vote to hold the emergency meeting.
- Any citizen can request that public bodies put them on a mailing list so that they are notified in advance of all meetings by contacting the City Clerk's office.

Michigan Planning Enabling Act (PA 33 of 2008)

For public hearings required by the Michigan Planning Enabling Act for Master Plans:

- Notification of Intent to Proceed: The following parties will be notified via first class mail, personal delivery, or email by the planning commission of the intent to plan and request the recipient's cooperation and comment:
 - Grand Traverse County Planning Department
 - Leelanau County Planning Department
 - Networks Northwest
 - Grand Traverse County Road Commission
 - Bay Area Transportation Authority
 - MDOT
 - Elmwood, Garfield, East Bay and Peninsula Townships
 - Traverse City Light and Power
 - Consumers Energy
 - DTE Energy
 - Cherry Capital Airport
 - TC Downtown Development Authority



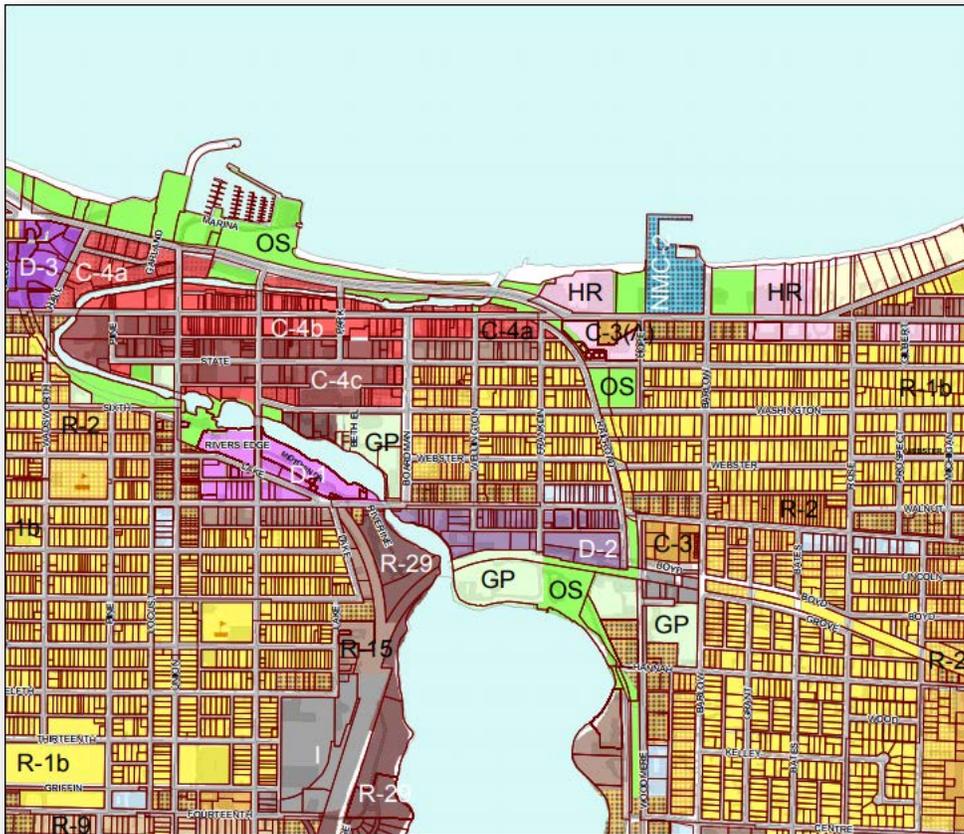
- All Organized Traverse City Neighborhood Associations
- Traverse City Area Public Schools
- After the draft master plan has been submitted to the City Commission for review and approval for distribution, the draft plan will be submitted to the above entities for review.
- Before approving a proposed master plan, the Planning Commission will hold a public hearing on the proposed master plan. The hearing will be held after the expiration of the deadline for comment as outlined in the act (42 days for an amendment, 63 days for a new master plan).
- The Planning Commission will give notice of the time and place of the public hearing not less than 15 days before the hearing by publication in in the local Record-Eagle newspaper. The Planning Commission will also submit notice of the public hearing by first class mail, personal delivery, or email to the list of recipients listed above.
- Upon adoption by the Planning Commission, the City Commission will adopt the same version of the plan

Michigan Zoning Enabling Act (PA 220 of 2006)

For public hearings required by the Michigan Zoning Enabling Act and as described in the zoning ordinance:

- Distribution of notice
 - Publish notice in the Record-Eagle not less than 15 days before the date of the hearing.
 - Notice given to all persons whom real property is assessed within 300 feet of the property that is the subject of the request and to the occupants of all structures within 300 feet of the subject property
- Notice requirements
 - Notice shall describe the nature of the request
 - Indicate the property that is the subject of the request
 - Listing of street addresses
 - Time and location when the request will be considered
 - Time and location where comments will be received concerning the request
- Actions requiring notice:
 - **Zoning Ordinance Text and Map Amendments**
 - Planning commission shall hold at least 1 public hearing prior to submitting its recommendations to the City Commission for a proposed zoning ordinance or map amendment.
 - The City Commission may hold a public hearing.

- Rezoning for 11 or more adjacent properties do not require the 300-foot notice to neighboring properties.
 - Notice of time and place of hearing shall also be given by mail to each electric, gas, pipeline public utility company, telecommunication service provider, railroad operating in the district affected, and airport manager, that has registered its name and address with the city to be contacted for public hearing.
- **Special land uses decided by the City Commission:**
 - Public hearings shall be held at the Planning Commission and City Commission.
 - **Special land uses decided by the Planning Director**
 - A public notice in the Record Eagle will be published at least 15 days in advance of a decision on the special use.
 - The applicant or the Planning Director may request a public hearing.
 - **Planned Unit Development:**
 - The City Planning Commission may hold a public hearing. The City Commission shall hold at least 1 public hearing on the request.



3. Key Stakeholders — Who?

Each project's stakeholders will be dependent on the scope and scale of the process. Each project will include an evaluation to ensure the appropriate stakeholders are targeted. The following list includes a variety of typical stakeholders:

- Neighborhood organizations
- Disability Network
- Traverse City Housing Commission
- Networks Northwest
- MDOT and MDEQ
- County Road Commission
- Munson Medical Center
- Chamber of Commerce (Traverse Connect)
- Northwestern Michigan College
- School District and TBAISD
- DDA
- Brownfield Authority
- Brokers/Traverse Area Association of Realtors
- Grand Traverse County
- Bay Area Transportation Authority
- Traverse Area Recreation and Transportation Trails
- The Watershed Center
- Other stakeholders identified by the stakeholders listed above

Different types of stakeholders will need different levels of engagement that should be identified with the following categories:

Affected

- Audiences you most frequently communicate with, consult, involve or collaborate with during the process
- Examples: Affected residents and property owners, decision-making body

Impacted

- Audiences surrounding the project area whom you will consult or involve
- Examples: Neighboring residents or property owners, neighborhood associations, business groups, utilities, government officials with jurisdiction like road and drain commissions

Interested

- Audiences interested in the project but not necessarily directly affected or impacted, whom you will inform or consult

- Examples: Anyone expressing interest, advocacy groups, schools and other taxing entities, elected officials, adjacent municipalities

Aware

- Audiences you want to keep informed about the project
- Examples: Media (print, radio, television, internet), social media groups



4. Communication Toolbox – How?

The City will utilize the following table to guide decisions on which approaches are most appropriate:

Table: Toolbox Goals by Type

Inform - Educate	
notifications	Provide the public balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.
outdoor signs	
neighborhood meetings	
public meetings	
website	
press releases	
social media	
Consult - Listen	
social media	Obtain feedback on analysis, alternatives, and/or decisions. Listen and acknowledge concerns and aspirations and provide feedback on how public input influenced the decision.
surveys	
interviews	
public hearings	
Involve - two-way communication	
public workshops	Work with public to ensure concerns and aspirations are understood and considered and directly reflected in alternatives. Provide feedback on how public input influenced the decision.
focus groups	
town hall (ongoing)	
Collaborate - partner	
charrettes	Partner with public in development and evaluation of alternatives and selection of preferred solution. Incorporate recommendations into decisions to the maximum extent possible.
committees	
citizen advisory groups	
groups	
Empower - delegate	
ballot measures	City implements what public decides.

Each of these tools is described later in this section under “Toolbox Best Practices”.

Worksheet: Level of Public Involvement Needed

This worksheet will help to determine the appropriate level of community engagement. The level of engagement should be appropriate to the level of community interest, potential controversy and project complexity.

Check a single column for each question as it pertains to the project or issue at hand.

Questions	Very Low	Low	Moderate	High	Very High
What is the expected level of conflict or controversy?					
How significant are the potential impacts to the community?					
What degree of involvement does the public seem to want?					
What is the potential for community engagement to impact the final decision or project?					
How great are the possible benefits of engaging the public?					
How great are the risks of NOT involving the public?					
What level of public participation is desired or expected by the final decision-makers?					
What are the chances that the media are or will become interested?					
How complex is the project?					

Toolbox Best Practices

Inform

- Notifications:
 - Public notifications per the MPEA and MZEA as identified above are posted at the Governmental Center, on the City’s website and Record Eagle
 - For special meetings related to a project or process, additional notifications include press releases to the media, social media postings, signs distributed to local businesses, email blasts to neighborhood groups and list serves
 - For engineering projects, include a notice of schedule, door hanger with dates of impact updates, and keep impacted businesses and residents informed throughout the process
 - Ensure a consistent, friendly tone across departments, with messaging centralized from the Clerk’s office
 - Announcements during the Commission and Board meetings
 - Newsletters, e-newsletters,
 - Attachments to utility bills
 - Educate: find an opportunity to educate on each distribution:
 - “Why are we removing trees?”
 - “Here’s a link for more information”
 - “Why are we doing this project?”
 - Textizen for text message noticing
- Public Meetings/Educational Sessions:
 - Presentations to neighborhood organizations or those affected by a project
 - Inform about process, what to expect
 - Prepare FAQ and update following meeting
 - Open house drop in sessions to learn
- Website:
 - Broaden “City News” portion of website by adding a “Notices” section for what is also shown on social media (e.g. “emergency road closure”)
 - Utilize the City’s homepage as a primary location for official city statements
 - Consider adding a rumors and trending topics page to provide FAQ on controversial topics
 - Add “projects at a glance” page to summarize updates on projects across departments to answer “What’s the latest with this project?”
 - Individual webpages will be created for significant projects; these webpages will include related information and documents about the proposed projects

- Messaging/press releases:
 - Continue to streamline messaging to be consistent in terms of tone and centralized coming from the City Clerk’s office
 - Develop a communication strategy for the Clerk’s office to handle all public communication
 - Press releases are typically distributed to a media list containing local or statewide print and broadcast organizations
- Social media management:
 - Encouraged to be informative rather than conversational to keep the opinions of officials the “voice” of the city and limit the responses required by a social media manager
 - Meeting notices
 - Construction or progress updates
 - Event notifications

Consult

- Surveys
 - Surveys are especially useful to evaluate existing conditions (for parks and recreation plans or market studies, for instance) or gauge the importance of a recommendation or alternative (i.e. do you strongly agree or disagree with the following?)
 - Surveys are not recommended to be used as a substitute for a vote since statistically significant surveys require in depth implementation to ensure a sufficient sample size but rather to “take the pulse” of the public
- One-on-one interviews
 - Generally more confidential in nature between staff or consultants with key players in relation to a plan or project to glean future plans or projects and an assessment of current conditions for future recommendations
- Public hearings
 - Used primarily as a tool at the end of a project or process to gain the public’s opinion on an initiative
 - Ensure public has able opportunity to understand the subject prior to the hearing
 - Typically held as part of a City Commission or other public meeting at the Governmental Center
 - Noticing per planning and zoning enabling legislation
 - Limit comments to a specific amount of time (being respectful of everyone’s time)

Involve

- Public workshops
 - Interactive meetings open to the public to not only educate on a particular topic or plan but gain input through hands on exercises, conversations, and activities
 - Easily accessible locations with sufficient parking and transit access
- Focus groups
 - Facilitated small group meetings to vet ideas, react to alternatives, and provide specific input
 - Variety of members may be solicited to attend from affected neighborhood associations, community members, DDA, business leaders, students, board and commission members, developers or other important stakeholders
 - May take the form of a sit down meeting or walking tour
- Town hall meeting
 - A way to meet the need for more two-way communication that is not possible at public hearings.
 - Foster informal conversations between officials and constituents
 - Entertain questions on general topics or specific projects
 - (See Section 8: Future Initiatives for more recommendations)

Collaborate

- Charrettes
 - Multi-day design workshops
 - Consultant-led, reserved for bigger, public projects that require significant public involvement with a design focus
 - Encouraged for private development with significant impact on the urban form and public realm
- Committees
 - Either in the framework of an overall planning process or a separate committee formed to study an issue at the request of an elected/appointed body
 - Typically meet on a regular basis throughout the course of the project
 - Commission/Board formed committees will have meetings posted with opportunity for public comment.

5. Strategies for Outreach – When?

Public Projects

- City Planning projects:
 - The scale and extent of the project require different levels of engagement
 - Anticipate upcoming projects and seek a balance that will maximize input while avoiding “meeting fatigue” by the public
 - Demonstrate successes, recent accomplishments, and implementation to focus message on how results will be used
 - Summarize other concurrent planning projects and how each relates to one another
 - General goal for each phase of project:
 - Beginning: Informational
 - Middle: Vet alternatives
 - End: Consensus building
 - Final: Public hearing per enabling act
- Public/Infrastructure Projects:
 - Initial informative meeting
 - Door hanger notices closer to project initiation
 - Continue to communicate during construction
 - Update businesses and residents on access during construction, individually or with signage
 - Notify how to get questions answered on status or response to complaints

For large, private development projects:

Purpose: To ensure that applicants seeking approval of certain types of projects pursue early and effective public participation in conjunction with their proposed developments, giving citizens an early opportunity to learn about, understand and comment upon proposals, and providing an opportunity for citizens to be involved in the development of their community. This will in turn minimize hearing concerns for the first time at a public hearing and provide the applicant a feedback loop to minimize re-submitting plans numerous times late in the review process.

- Defined as a project with 80 or more residential units; a project over 60 feet in height; a project containing more than 50,000 sq. feet of non-residential, usable floor area, or other projects determined by the Planning Director
- Project initiation:
 - Meet with staff and development review committee

- Provide documentation of public participation methods and feedback along with site plan submittal
- Conduct a project briefing prior to public hearing to address concerns in conversation with public

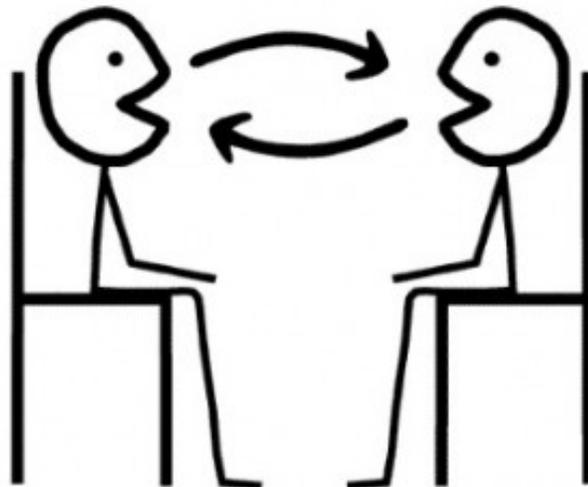


6. Communicating Results

As important as collecting feedback is, even more important is compiling it into a usable format to be used in the decision-making process so participants are aware of how their input is used. Certain forms of engagement such as focus groups or interviews are likely to have some level of confidentiality and summaries of key takeaways by facilitators are suitable to share results.

Table: How to Communicate Results

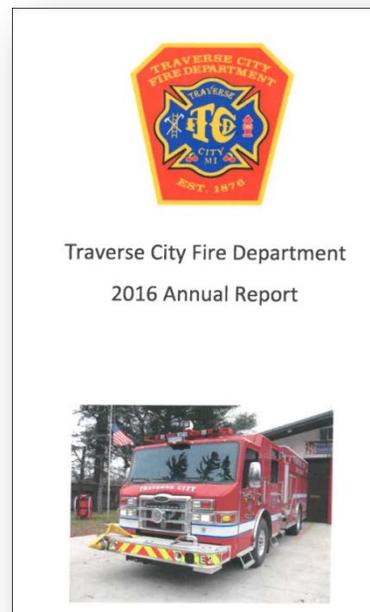
Inform - Educate	
educational sessions	document attendance and topics covered
public meetings	TV, post meeting minutes online, videos of recent meetings
Consult - Listen	
social media	respond to inquiries as appropriate
surveys	online summary, newsletter
interviews	confidential, takeaways may be summarized
public hearings	TV, post minutes and videos online
Involve - two-way communication	
public workshops	results on website; online survey for follow up feedback when possible
focus groups	generally confidential, takeaways may be summarized
town hall	post minutes online describe how the public input influenced the decision
Collaborate - partner	
charrettes	post notes online, host wrap up meeting showcasing preferred alternative and next steps
committees	takeaways summarized



7. Evaluating Effectiveness of Efforts

In order to track the success of various outreach methods, the following tools are recommended to document successes and lessons learned for future events:

- **Event Feedback Form**
 - Utilize existing online form to gather feedback on effectiveness of public participation
 - Create business cards with link to have at meetings to direct participants to website
- **Internal Evaluation Form**
 - Create an internal public participation evaluation form for staff or consultants to summarize each event's planning, successes, and lessons learned
- **City Reports**
 - Summarize the major activities and accomplishments from each City Department
 - List the year's public engagement successes and lessons learned and include upcoming projects likely to require significant public involvement
 - Continue annual goal setting session with the Planning Commission



8. Future Initiatives

The following are suggestions for future initiatives that the City can use to evaluate further needs to enhance public participation. Should the resources or opportunities arise in the future, these would be useful components to maximize the effectiveness of public participation.

- Town Hall Meetings:
 - Need for more two-way communication that is not possible at typical public hearings.
 - Start with an annual Town Hall with the entire council as an informal open forum on private and public development projects in the city.
 - Additionally, one or two city commissioners could conduct an informal open forum on a semi-regular basis; coffee shops, drop-in sessions, listening sessions.
 - Officials are suggested to attend more neighborhood meetings too to keep the line of communication open between their constituents.
- Citizen Academy:
 - In order to strengthen the trust and understanding of how city government works and build advocacy, the city could hold a Citizen Academy. Community members would apply annually, participate in a leadership program focused on local government, tour facilities, learn about operations, and participate in forum discussions.
 - First, build on success of the Chamber's Leadership Grand Traverse program for local decision-makers
 - Support MSU Extension Citizen Engagement Academy and look to continue similar educational opportunities in the future.
- Communication Training:
 - City Clerk's office to initiate media training for officials and staff:
 - How to be interviewed
 - Body language basics
 - How to act on camera
 - Communication training for neighborhood organizations:
 - How to facilitate neighborhood meetings and consensus-building
 - How to navigate the municipal participation process
 - Etiquette and effective communication with officials and staff
- Public Ombudsman/Communications Director staff position:
 - More capacity needed for Clerk's Office to manage communication

- Streamline messaging from one place, consistent content and tone from all departments
 - Become a go-to resource for public
 - Attend neighborhood meetings/liaison between community and city government to free up other staff to assume their day-to-day duties
 - Represent city more regularly at paper's editorial board
- Revamp notices from the City to be more consistent, positive, and less “notice-y” and more informative.

Public Participation Plan for the Middle Huron River Subwatershed (Washtenaw County)

The Public Participation Process is required by Part I, Section A.3.a. of the MDEQ NPDES Wastewater Discharge General Permit #MIG610000 (Watershed General Permit).

The purpose of this Public Participation Plan (PPP) is to facilitate the involvement of watershed jurisdictions, agencies, organizations, and the general public in the revision of the Middle Huron River Subwatershed Management Plan. A watershed management plan was submitted for this subwatershed previously and approved by the MDEQ using criteria under the U.S. Environmental Protection Agency's (US EPA's) *Nonpoint Source Program and Grants Guidelines for States and Territories (Oct. 23, 2003)*. That approved plan will be revised to comply with Watershed General Permit requirements and reflect the current planned activities of the permitted entities listed below. This PPP is designed to involve all entities with the authority, ability, and desire to carry out the revision and implementation of the Watershed Management Plan.

I. General Information

This Public Participation Process is submitted by the Huron River Watershed Council (HRWC) on behalf of the following Phase I and II watershed-based permittees within the Middle Huron River Subwatershed:

City of Ann Arbor	Washtenaw County Water
Pittsfield Charter Township	Resources Commissioner
Village of Dexter	Washtenaw County Road
City of Ypsilanti	Commission
Ypsilanti Charter Township	Ann Arbor Public Schools
Eastern Michigan University	

In addition to these "primary" communities and agencies, the Middle Huron River Subwatershed also includes portions of several other communities that are either not regulated under Phase II, not covered by a jurisdictional permit, or have, to this point, chosen not to participate in watershed group planning. The following "secondary" communities are considered stakeholders and will be encouraged to participate in the planning process:

Ann Arbor Charter Township	Scio Township
Baron Hills Village	Sylvan Township
City of Chelsea	Superior Charter Township
Dexter Township	Webster Township
Freedom Township	Washtenaw Intermediate School
Northfield Township	District
Lima Township	University of Michigan
Lodi Township	Washtenaw County Community
Salem Township	College
Sharon Township	

II. Communication During the WMP Revision Process

The Middle Huron River Stormwater Advisory Group (SAG) will oversee the implementation of the Public Participation Plan in conjunction with the HRWC, which is facilitating the revision and submittal of the Middle Huron River Subwatershed Management Plan. The SAG includes representatives from each of the primary permittees listed above and many of the secondary entities as well. Significant effort was engaged by these entities under the previous stormwater permit to reach out to potential stakeholders and the public at large. Further, public involvement was considered in the development of two iterations of the Watershed Management Plan. As part of these efforts and others, a number of on-going citizens groups have been formed. These include creek groups for the following drainages: Allens Creek, Fleming Creek, Malletts Creek, Millers Creek, and Ford Lake. The SAG will continue to participate with and recruit representation from these important citizens groups.

The practices listed in this section will be used to solicit public participation during the watershed management plan revision process. Public input shall be encouraged in all aspects of the storm water management program. Appropriate BMPs for this minimum measure and measurable goals for each BMP shall be submitted to the Department in accordance with Part I.B.1.a.2. The following minimum actions shall be taken to encourage public input:

1. The watershed permittees shall follow local public notice requirements, as appropriate, when notifying the public that a storm water management program must be implemented. Copies of the approvable watershed management plan shall be available for public inspection, and the public shall be notified of when and where it is available.
2. The permittees shall participate in the citizen advisory committee (described below) for the purpose of encouraging public involvement in all aspects of the storm water management program.
3. The permittees shall cooperate with local stream or watershed protection organizations (in this case the HRWC), by informing them of activities under the storm water management program, providing copies of the storm water management program plan and pursuing input on the plan, seeking volunteer assistance including water quality monitoring assistance, and seeking ways to meet general permit requirements by assisting the local organizations with their ongoing programs for water resource protection and enhancement.

The following Best Management Practices (BMPs) will be carried out to meet these requirements:

Public Notice

BMP 1.1. Public Notice

Description: HRWC, in conjunction with SAG partners, will notify the public that a watershed management plan was developed and encourage public input in the revision process. This will be done primarily through:

- Printing a notice in the local news media.
- Sending out an electronic notice to Huron River Watershed Council lists.
- Posting the Plan on partner websites.

In addition, several other means of communication will be utilized for announcing progress and soliciting input. These may include any of the following (described in detail later in this

document):

1. Media/press releases
2. Announcements/updates to local boards, associations, and other interested groups by SAG members
3. Articles in local newsletters
4. Public meetings
5. Web site(s), RSS and social networking sites
6. Announcements at major public events

Timeline: Year one of permit

Evaluation: Publication of notice in news media, hits on main website.

Responsible Parties: HRWC primarily, with SAG partners

BMP 1.2 Public Access to the Watershed Management Plan

Description: HRWC and/or the SAG partners will publish and make available copies of the Watershed Management Plan on the HRWC website, HRWC offices and SAG partner offices.

Timeline: Year one of permit

Evaluation: Number of people who review the plan at various locations

Responsible Parties: HRWC and SAG partners

Citizen Advisory Committee

BMP 1.3 Citizen Advisory Committee

Description: The Washtenaw County Water Resources Commissioner's (WCWRC) office will oversee the implementation of the Citizen Advisory Committee (CAC) in conjunction with the Huron River Watershed Council (HRWC). The CAC was originally formed and the beginning of the original Phase II permit process. It continues to meet three times a year on an as needed basis. Representatives from the municipalities covered under Phase I and II in Washtenaw County will be solicited to reconvene the CAC and the SAG will develop a list of interested stakeholders to invite to join in CAC meetings. Representation from existing citizens creek groups will be particularly sought. This group will meet to review the Watershed Management Plan and provide feedback. It will also facilitate the implementation of the plan by meeting on a regular basis.

Timeline: on-going; start in year one of permit

Evaluation: Document citizen participation; annual survey of citizen advisory committee for feedback

Responsible Parties: WCWRC, HRWC

BMP 1.4 Watershed Management Plan Review

Description: A copy of the current Watershed Management Plan will be made available to the public as indicated in BMP 1.2. Initial feedback will be solicited through a variety of means, including a CAC meeting. Separate meetings may need to be scheduled to review different sections of the WMP. Once the review is complete, feedback will be incorporated into a second draft and redistributed for further public review. A final copy will be made available to the public and submitted to the MDEQ following a 30-day review period of the second draft.

Timeline: Completed in year two of the permit

Evaluation: Comments from the CAC and general public.

Responsible Parties: HRWC and SAG partners

In order to ensure diverse and comprehensive public participation, many mechanisms need to be employed to reach the public. At the same time, numerous opportunities for public input and feedback in the watershed management planning process are necessary.

The Middle Huron River permittees and the HRWC seek to incorporate into this plan four assumptions:

- the process we develop holds the promise that the public's contribution will influence the decision,
- that we will seek out and facilitate the involvement of those potentially affected,
- that we will try to involve the public in defining how they participate (this entails that we build some room for flexibility in the proposal), and
- that we will communicate to the public how their input affected the plan.

The following techniques/mechanisms will be used in the Middle Huron River subwatershed:

1. **E-mail Distribution List:** An e-mail distribution list already exists for the Middle Huron River Subwatershed group. It is used for meeting notices and agendas to members of the steering committee and other individuals who have requested to be included on this list. This email list will also be used to get the word out about public meetings, workshops and training opportunities, and news updates. HRWC will also administer another e-mail distribution list for stakeholders who have expressed an interest at the public meetings about being more involved and for secondary local governments. This list serve will notify members of the watershed planning meetings.
2. **Press Releases:** Press releases will be used at various points in the watershed management plan revision process. At the beginning of the project, a press release will serve to kick off the process and announce the first public meeting. As the process progresses, other releases will be made on public involvement opportunities such as volunteer monitoring events and when there are major findings. When applicable, calls to local press with story ideas (major findings, land use changes, new regulations, etc.) will be made. Press releases will go to news media, radio and cable TV outlets.
3. **Announcement and Updates:** SAG members will make announcements and updates on the watershed management planning process to local boards, councils, associations and other interested groups. HRWC will also give updates and announcements at their Board meetings and other respective meetings. Announcements will come at key milestone points, such as prior to a public meeting or following the release of a WMP iteration. HRWC will coordinate these announcements and SAG members will deliver them.
4. **Newsletter Articles:** Articles in local government, utility, and HRWC newsletters will be published to communicate progress and solicit input from the public. HRWC will provide the article text and any images, and SAG members will publish where appropriate.
5. **Public Meetings:** Multiple public meetings will serve as a main forum of communication with the public about the watershed management plan revision process. The initial meeting will provide an overview of the plan and present the progress made to date under current and previous iterations of the WMP. Initial feedback will be solicited, and a plan for more detailed input will be provided, based on the interests of those present. Subsequent meetings will be driven by stakeholder interest and focus on different

sections of the WMP. The final meeting will give interested stakeholders a chance to comment on the complete, revised version of the WMP.

6. **Website:** Websites have been developed for this WMP at both HRWC and WCWRC. Each site will reference the other and one will be selected as the main information site, to avoid duplication and confusion. This site will be referred to in all announcements and press releases. It will allow anyone to find out more about the WMP and its status. Website links from other local government home pages will be made to the main website. Hits to this site will be tracked and evaluated.
7. **Major Public Events:** Several communities host public events that provide an opportunity for educating the public about watershed planning efforts in their community and encouraging their involvement. Major public events include Huron River Day, the Ypsilanti Heritage Festival and Pride Day, Pittsfield Township Business to Business, and various Earth Day events. Flyers will be made available at displays at such events to encourage public participation in the WMP review process.

IV. Timeline for the Review Process

The following schedule outlines the timeframe for soliciting participation in the watershed plan review process, including estimates of timing and frequency of each activity identified in Part III and milestones for watershed plan revision. Implementation of the PPP will begin immediately. Soliciting public participation will be on-going throughout the project with increased activity before the public meetings in an attempt to reach the broader public.

Tasks	3 rd quarter 2009	Q4 2009	Q1 2010	Q2 2010	Q3 2010	Q4 2010	Q1 2011
Soliciting participation	X	X	X	X	X	X	X
Quarterly meetings of the SAG	X	X	X	X	X	X	X
CAC meetings				X		X	X
WMP Revision							
1. Posting of existing WMP	X						
2. Public review and comment				X	X	X	X
3. Revision and posting of new draft					X	X	X
4. Finalize and submit to MDEQ							X
Communication Mechanisms							
1. E-mail distribution list	X	X	X	X	X	X	X
2. Press Releases			X			X	X
3. Announcement and Updates			X		X		X
4. Articles in newsletters			X			X	X
5. Public meetings				X		X	X
6. Website	X	X	X	X	X	X	X
7. Major Public Events			X	X	X		

The successful implementation of this public participation plan will help to ensure that the overall planning process is a success, and most importantly that the health of the Middle Huron River Watershed improves by including a proactive approach to public participation.

V. Dovetailing Watershed Management Planning with Public Education Plan

This PPP is intended to provide a mechanism to change people's behavior in order to improve the quality of the subwatershed. The PPP that we implement during the planning process can make the task of changing people's behavior easier by exposing them to the messages and images they will be seeing as part of each permittee's on-going Public Education Plan (PEP). An average individual must be exposed to a message between 7-10 times before they begin to notice it, and upwards of 20 times before they actively consider acting on the message.

The PPP and PEP will complement each other in conveying the same messages over and over again to reinforce positive behavior changes and involvement. In addition to developing this PPP on behalf of the Middle Huron River Watershed permittees, the HRWC is developing a PEP for use by the permittees. HRWC is also leading the watershed management plan review process and will work to integrate the PPP and PEP efforts on behalf of the permittees.

VI. Coming to Agreement

The primary partners in the Middle Huron River Watershed have decided to come to agreement and make decisions through consensus-based decision-making when possible. It is not expected that there will be many contentious decisions during the process. However, if consensus-based decision-making does not work in a situation, the SAG has agreed to a majority vote mechanism. Each SAG member will get one vote. Differing positions/opinions regarding contentious (not consensus-based) issues will be documented in a summary of each regular meeting of the partners. At the request of the group or individual group member, positions of a party on a contentious issue will be documented in the Watershed Management Plan or Plan appendices.

VII. Adaptive Management

The Middle Huron River Watershed SAG realizes that this process is an iterative one—we start down a road and expect to make changes and adjust work plans accordingly. Some activities will work better and we will expand on those and learn from the mistakes we make by changing the plan accordingly.

In order to evaluate our efforts in public participation, we will track public participation at the public meetings and we will ask attendees how they heard of the meeting. We will also have an evaluation form at each public meeting. We will expand on the communication mechanisms that worked to get the public involved (those identified by attendees) for future meeting announcements. If there are certain mechanisms that didn't work, we will reevaluate them and try to expand on the successful mechanisms.



Public Participation Plan

**Adopted by the
Planning Commission: November 12, 2015
City Council: January 4, 2016**

Contents

Overview and Purpose	3
Public Participation Goals and Objectives.....	4
Public Participation Requirements.....	6
Stakeholder Outreach.....	8
Public Participation Methods.....	10
Outreach Strategies.....	12
Communicating Results.....	13
Public Participation Evaluation.....	14

OVERVIEW AND PURPOSE

Frequent, regular and active solicitation of input from citizens and organizations that represent a diverse perspective results in the information needed to make the most successful decisions possible. As key facilitators in the City's decision-making processes, the public officials and administrators of the City of Petoskey understand the significant importance of public participation.

The City needs to engage citizens from the very beginning. Soliciting input in all stages of the decision making process contributes to a greater public understanding of the complexities involved in many community projects and also provides transparency in government operations. The active solicitation and consideration of citizen input by City officials enhances the public understanding of their ability and responsibility to impact the future of the community.

To effectively engage the public, there needs to be an explicit plan of action that outlines the purpose and process used in soliciting public input. By creating a public participation plan, the City will be able to retain important organizational knowledge despite employee turnover. Also, by documenting and analyzing information on participation efforts, we will be able to more objectively assess our efforts and readjust accordingly; thus creating a dynamic and responsive set of best practices.

It is important to realize that citizen engagement is a dynamic endeavor - continually changing with each unique situation. A successful practice with one group of citizens might fail to gather the needed input for another group. To this end, this plan is intended to serve as an internal analysis and assessment, providing acknowledgment of successes, missed opportunities and a resource for ideas on how to best engage collaboration in the future. This plan also serves as evidence that the City of Petoskey is dedicated in its role as facilitators of public participation.

PUBLIC PARTICIPATION GOALS AND OBJECTIVES

Listed below are concrete participation goals and objectives for the City of Petoskey. In the spirit of collaboration, the development of these goals and objectives has allowed city officials to reach a general consensus on what successful public participation looks like.

- **Seek broad identification and representative involvement of all residents of the community.**
The diverse characteristics and needs of residents – particularly due to our seasonal nature- require different communication and outreach techniques.
- **Utilize effective and equitable avenues for distributing information and receiving comments.**
There are many techniques and mechanisms available to ensure that a diverse public is well-informed and able to play a role in the planning process. Recognizing that no single technique or mechanism will work in all cases, it is up to the municipality to consider the special communication needs of the public and use the best approaches to accomplish this objective.
- **Provide educational materials and design participation initiatives that will support and encourage effective participation.**
Effective participation in the decision-making process requires an understanding of land-use issues and the framework for making local investment decisions. Planning professionals and officials need to be well-versed in and employ visualization techniques that optimize public understanding of issues and concepts. Visualization techniques, including 3-D modeling, can be especially helpful with specific sites or areas of redevelopment.
- **Encourage regional collaboration with local governments and other stakeholder organizations.** By hosting joint public engagement events and sharing public participation data and best practices with other organizations, many of the issues that impact an entire region can be more successfully assessed. Also, the cooperation of resources needed to actively engage the public on a particular topic can lower the costs of public participation and provide broader policy perspective.
- **Maintain and develop staff expertise in all aspects of participation.**
This includes techniques for bridging language, cultural and economic differences that affect participation; ways to convey issues and information in meaningful ways to various cultural groups; and means for ensuring equitable representation for all segments of the population and sectors of the economy.
- **Support and encourage continuous improvement in the methods used to meet the public need for information and involvement.**
Public information and involvement methods are continually evolving. The municipality is committed to seeking new and innovative ways to engage and keep the public involved throughout the process.

- **Record results of public engagement and recount these results back to the public.**
To properly capture the concerns, priorities and vision of the public, the municipality will develop a system to track the various techniques and mechanisms of public input. To maintain transparency and consistency, the municipality will develop a method for sharing public participation with the public.
- **Solicit public participation in the master plan and sub-area plan processes.**
Throughout the multiple phases of the planning process, extensive participation components are and will continue to be incorporated to foster public participation. Proactive participation denotes early and continuous involvement in important policy or project decisions before they are finalized. There are many opportunities for the public to play a role in shaping short and long-term needs, solutions and funding priorities. The earlier the public is involved in the process, the greater the opportunity to influence important land-use and economic development decisions.
- **Encourage sustained public participation by creating meaningful volunteer opportunities, ad-hoc committees, study groups and other roles that allow citizens greater responsibility in the decision making process.**
The City has many committees, including those mentioned later in this document, but could expand participation and resident “ownership” through “Friends of” groups for parks, neighborhood organizations, and other issue-specific committees.

PUBLIC PARTICIPATION REQUIREMENTS

The most basic type of facilitation of public participation is mandated in state and federal requirements. The Open Meetings Act (OMA) was developed to ensure that governments were including citizens in the decision making process. Advanced notice of public meetings and restrictions on discussions outside of a public forum serve to ensure that a level of transparency is occurring in government processes throughout the country.

The OMA is fundamental to ensuring the public has a role in policy development and adhering to its mandates is legally required. The City of Petoskey takes these requirements very seriously as legal mandates to assure that due process in decision-making process is maximized.

Key definitions

"Public body" - means any local governing body (including a board, commission, committee, subcommittee, or authority) which is empowered (by state constitution, statute, charter, ordinance, resolution or rule) to exercise governmental or proprietary authority or perform a governmental or proprietary function.

"Meeting -" means the convening of a public body at which a quorum is present for the purpose of deliberating toward or rendering a decision on a public policy.

"Closed session" - means a meeting or part of a meeting of a public body which is closed to the public.

The Michigan Open Meetings Act Compliance

In accordance with the Michigan Open Meetings Act (PA 267 of 1976), the municipality will hold meetings in City Hall, 101 E Lake Street or in another properly posted location as is necessary or preferable. These locations are accessible to the general public. Individuals with disabilities requiring auxiliary aids or services in order to participate in municipal meetings may contact Petoskey City Hall for assistance: City Clerk, (231) 347-2500; 101 E Lake Street; Petoskey, MI 49770.

The public will be notified within ten (10) days of the first meeting of a public body in each calendar or fiscal year; the body will publicly post a list stating the dates, times and places of all its regular meetings at its principle office.

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

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

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

Any citizen can request that public bodies put them on a mailing list or an e-mail list so that they are notified in advance of all meetings by contacting Petoskey City Hall: City Manager Administrative Assistant (231) 347-2500, 101 E Lake St., Petoskey, MI 49712. Additionally, the City makes available the option to sign up for an e-mail notification.

Meetings

The OMA requires guidelines during public meetings to ensure the public has an opportunity to be included in the decision making process and to ensure that a record of decisions are kept and are accessible to the public for review. This ensures a level of transparency and keeps decision making in the open.

During each public meeting there must be time allotted for the public to comment.

Minutes must be kept for all open meetings, and are required to contain a record of the public comment and also the following:

- the time, date and place of the meeting
- the members present and absent
- a record of any decisions made at the meeting and a record of all roll call votes

The basic intent of the OMA is to require that public bodies conduct business at open meetings. However, there are times when a closed session is necessary and in these instances, an explanation of the purpose(s) for which a closed session is held must be in the minutes of a regular meeting and separate minutes must be taken of the closed meeting.

STAKEHOLDER OUTREACH

The City of Petoskey understands that a successful public dialogue is the backbone for the development of a successful community. Without the systematic and consistent incorporation of citizens and other stakeholders in the decision-making processes of our local government, ideas and opportunities will be missed and decisions made without a complete understanding of the potential impacts on our community. Additionally, a regular dialogue between citizens and their local government enhances understanding, contributes to a transparent process and increases trust. By involving our community in the decision-making processes at all stages, citizens are more likely to accept the final outcome of a project and feel that their interests were considered and the best decisions were made.

Local, State and Federal Organizations from both the public and private sectors assist and enhance the City's decision-making process through their input. Ensuring and nurturing these partnerships during a development process is essential. The City of Petoskey is dedicated to local and regional collaboration.

Organizations

The City has a long history of collaboration with public and private sector organizations and citizens towards the goal of bettering our community. Much of the collaboration that has occurred has resulted in the high quality of life we enjoy in the Petoskey area. Examples of this collaboration include:

Parks and Recreation Facilities and Protection of Open Space

It is the collaboration between the City and the Petoskey Public Schools, North Central Michigan College, Emmet County Parks and Recreation and the Little Traverse Conservancy that has resulted in our athletic complexes including Bates Park, River Road Sports Complex, Tennis Courts, and improved trail connections (North Country Trail).

Community Events

The City works closely with many organizations to support community events. Working with the Petoskey Regional Chamber of Commerce (Art in the Park, Festival on the Bay, Farmers Market), the Downtown Management Board (Petoskey Rocks, parades, Sidewalk Sales, Winter Open House), and many non-profit service organization walks and runs.

Transportation

The City collaborates with area jurisdictions, the college and the Tribe on transportation issues and identification of priority road projects through the Petoskey Area Transportation Committee.

Economic Development

As a regional need and benefit, the City works with several groups on economic development issues including the Northern Lakes Economic Alliance, the Petoskey Regional Chamber of Commerce, the Harbor Springs Municipal Airport, McClaren Northern Michigan and the Michigan Economic Development Corporation (MEDC).

Non-Profit Organizations

The City of Petoskey is committed to reaching out to organizations and citizens to collectively solve problems that may arise and create visions for the future. The partnership developed through collaborative efforts strengthens networks and reinforces future relationships. A continuous dialogue with organizational stakeholders should be maintained to facilitate understanding and trust. The City further understands that when efforts are combined, resources can be saved and a better outcome reached. Examples of these agencies include:

- Little Traverse Bay Bands of Odawa Indians
- Women's Resource Center
- Harbor Hall
- The Petoskey Club
- Friendship Centers of Emmet County
- Tip of the Mitt Watershed Council
- Northwest Michigan Community Action Agency

Missed Opportunities

The City of Petoskey is dedicated to ensuring the public is notified and involved in its decision making processes. We realize that more effort is needed to reach beyond the public meeting, as many residents will simply never attend a meeting even if they are personally invited. Technology and information sharing through the city website helps in this realm, however use of social media has only been minimally used to date. While we know the "usual suspects" that attend meetings, the city does not systematically analyze the data it collects on the citizens who attend public meetings or the nature of the comments that are made. Additionally, no specific demographic characteristics are known about citizen participation.

Although there are numerous stakeholders currently involved in helping to develop and guide the City of Petoskey, the likelihood of underrepresented citizens and organizations is still a reality. The City of Petoskey needs to identify these stakeholders and make a concerted effort at bringing them into the decision making process.

It seems the most difficult demographics to reach are young families and youth. The best way to reach both of these demographic groups is for additional information sharing with the school district, possibly creating a direct link from their website to the City website. Although the City of Petoskey keeps its website updated, there is limited use of social media (marina and downtown office), which could be enhanced through management by a dedicated staff person. There is a requirement for students to attend public meetings, but City officials could improve this age group's understanding of civic involvement by engaging them through government or social studies classes or other projects as the situation arises. Not only would this engage a demographic that is not typically included, but also serve to educate them about civic responsibility and potentially help to create future generations of more active citizens.

PUBLIC PARTICIPATION METHODS

There are both passive and active methods of public participation, both kinds have been and will continue to be used by the City of Petoskey. A summary of these and when they have been used by the city is provided.

Passive Practices- The following methods are passive because they are simply a way of making the public aware that something is going on. Many times, this does not result in involvement of all stakeholders, especially those with visual impairments, non-English speakers, the illiterate, youth, citizens with limited mobility and those who work during the time of the public meeting.

- Newspaper posting
- Website posting
- Flier posting on community hall door
- Announcements at council meeting
- Post card mailings
- Attachments to water bills
- Local cable notification
- Social media sites

Active Practices- The following are public participation methods that are less reactive and more focused on education and collaborative visioning. Many of these methods have been used by the city and would not be possible without strong partnerships.

Surveys- Surveys are useful for identifying specific areas of interest or concentration from a broad scope of ideas or issues. These areas of interest can then be further explored using other methods like the ones outlined below. A community may use a survey to identify where to start in the planning process, or the general climate surrounding a topic. Surveys can be useful to get a general idea of something, but should not be used as the sole method of public input. It is helpful for a municipality to administer surveys with partners. For example, schools can send surveys home with children, churches can have them available to fill out and neighborhood groups can put them in mail boxes. As with most public input efforts, it is best to vary the delivery method (mailed, handed out, electronic) and include bilingual language if applicable. The city performed a National Citizen Survey in 2010, and has used surveys during the Downtown Strategic Plan process, and the downtown regularly surveys businesses as follow up to downtown events.

Community Workshops- These can be as simple as a series of question and answer sessions or as creative as creating a board game. Often workshops are a great way to educate the community surrounding a specific topic and hear concerns, questions and ideas. As noted above, workshop venues need to be accessible and approachable for all attendees. If a meeting is for a neighborhood level project, all effort should be made to hold the workshop in the neighborhood and at convenient times. An experienced meeting facilitator is a must and she must understand the desired input and ultimate use of the input and be able to relay the process. The City has used workshops for the Downtown Strategic Plan, Old Town Emmet Neighborhood Plan, and Parks and Recreation Master Plan.

Charrettes- The charrette differs from a workshop because it is a multi-day event where designers and planners work on a plan in-between what are called “feedback loops”. Usually between three and seven days, citizens can come to the “charrette studio”, which is an office on or near the location of the proposed plan or project. Citizens offer ideas while the charrette team facilitates and observes. From these suggestions, the designers and planners change the plan to suit community input and present their creation the next day where the community offers feedback again. This makes up one cycle of a “feedback loop”. There can be up to five feedback loops, resulting in a final plan shortly thereafter. This process can be completed with many different budgets, depending on the expertise of municipal staff and local residents. Charrettes take much planning beforehand. The City held a charrette in the beginning of the Blueprint Petoskey Master Plan process.

Walkabouts- Walkabouts offer candid feedback from a variety of stakeholders when discussing a specific area. They can be paired with community workshops or charrettes to measure the perceived safety and comfort of pedestrians in a downtown, neighborhood or corridor. Walkabouts are also useful for identifying desired design, problem properties or safety concerns. The City used a walkabout during the Old Town Emmet Neighborhood Plan process and uses them downtown for issues as varied as bike rack locations and sign ordinance amendment discussions.

One-on-One Interviews- Interviews are a great way to get specifics on a topic. Specific community leaders may have been identified, making them ideal candidates for an interview. Some communities have individuals that are very vocal about issues in the community. Interviewing them may give some perspective on how to address their concerns. It is important to remember that one interview reflects the opinion of one individual and should not be considered the standing of the entire community.

Focus Groups- Like interviews, focus groups can help to narrow down concepts or get a specific side of the story. The City used focus groups for the Downtown Strategic Plan.

Social Networking- Technology offers a unique opportunity to give and receive information to a mass of people. Municipalities can post events, share information and even solicit feedback. This public participation method is best used in conjunction with other methods because it excludes those who do not use social media. To date, the city has only had limited use of social media as noted above.

OUTREACH STRATEGIES

The City of Petoskey will follow a systematic plan for public engagement in the development of City policy. In helping citizens and other stakeholders to be more involved in the creation process and not simply a reaction to a finished product, the sooner the public is involved, the better. Proactively engaging stakeholders fosters a sense of ownership and prevents delays caused by unforeseen issues. This section outlines how the community has and will be engaged depending on the input sought situation.

Master Plan

As a visionary policy document, the master planning process must use a wide range of public input methods to develop the goals, objectives and strategies for implementation. In development of the current master plan, a charrette, a steering committee, outreach at public events and public hearings were all used. Whenever major changes to the plan are proposed, additional outreach will be held.

Zoning Ordinance Update

Like the Master Plan, the Zoning Ordinance is a document that reflects the vision of the community. To this end, it is important the public be involved in its revision. As each revision process is unique and not necessarily related to the entire document, the stakeholders may vary to some extent. However, a general process of public outreach will contain early and frequent public input and a continuous facilitation of involvement throughout the decision making process. The creation of citizen study groups, or ad-hoc committees, or workshops with directly affected property owners will be encouraged when tackling more complicated issues. The thought processes of City Officials will be explained in each public meeting so that citizens are aware of the development if they are not directly involved. Also, one or more public hearings will be held before passage of any ordinance. Particular attention will be paid to public outreach and communication when dealing with controversial development projects. The website will be updated and social media and e-newsletter updates will be sent out regularly on decision-making processes and projects. Recent examples of changes that went through this process include the creation of two new zoning districts adjacent to the Central Business District. Information on these changes was presented to the Downtown Management Board for input and a workshop was held for all affected property owners to explain the impacts of the proposed zoning changes.

Downtown Strategic Plan

Downtown Petoskey is an economic driver for the city and its success is essential to the Petoskey identity and thus another important area for citizens and stakeholders involvement. The Downtown Management Board and Downtown Development Authority are the public bodies that represent downtown businesses, property owners and residents, subject to public policy as determined by City Council. While we are not a Main Street community, the DMB/DDA did come out of a merchants group back in the 1990s, the Gaslight Merchants Group. The downtown office follows a modified four-point approach through its committee structure.

- Downtown Marketing Committee
- Downtown Design Committee
- Downtown Events Committee.
- Downtown Economic Development Committee

In addition to the active participation of these volunteer committees, citizens will be involved frequently throughout plan implementation and updates. Information will be shared and input sought through the downtown newsletter, the website, social media, traditional media outlets and in public meetings on decision making processes and opportunities to become a part of the discussion.

Policy Development/Decision-Making

In government, there is a continual evolution of policies and situations in which action/decisions are required but are not easily apparent. These decisions require extensive research and often expert advice is needed for them to be properly analyzed. The City of Petoskey understands that policy decisions can be complex and multi-faceted and often difficult to communicate to the public. For this reason, Petoskey has committed itself to constant communication with the public during any decision-making process in which it may be engaged.

Additionally, the city wants to include the public in this process from the start. By including stakeholders and citizens in policy development and decision making from the beginning, the City will have improved decisions by securing a greater variety of insights and ultimately creating better public policy.

An example of how the City includes the public in the decision-making process is illustrated by recent outreach with regards to the City Council goal setting session.

COMPLETING THE FEEDBACK LOOP (COMMUNICATING RESULTS)

Communicating back to the public the information gathered during the public involvement process will result in another layer of transparency and a greater understanding from the public that we value public input and are actively seeking to involve the citizens in our community.

Municipalities have many venues of communication: television, newsletters, the municipal website, social media. The appropriate venue to communicate, who is responsible for this communication and how soon after the public participation event are all dependent on the situation at hand. There is no one way of communicating.

In general, the following is a list of ways the City will communicate public feedback.

Public Meetings- City Council meetings minutes will be posted on line no later than one week after the minutes are approved. For other public body meetings, minutes will also be made available on line. Video broadcast of council meetings are available through public access television.

Surveys- Surveys performed by city staff will be compiled by a designated staff person and posted no later than one week after the survey was completed. The results, or a link to the results, will be posted online, sent out in the e-newsletter and on social media and published in the City newsletter.

Community workshops/ Charrettes- A City official will be charged with taking notes during community workshops and charrettes and getting names, addresses and emails of all in attendance. These notes will be posted on the City website (Facebook Page) no later than one week after the workshop or the charrette. In addition, the results of these events will be sent to participants via email and the meeting summary will be publicized at other public meetings such as City Council and Planning Commission.

Walkabouts- The facilitator(s) of walkabouts will take notes during the walkabout. A summary of the input received will be produced and posted on the City website within two weeks of the walkabout.

One-on-one interviews- Interview results will be kept confidential for the comfort of the participants unless requested otherwise, but a summary of all comments will be compiled.

Focus groups- Focus group results will be kept confidential for the comfort of the participants unless requested otherwise, but a summary of all comments will be compiled.

Standing committees- Recommendations coming out of standing committees will be summarized and provided to the board or commission to which they report.

Social networking- The Office of City Manager will be responsible for monitoring the municipal social networking sites. The Office will respond to public posts no later than 24 hours after the post was made and will make posts on behalf of the municipality concerning community events and public participation results.

PUBLIC PARTICIPATION EVALUATION

The Plan will be formally reviewed on an annual basis. A City official will be responsible for keeping records of the participation efforts and will be responsible for compiling the data and presenting it to the City and public with suggestions for actions. The results should identify strengths and weaknesses and give examples of how to adjust our behavior to better maximize outreach. However, if the plan is implemented as stated, the feedback loop should create a continuous review process that enables City officials to successfully make changes through a consistently improved upon, dynamic process.

STAKEHOLDER ENGAGEMENT STRATEGY								
Project: Traverse City Lower Boardman River								Date:
ORGANIZATION	CONTACT PERSON	EMAIL	PHONE	Core Group	Leadership Team	Stakeholder One to One	Community Meeting	Information Update
Business Focused Organization								
Chamber of Commerce								
DTCA	Misha Neidorfler, DTCA President, Morsels	misha@morselsbakery.com						
DDA/TIF/CIA District	Harry Burkholder	burkholder@liaa.org						
	Jean Derenzy	jean@downtowntc.com	231-342-7849					
NBLD	Steve Nance, Oryana							
Brownfield Authority								
Economic development agency								
County/regional partners								
Major employers								
TAAR								
Community Development								
Housing focused groups								
Workforce development								
Private, active developers								
TC Arts Commission	Nate Elkins	nate@tcpublicart.org						
Crooked Tree Art Center	Megan Kelto	megankelto@crookedtree.org						
Grand Traverse Band	Brett Fessell	brett.fessell@gtbndians.com						
Historical Society								
Community Foundation	Steve Wade/Dave Mengebier	dmengebier@gtcrf.org						
TC Tourism								
Neighborhood Focused								
Neighborhood Associations		tylbevier@gmail.com , oldmancoe@hotmail.com , barreljh@hotmail.com , jayami517@hotmail.com , jrftc@sbcglobal.net , mike@alltchomes.com , mang.nye@gmail.com , bill@kriosconsulting.com , elizwhei@chartermi.net , jjoorddaann@gmail.com						
Long tenured neighbors	United Methodist Church Dale Ostema	Dale@tccentralumc.org						
Local business owners	Elise Crafts							
Key property owners								
	Mike Vickery							
	Rick Korndorfer							
	Deni Scudato							
	Tim Ervin							
	Rivers Edge Condos Kevin Hardy	kharty@charter.net						
Sustainability Focused								
The Watershed Center	Christine Crissman	cricssman@gtbay.org						
Environmental advocacy groups	Ann Rogers	a-rogers@charter.net						

Public health department	Dan Thorell	dthorell@grandtraverse.org						
Grand Traverse Regional Land Conservancy	Jennifer Jay	jjay@gtlrc.org						
Community equity advocates								
FLOW	Liz Kirkwood	liz@flowforwater.org						
Groundworks	James Bruckbauer	james@groundworkcenter.org						
GT Conservation District	Steve Largent	slargent@gtcd.org	231.883.9960					
Implementation Team - Boardman River	Frank Dituri/Brett Fessell							
Recreation Based								
Non-Motorized advocates								
Recreation advocate orgs, by type								
Metropolitan or county parks	City Parks Dept Derek Melville dmelville@traversecitymi.gov		Kristine Erikson kerickson@grandtraverse.org					
Cherry Festival	Kat Paye	kat@cherryfestival.org						
Film Festival	Susan Fisher	susan@tcff.org						
Norte!	Ty Schmidt	ty@elgruponorte.org						
Padding Club								
Fishing groups								
Trout Unlimited	Bryan Burroughs	bryanburroughs@michigantu.org						
Municipal Government								
Planning and Zoning	Russ Soyring	rsoyring@traversecitymi.gov	(231) 922-4465					
Economic development								
Public Services Dept.	Frank Dituri	fdituri@traversecitymi.gov	922 1600 x 116					
Engineer/Public works	Frank Dituri	fdituri@traversecitymi.gov	231922 4900 x116					
	Tim Lodge	tlodge@traversecitymi.gov	231 922 4455					
Public safety	Gregg Bird County PS	gbird@grandtraverse.org						
Parking services	Nicole VanNess	nicole@downtowntc.com						
Elected officials								
Boards and Commissions	Michele Howard							
GT County	Chris Forsyth	cforsyth@grandtraverse.org						
Community Institutions								
Religious institutions								
Health care providers/advocates								
Senior services	Lori Wells Senior Center	lwells@grandtraverse.org						
Educational institutions	Hans Vansumeren NMC	hvansumeren@nmc.edu						
Civic organizations								
Foundations								
Rotary Charities	Becky Ewing							
Brookby Foundation								
Oleson Foundation	Kathy Huschke							
Consumers Energy Foundation	Carolyn Bloodworth							
Community Foundation	Dave Mengebier							
Businesses - LBR; River-facing								

The Filling Station	Todd Klepper	todd@thefillingstationmicrobrewery.com						
Oryana	Steve Nance	steve@oryana.coop						
McGoughs								
Northern Mi Angler	Brian Pitsler	flyshop@thenorthernangler.com						
Streamside Orvis	Dave Leonhard	tcorvis@sbcglobal.net						
Workshop Brewing Company	Pete Kirkwood		231-421-8977					
Backcountry Outfitters								
Fishing/boat charters ??								
OTHER								
Former BRDC members								
BATA	Tyler Bevier	beviert@bata.net						
Commonplace	Kate Redman							
Fish Pass - GLFC	Andrew Muir	amuir@glfc.org						
Brook Trout Coalition	Marc Mckellar II	msmckellar@krlawtc.com						
Trout Unlimited	Nate Winkler	Nate@rivercare.org						
US Post Office								
Holiday Inn								
Media								
Record Eagle	Sheri McWerter							
TC Ticker/TC Business News	Beth Milligan							
FishPass/GLFC	Marc Gaden	marc@glfc.org	734-669-3012					
Artists/Photographers								
Crooked Tree Arts Council	Megan Kelto	megankelto@crookedtree.org						
Glenn Wolff								
NMC Fine Arts Dept.								
Discover media works	Dan Bertalan	danb@discovermediaworks.com	608-442-5976					
Authors	Mike Delp							
	Jerry Dennis							