

# Civic Engagement as a Placemaking Strategy

Sponsored by:



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# In this presentation:

Why do engagement?

Strategies for great engagement

Discussion Question

Engagement case study: Grand Rapids

Discussion Question

Questions and further discussion

Get your mindset right

- Believe the public's voice has value
- Believe the wisdom of the group is greater than your own
- Respect and honor input and perceptions
- Believe you can build something that endures



WHY ENGAGE?

Community



WHY ENGAGE?

Community

Capacity

WHY ENGAGE?



Community

Capacity

WHY ENGAGE?

Implementation





Community

Capacity

Fun!

WHY ENGAGE?

Implementation



How do you do great  
engagement?

1) Agree on vision, values, goals, and capacity for engagement



Tri-County Regional Planning Commission

2) Do engagement throughout the project's lifecycle, including ideation and implementation



Northwest Michigan Council of Governments

3) Build a team of community stakeholders to guide engagement



City of Flint



4) Build capacity through relationships, trust, and leadership on a individual and institutional scale



Washtenaw County's Sustainable  
Community Project



SEMCOG + Matrix Theatre

5) Build a campaign around the project, illustrate a sense of urgency, and celebrate small “wins”



The City of Grand Rapids

6) Document, evaluate, and make changes accordingly



# Marquette's Third Street Corridor

7) Have fun!



What's the best engagement experience you've been part of?

Why was it successful?

Insert Suzanne's slides here!

How can you simplify  
engagement?



**CUTTING THROUGH THE NOISE:**  
CITIES FACILITATING MEANINGFUL  
CIVIC ENGAGEMENT

Suzanne M. Schulz, AICP  
Managing Director  
City of Grand Rapids, MI

# HOW DO YOU DO THIS WORK?

Make sure agendas and tasks are learning-focused:

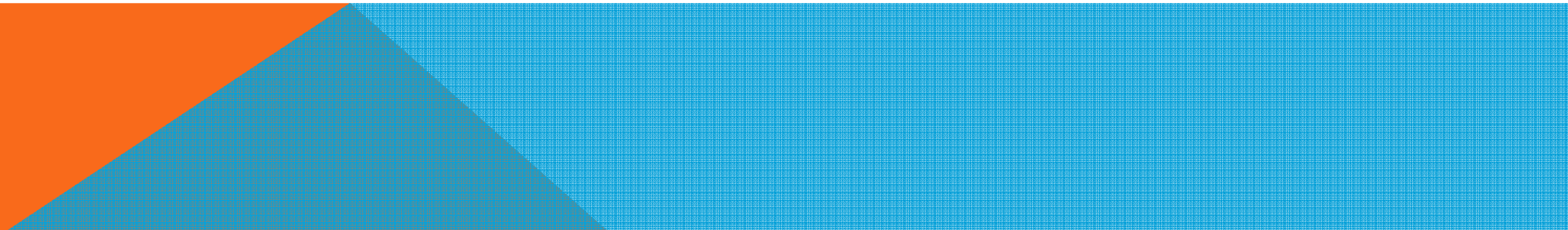
- What do you want the community to know?
- Is the information that you are providing useful to the community?
- Will the questions that we ask the community provide useful answers to consultants and/or staff?
- How will we demonstrate to the community that their input informed our work?

Design intuitive processes

Consistently deliver visible results



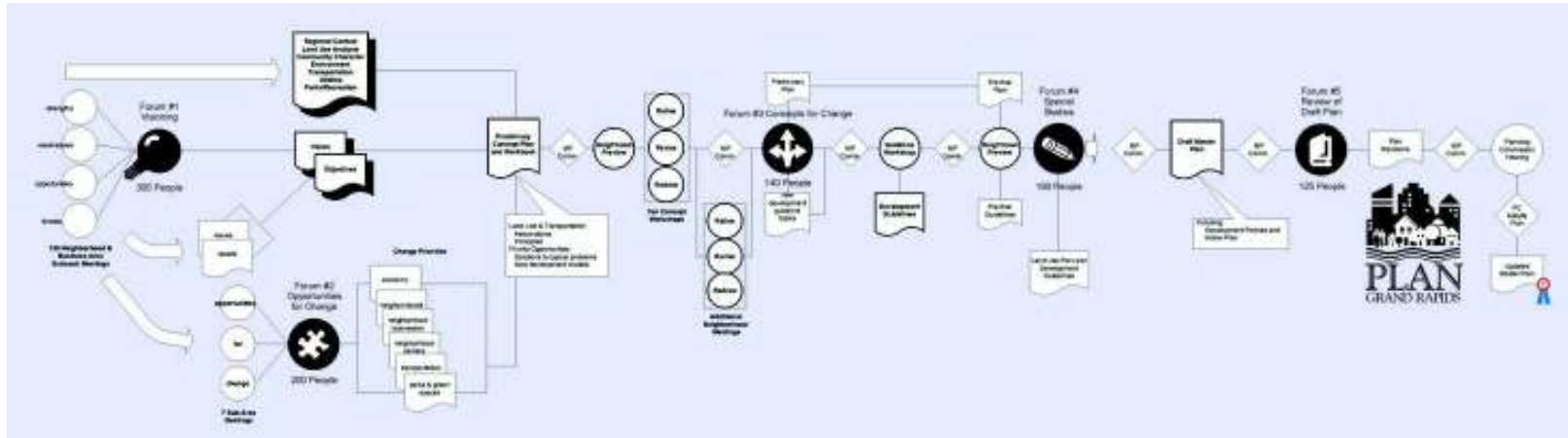
## COMMUNITY ENGAGEMENT EFFORTS IN GR

- 2000 – 2002 Citywide Master Plan
  - 2004 – 2005 Neighborhood Pattern Workbook
  - 2006 – 2007 Form-Based Zoning Ordinance
  - 2007 – 2010 Green Grand Rapids (MP Update)
  - 2011 Transformation Advisors
  - 2011 – 2014 Michigan Street Corridor Plan
  - 2013 – 2014 Sustainable Streets Task Force
  - 2014 – 2016 GR Forward (Downtown and River)
- 

# CITY OF GRAND RAPIDS 2002 MASTER PLAN



# MASTER PLAN PROCESS





PLAN Topic: *GREAT OLDER NEIGHBORHOODS!*  
 Issue: *AGING LANDLORDS*

*We see  
 a vibrant neighborhood of  
 clean streets, beautiful inviting homes  
 or apartments, vibrant attractive  
 landscaping... where everyone is  
 engaged in the neighborhood and  
 everyone takes pride.*



### 3.2.2 - Urban Heritage

We will capitalize on the urban assets of our older neighborhoods to make them the location of choice for households of all sizes, ages, incomes and races. The architectural character, compatible mix of uses, convenience and walkability of these areas will be reinforced by rehabilitating existing homes and businesses and carefully designing new infill development. Housing codes will also be important to the success of older neighborhoods. Because standards for quality and maintenance will be clearly expressed, supported by consensus and equitably applied, they will inspire all property owners to invest in their neighborhoods and take pride in their unique characters and values.

### 3.2.3 - Committed Home Owners, Landlords and Tenants

Home ownership for all income, racial, ethnic and disability groups will increase in many neighborhoods that have low rates of owner occupancy. Effective affordable housing and homebuyer assistance programs will help first time owners to achieve the American Dream. Grand Rapids will succeed in ensuring that rental housing is also a neighborhood asset. Landlords in our city will be responsible business professionals who maintain their rental properties to provide safe and decent homes that are also viable investments. Both landlords and tenants will be actively involved in their neighborhoods. They will be recognized for, and proud of, the contributions they make to neighborhood quality.

PLAN Topic: *Diversity*  
 Issue: *Priority and youth, organizational involvement in neighborhood development*

*Empower diversity and youth involvement, equity and strengthen a diverse community, embracing value that fosters connections amongst neighboring minority groups and helps ensure equal access to all opportunities*

Vision Statement



PLAN Topic: *OLDER NEIGHBORHOODS*  
 Issue: *POOR NEIGHBORHOODS*

*We are a friendly community of caring residents, landlords, and business owners working together to actively maintain the appearance of our property and public spaces creating an atmosphere of which we are proud.*

Vision Statement

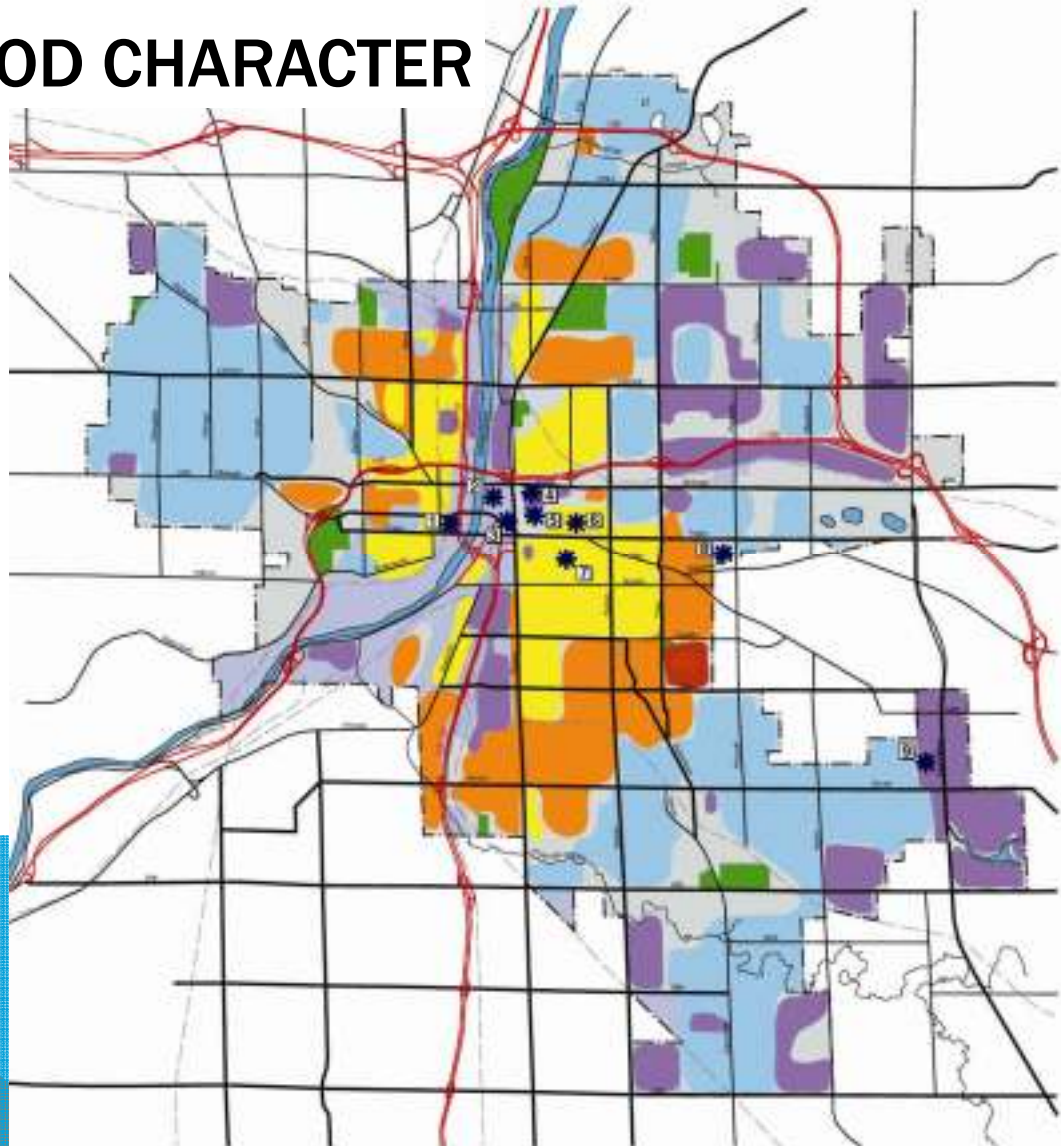


### 3.2.4 - Collaboration and Community

Grand Rapids will be a city of inviting neighborhoods because caring and committed residents, landlords and business people will work together to maintain public safety, private property and public spaces to create an outstanding quality of life. Neighborhood-based planning and collaborative problem-solving will inspire a sense of mutual respect, shared responsibility and pride within each of the city's neighborhoods. Partnerships between neighborhood residents, business people and institutional leaders will take much of the uncertainty and conflict out of planning for new development and the reuse of existing buildings.



# NEIGHBORHOOD CHARACTER





NEIGHBORHOOD  
**PATTERN** WORK **BOOK**

## Neighborhood Patterns

### Turn of the Century Neighborhood



**Development Era**  
Built between 1850 and 1900 in and around the central city.

#### Street Pattern and Block Size

- Straight connected streets, with alleys and sidewalk predominant.
- Grid
- Smaller blocks (400 feet or less).



### Early 20<sup>th</sup> Century Neighborhood



**Development Era**  
Approximately 1900 to 1945. Developed around street car lines.

#### Street Pattern and Block Size

- Straight connected streets, with sidewalks predominant.
- Grid, introduction of curvilinear
- Smaller and medium sized blocks (400-600 feet).



### Post War Neighborhood



**Development Era**  
Built after World War II, approximately 1945 to 1970.

#### Street Pattern and Block Size

- Curvilinear streets, introduction of cul-de-sacs. May or may not have sidewalks.
- Medium (400-600 feet) to large blocks (600 feet or more).



### Late 20<sup>th</sup> Century Neighborhood



**Development Era**  
1970 to present, mainly 1945 to 1970.

#### Street Pattern and Block Size

- Curvilinear streets and cul-de-sacs. Few sidewalks.
- Large blocks (600 feet or more) and superblocks (1/2 - 1 mile).



### Turn of the Century Neighborhood

**Walkability**  
• High walkability, connected street system. Walking distance generally 15 minutes.



#### Land Use Patterns

Uses mixed within the neighborhood and within selected blocks. Housing, commercial, institutional (churches, schools) and factories well integrated (e.g., apartments above stores; factories close to homes). Single- and multi-family housing also integrated with a broad range of multifamily types (duplexes; townhouses; small apartment buildings), often located on major streets and at intersections. Little green space (or concentrated in small parks or squares).

### Early 20<sup>th</sup> Century Neighborhood

**Walkability**  
• High walkability, connected street system. Walking distance generally 15 minutes.



#### Land Use Patterns

Uses mixed within the neighborhood and within selected blocks (apartments/offices above stores). Commercial mixed-use districts located on streetcar routes within easy walking distance of residential. Single- and multifamily housing types integrated with a range of multi-family types, often located on major streets and at intersections. Larger parks within and on the "outer" edges of neighborhoods.

### Post War Neighborhood

**Walkability**  
• Reduced walkability, disconnected street system. "Feeder" streets go into larger arterials.



#### Land Use Patterns

Substantially reduced integration of residential and non-residential uses within the neighborhood and/or on selected blocks. Commercial clustered in centers at major intersections and/or in strip commercial format (28<sup>th</sup> Street); large institutional sites/super blocks. Some smaller scale multifamily continues to be integrated into single-family residential areas.

### Late 20<sup>th</sup> Century Neighborhood

**Walkability**  
• Reduced walkability, disconnected street system. "Feeder" streets go into larger arterials.



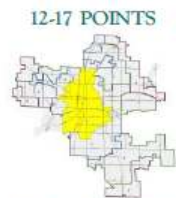
#### Land Use Patterns

Little to no mix of uses within a neighborhood or on selected blocks. Larger multi-family complexes are separated from single-family residential areas. Commercial development increasingly segregated in larger strip centers or major shopping centers. Institutional and industrial uses are developed on larger tracts or campuses. Large "natural areas" used as green space.

## What's Your Neighborhood Pattern?

Please help test the four neighborhood pattern types by marking the number in each category that best describes your neighborhood. When finished, use the sum of the marked numbers to determine your neighborhood pattern and then answer the questions on Page 14. Use the maps concerning street patterns (Pages 8-11) and existing land use (Page 12) to help answer the following questions.

<b>Street Pattern</b>	1 Straight, Connected w/Alleys	2 Straight, Connected, No Alleys	3 Curvilinear, Some Cul-De-Sacs	4 Curvilinear, Many Cul-De-Sacs
<b>Block Size</b>	1 Small (400' or Less)	2 Small-Medium (400'-600')	3 Medium-Large (600' or More)	4 Superblocks (1/2 - 1 Mile)
<b>Walkability</b>	1 Sidewalks Predominant, Connecting Origins/Destinations	3 Some/Few Sidewalks, Lacking Continuous Connections	4 No Sidewalks or Continuous Connections	
<b>Distance to Destination</b>	1 Less than 15 Minutes Walking (to Schools, Shopping)	3 More than 15 Minutes Walking (to Schools, Shopping)		
<b>Parks</b>	1 Small, Often Absent w/Schools	2 Medium, Includes Parks & Active Recreations	4 Large, Natural Areas	
<b>Parkways and Streetscapes</b>	1 Narrow Parkway (5' or Less), Limited Street Trees	2 Medium Parkway (5'-10'), Street Trees	3 Large Parkway (10' or Larger), Street Trees	
<b>Civic Structures (Churches, Schools)</b>	1 Small Size in Neighborhood	3 Large Size Set Apart from Neighborhood		
<b>Mixed Uses In a Building</b>	1 Many Mixed-Use Buildings	2 Some Mixed-Use Buildings	3 One/None Mixed-Use Building in Area	4 Example: Retail on 1st Floor, Residential Above
<b>Mixed Uses On a Lot</b>	1 Many (6 or More) Uses on a Lot	2 Some (2 - 5) Uses on a Lot	3 One/None Mixed Uses	4 Example: Residential Buildings w/ Commercial Spaces
<b>Mixed Uses In a Block</b>	1 Many Blocks w/Mixed-Use	2 Some Blocks w/Mixed-Use	3 One/None Blocks w/Mixed-Use	4 Example: Single-Family Residential Only on a Block
<b>Single-Use Areas</b>	1 Uses are Mixed	3 All Uses are Separate		
<b>Housing Diversity</b>	1 Large Range of Choices (Single-Family, Two-Family, Multi-Family)	2 Some Choices of Housing Types	3 Limited Choices of Housing Types, Similar Price Range	<b>TOTAL</b> _____



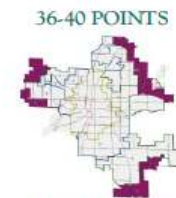
**Turn of the Century Neighborhood**  
1850 - 1900



**Early 20th Century Neighborhood**  
1900 - 1945



**Post War Neighborhood**  
1945 - 1970



**Late 20th Century Neighborhood**  
1970 - Present

## Development Patterns

Please fill in the circle that best corresponds to the description of your neighborhood.

Building Coverage of Lot				
	75% or More	About 50%	About 30%	Less than 30%
Single-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multi-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commercial/Mixed Use.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industrial.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Building Height		<Mix> 			
	Predominantly 1 Story	<Mix> Predominantly 2 Story	2 to 4 Story	Predominantly Over 4 Stories	
Single-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multi-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commercial/Mixed Use.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industrial.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Off-Street Parking				
	Surface Lot Screened by Building	Surface Lot located between Building/Street	Detached Garage to Rear of Lot	Attached Garage at Front Facade
Single-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multi-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commercial/Mixed Use.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industrial.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Off-Street Parking (continued)				
	Garage Projects beyond Front Facade	Surface Lot Size Small	Surface Lot Size Medium	Surface Lot Size Large
Single-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multi-Family.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commercial/Mixed Use.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Institutional.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industrial.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Photos also served as a basis for visual preference surveys in community meetings

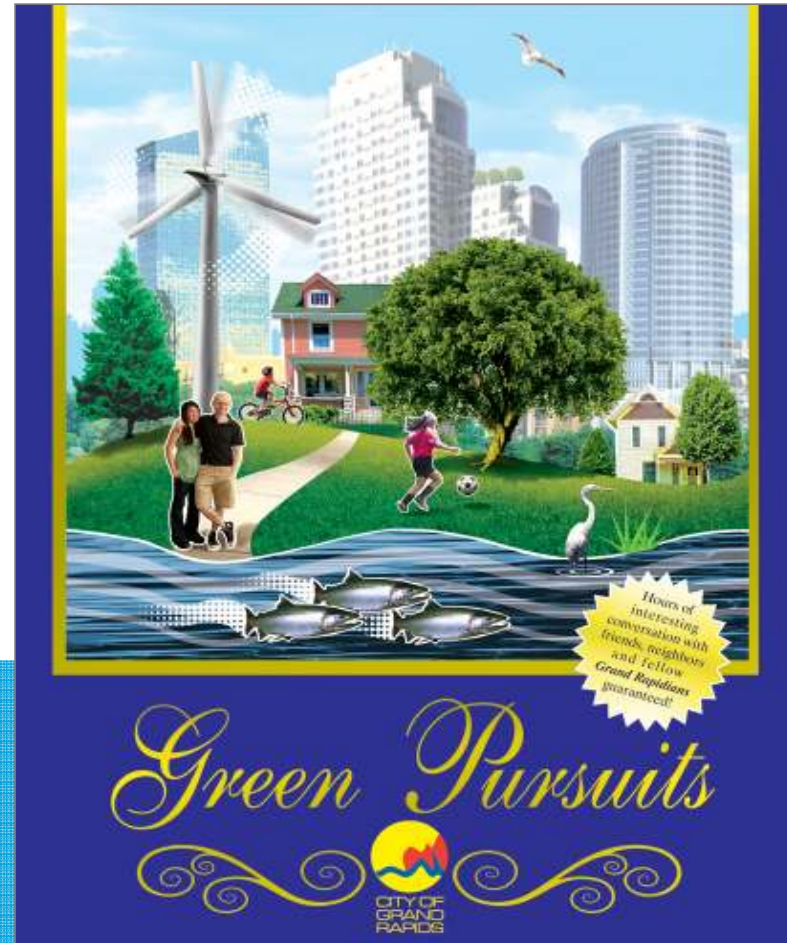


GREEN  
GRAND  
RAPIDS



# GGR COMMUNITY ENGAGEMENT

- Steering Committee
- Stakeholder Interviews
- Green Pursuits
- Green Gatherings
- Inventory “Atlas”
- Objectives, Strategies, Actions
- Special Studies
- Community Champions





# GREEN GRAND RAPIDS

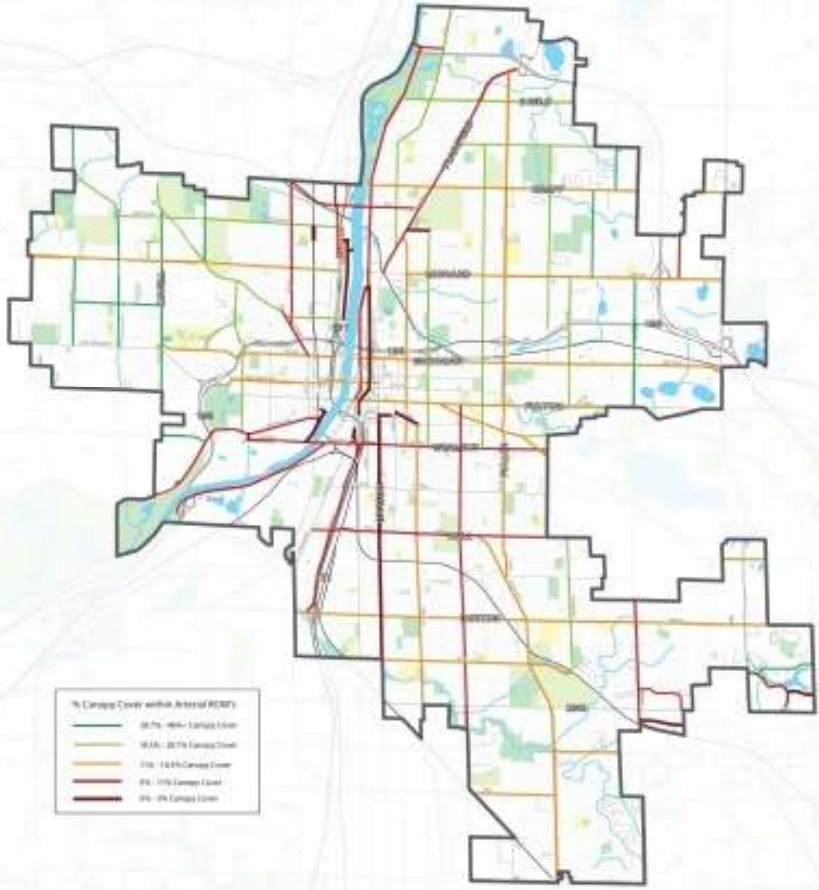
URBAN FOREST : Arterial ROW Canopy Cover



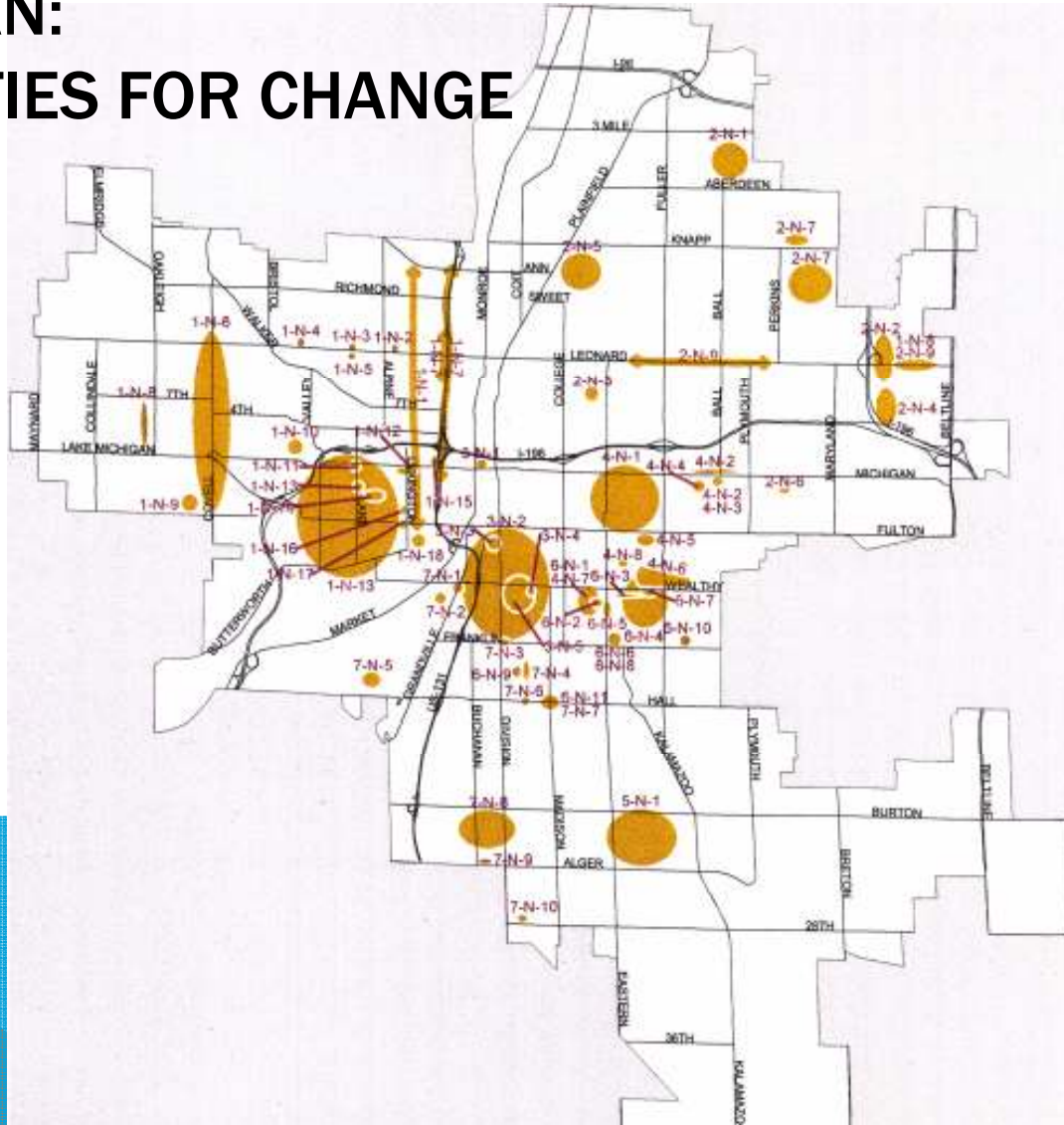
2008 - 11 - 22



**SMP DESCRIPTION:**  
 Results from the city-wide tree canopy analysis highlight the 1% canopy cover within Regional Parkway (RPO) of major arterial streets in Grand Rapids. These results are also listed of Green Gathering #1 and Green Through, where greening priority streets were identified.



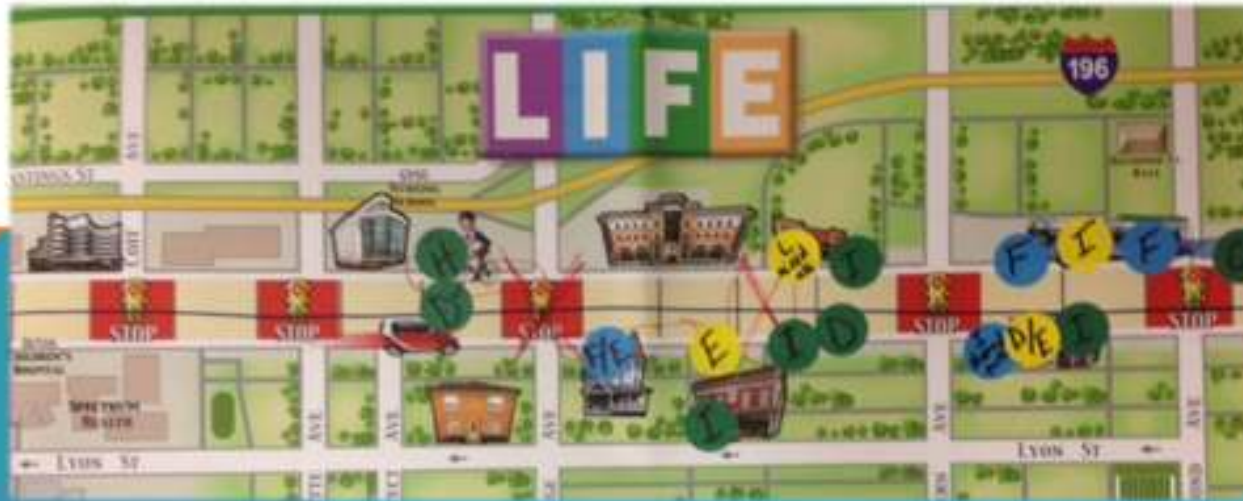
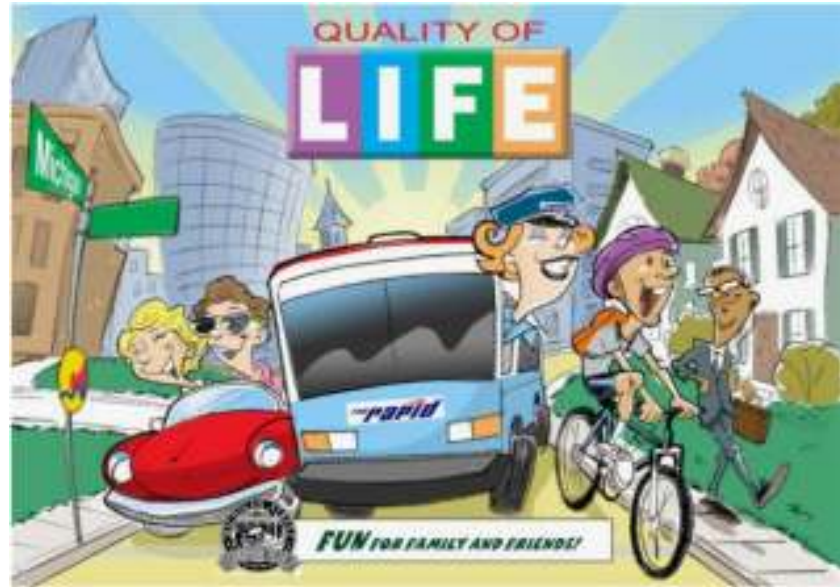
# MASTER PLAN: OPPORTUNITIES FOR CHANGE



# SPECIAL STUDY: JOE TAYLOR PARK



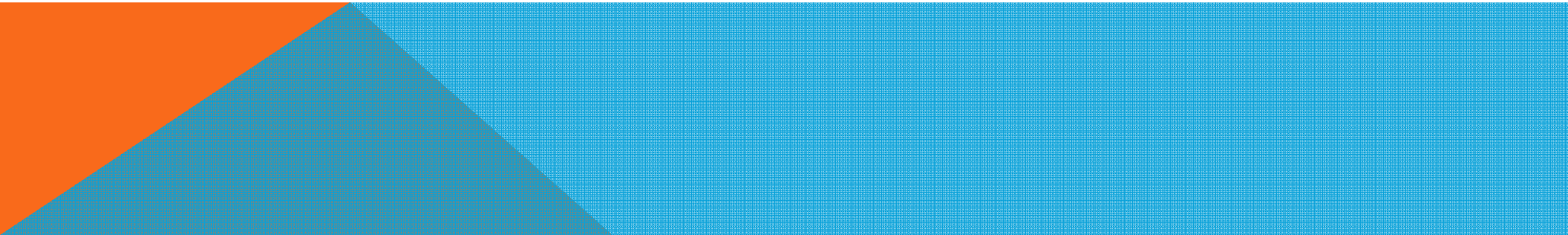






## “Dave’s Solar Bicycles”

Planning score: 17.27

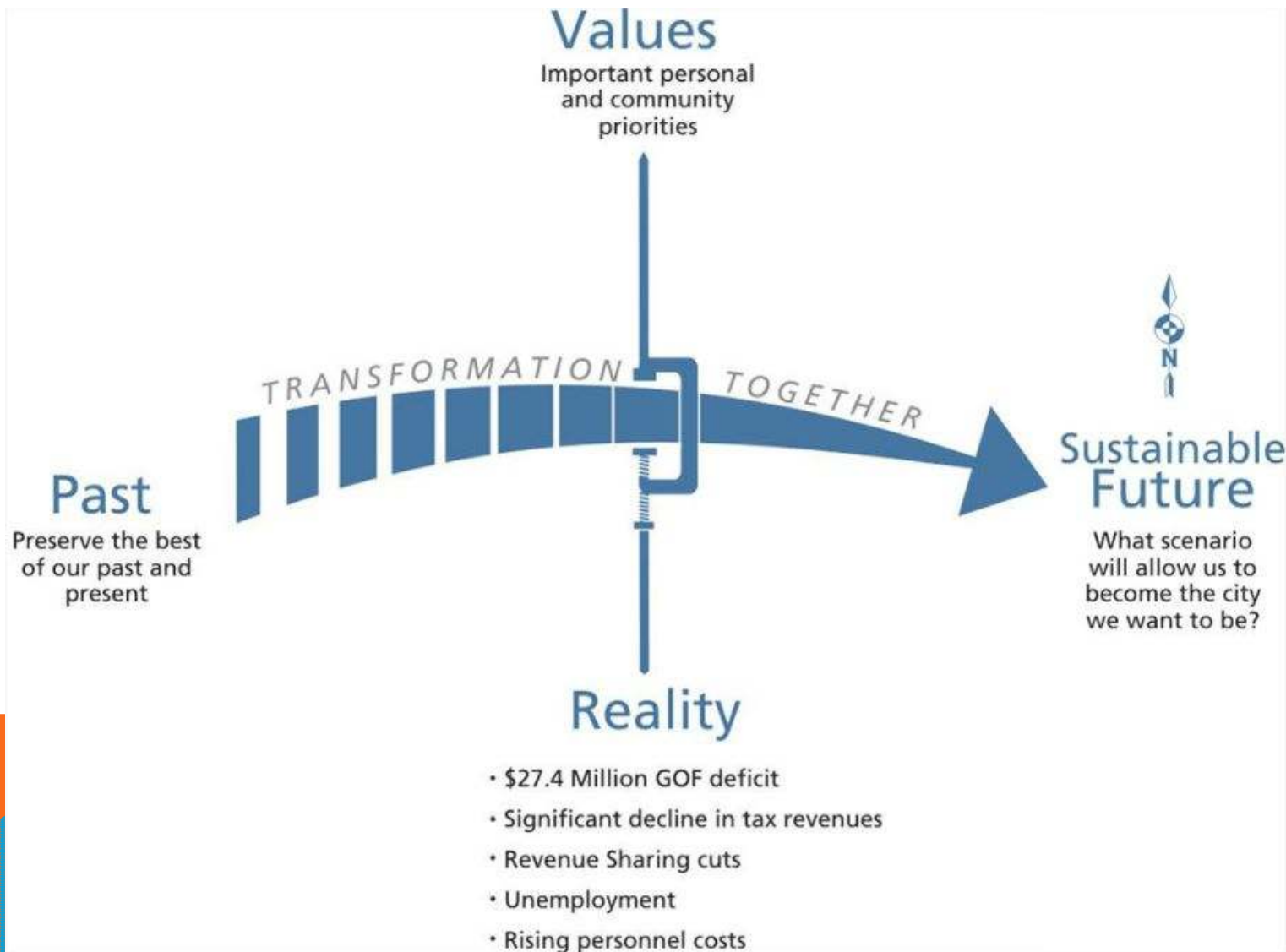






Steering Committee Walk  
with Disability Advocates  
of Kent County





## SUSTAINABLE STREETS TASK FORCE

- Appointed by City Commission in February 2012
- Charge:
  - Create a future vision for the role of our streets
  - Determine desirable street condition and asset management approaches
  - Identify alternatives and recommend options for future investment
  - Listen to the community
  - Advise City Commission



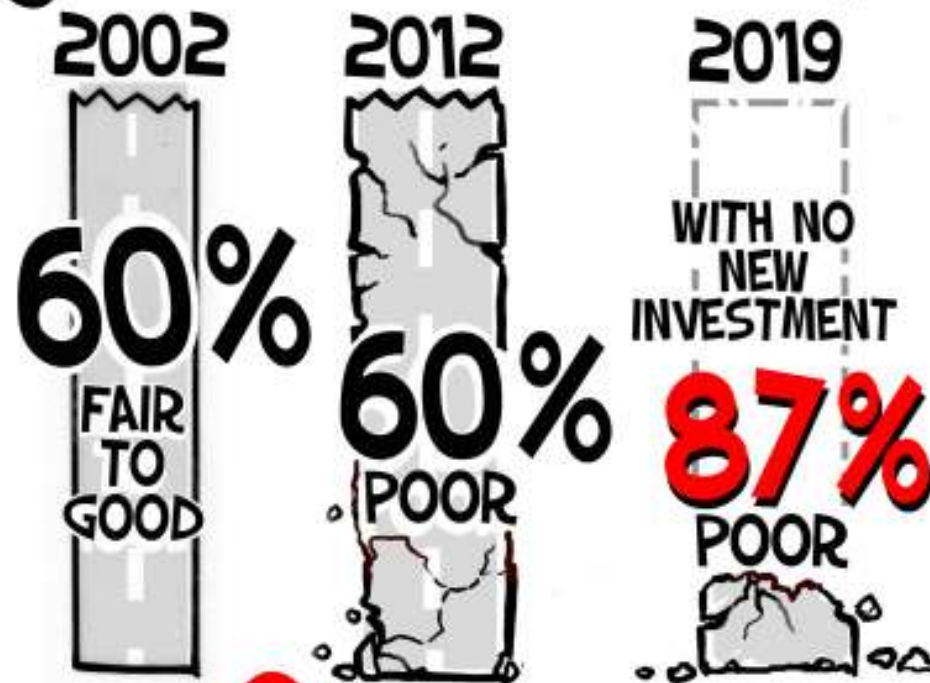
**FAVORITE STREET**

LAKE DRIVE  
NORTH MONROE SOUTH OF ANN  
WEALTHY  
DIVISION, FULTON/MICHIGAN  
LAKE DRIVE  
LAKE DRIVE  
NORTH MONROE  
GRANDVILLE AT THE RAPID  
WEST FULTON, ZOO TO CAMPUS  
JEFFERSON, BURTON/ALGER  
WEALTHY STREET  
  
CHERRY STREET  
SEWARD  
PLAINFIELD, LEONARD TO ANN  
COMMERCE STREET, SOUTH OF FULTON  
BRICK STREETS – MONROE CENTER  
KNAPP STREET  
MADISON, SOUTH OF HALL  
MICHIGAN, FULLER EAST  
CENTURY, HALL TO RAPID  
MADISON/HALL  
LAKE, DIAMOND TO ROBINSON (COMPLETE STREET)  
HOLMENE  
SCRIBNER AT ROAD COMMISSION  
FIX ON I-190  
WEALTHY  
LAKE DRIVE (ROAD DIET)  
6<sup>TH</sup> STREET BRIDGE  
PLAINFIELD  
MONROE CENTER  
COIT BRIDGE  
MONROE, NORTH OF 190  
MONROE, NORTH OF 196  
MONROE CENTER (ECHELON PAVING)  
CHERRY/DIAMOND

**LEAST FAVORITE STREET**

LAFAYETTE SOUTH OF FULTON  
NORTH MONROE NORTH OF ANN  
STATE, MADISON TO JEFFERSON  
WOODMERE  
ROBINSON  
MICHIGAN  
EASTERN/ALGER  
CARLTON  
LAFAYETTE SOUTH OF FULTON  
NORTH MONROE, ANN TO NORTH PARK  
FRONT, PEARL SOUTH ESPECIALLY FULTON  
SOUTH  
JEFFERSON AT TRAFFIC CIRCLE  
ROBEY PLACE  
MONROE/KNAPP/ANN  
PLAINFIELD, 3 MILE/FULLER  
OTTAWA, NORTH OF MICHIGAN  
FULTON AND LAKE MICHIGAN / PEARL  
FULTON STREET  
PEARL / 131 INTERSECTION  
CENTURY, HALL TO RAPID  
ALGER/EASTERN  
BRIDGE UNDER U.S. 131  
PERKINS  
KALAMAZOO  
WOODMERE NE  
ROBINSON RD.  
MONROE, NORTH PARK TO KNAPP  
LAKE/ROBINSON INTERSECTION  
ROBINSON ROAD, EAST OF LAKE  
BRIDGE AT MT. MERCY  
WEALTHY, EAST OF 131  
WEALTHY BRIDGE  
BUCHANAN, SOUTH OF HALL  
GODFREY  
RANSOM/BOSTWICK

# JUST HOW BAD?



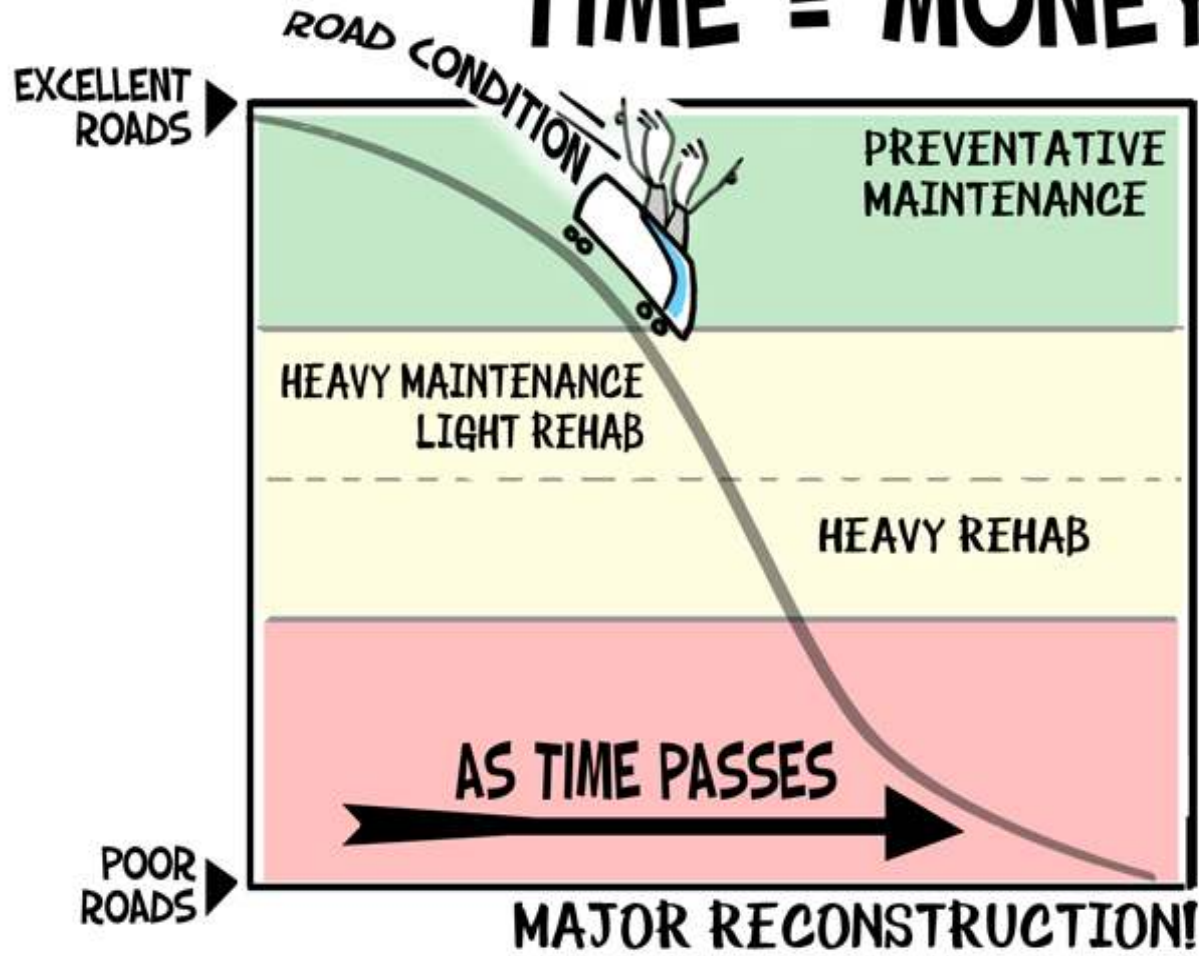
ONLY **8%** OF OUR STREETS  
ARE IN **GOOD** CONDITION

# TIGHTENING OUR BELT

HERE IS HOW THE CITY REACTED  
TO REDUCTIONS IN FUNDING SOURCES:

- STAFFING REDUCED 19%
- TOTAL COMPENSATION CUT 12.5%
- REDUCED TRUCK FLEET 10%
- CHANGED SALTING PROTOCOLS
- CUT STREET RESURFACING TREATMENTS
- REDUCED ROUTINE STREET MAINTENANCE RESOURCES

# TIME = MONEY



Reporting for duty!



INVESTMENT RECOMMENDATIONS

**\$22 MILLION**

**OUTCOMES OF NEW INVESTMENT**

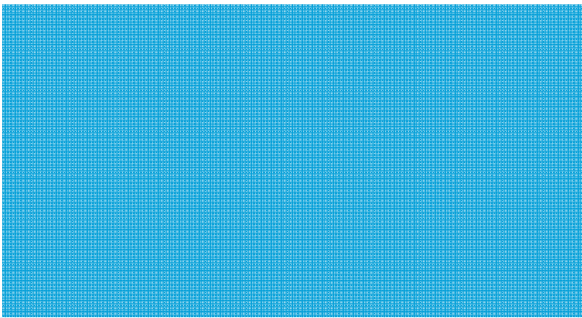
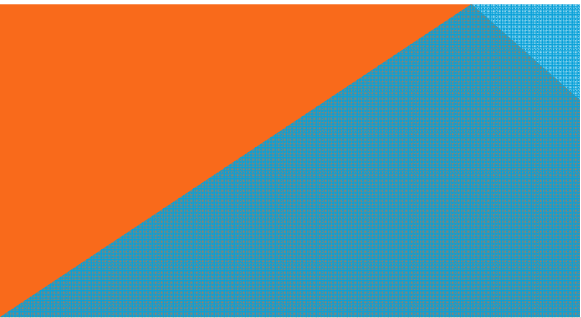
- VITAL STREETS
- BETTER SIDEWALKS
- IMPROVED ACCESSIBILITY
- ▶ **70% GOOD** REPAIR ON ALL STREETS
- BETTER NEIGHBORHOODS
- THRIVING ECONOMY

FULL STATE PARTICIPATION  
\$6,000,000

LOCAL INVESTMENTS  
\$9,000,000+

GRANT MONIES  
\$3,000,000+

BASE  
\$3,400,000







# Our Streets. Our City.

# Our Choice.

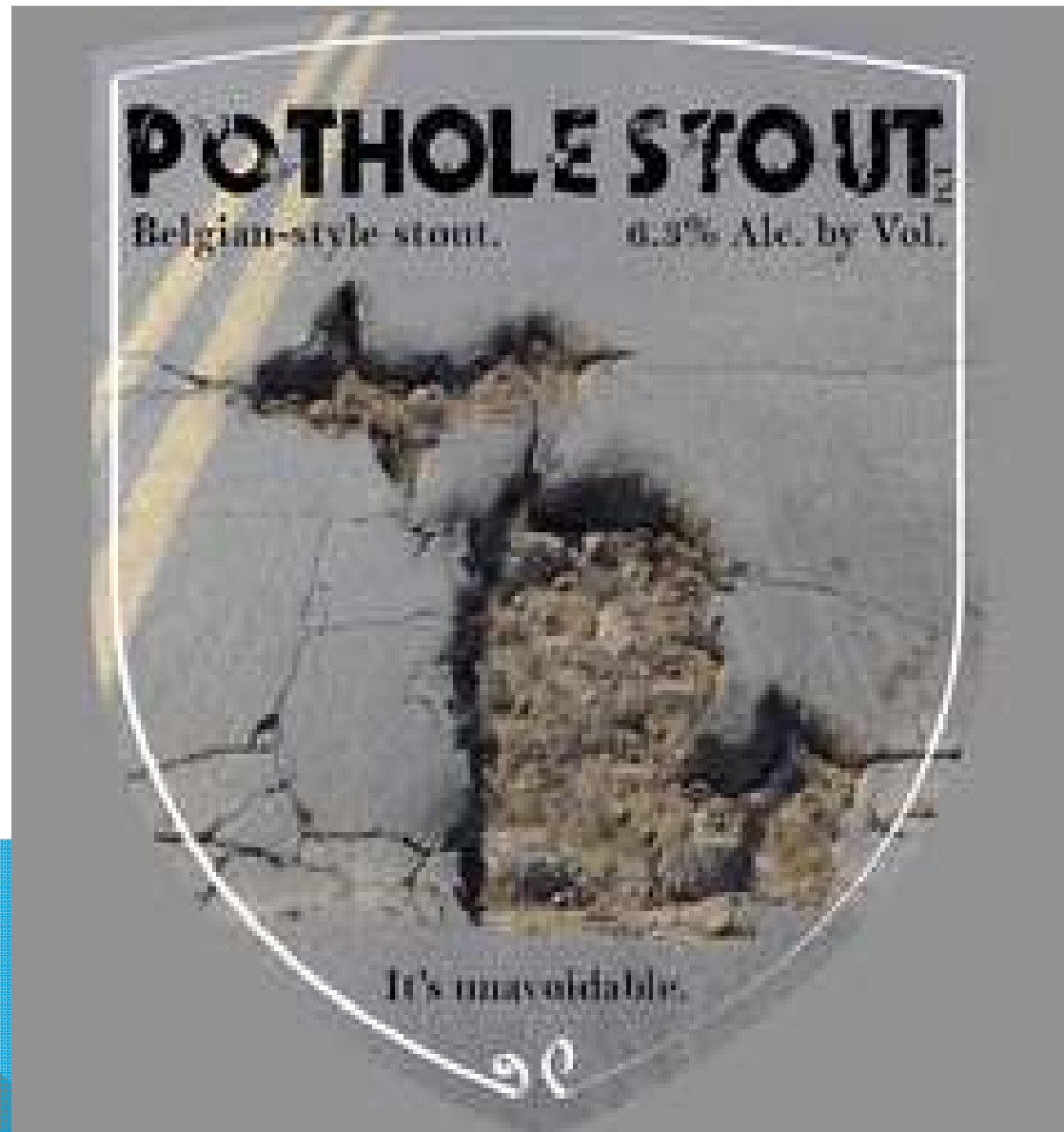


There are 588 miles of street in Grand Rapids.

## 371 miles look like this!

Vote YES on May 6.

*“The beer is  
black as  
pitch, or  
perhaps  
asphalt...”*



## ELECTION RESULTS

### WE WON!!!!

- Streets 66.3% Yes
- Sidewalks 71.5% Yes
- 64 out of 66 Precincts in Support



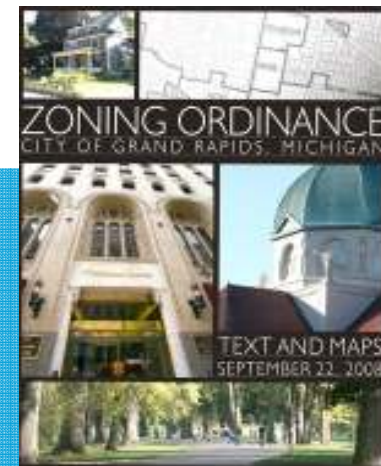
# LESSONS LEARNED: CREDIBILITY AND VISIBILITY FOR COMMUNITY VALUES AND VISION

- Constituency building
- Policy maker awareness and direction
- Impact on governmental decision-making
- Democratize community issues
- Permission to participate



# LESSONS LEARNED: SAFE RISK TAKING

- Staff is protected/given room to try new things
- Dynamic solutions are developed/challenge old ways of thinking
- Policy makers rewarded by constituency for supporting community vision and proactively reacting to change



## LESSONS LEARNED: FOSTER COLLECTIVE LEADERSHIP

- Align community values between advocates and city staff; make shared goals a priority
- Solutions become high reward
- Faster, more cost effective/brings resources, easier
- Actively cultivate and celebrate “champions”
- Government is no longer a “vending machine,” it must be a “platform for engagement.”

