

Building Trust and Community Support through Engagement and Collaborative Design

MICHIGAN MUNICIPAL EXECUTIVES SUMMER WORKSHOP
JULY 18, 2018

livingLAB



Your Presenters



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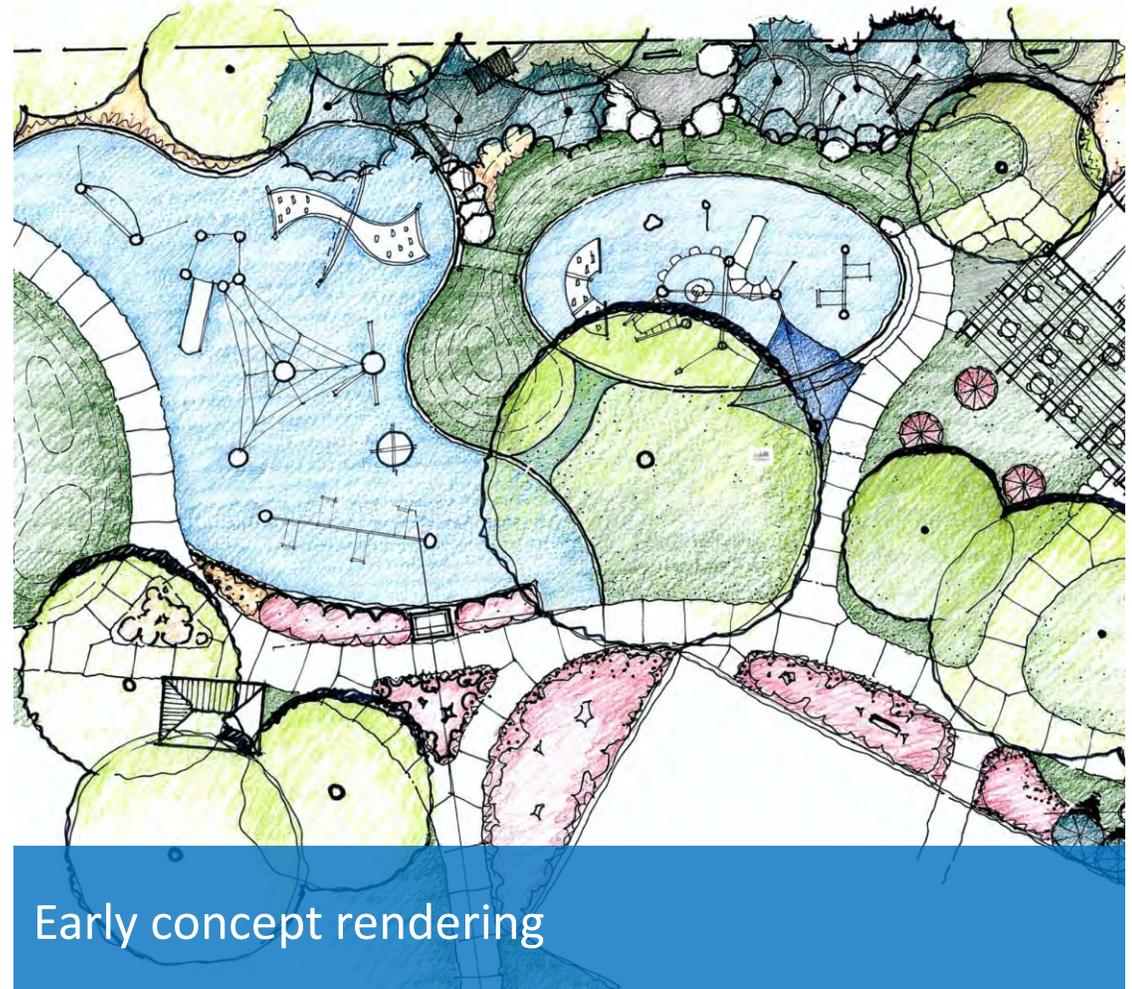
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courtney@livinglab.com

cityofpleasantry.org/documents/MME2018.pdf

Overview & Goals

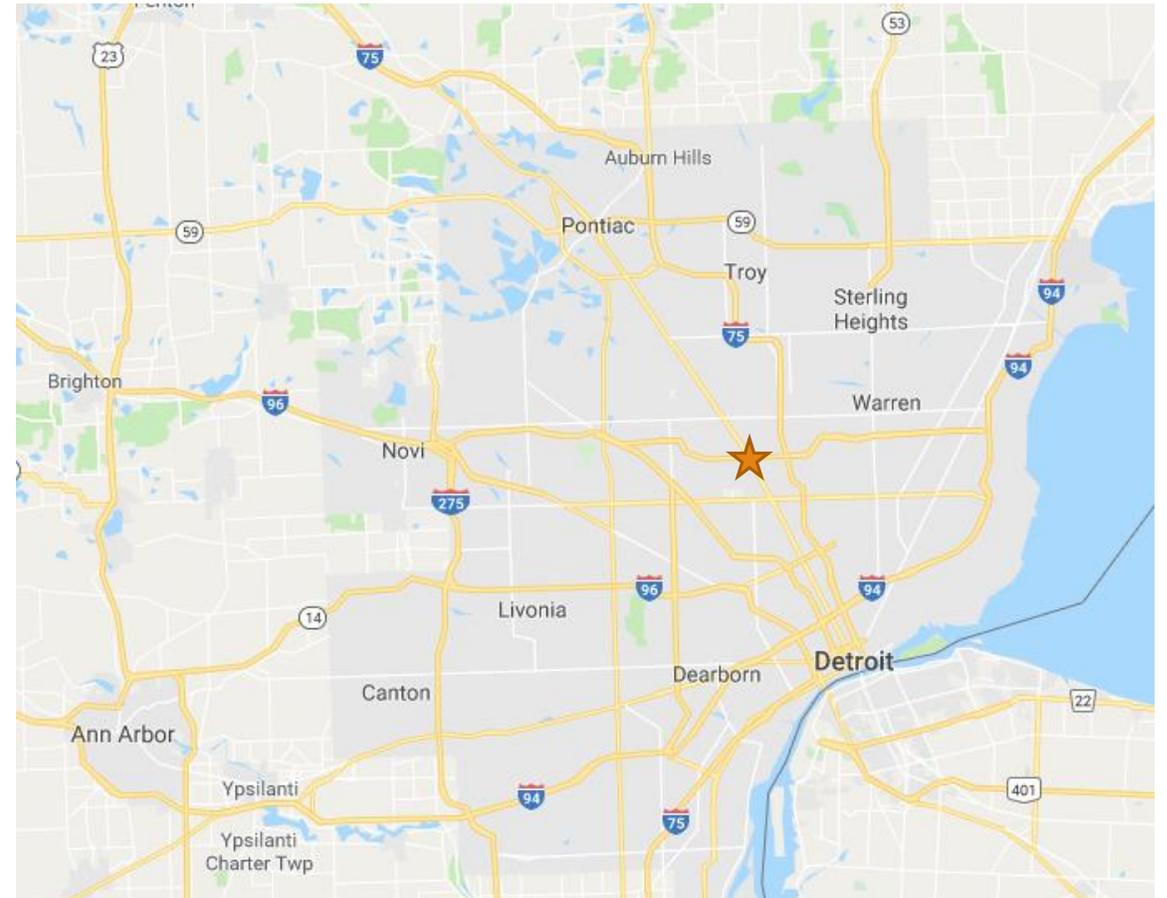
- Create buy-in
- Millage process
- Collaborative design process
- Most successful design features
- Catalyst impact



Early concept rendering

About Pleasant Ridge

- 2,500 residents
- ½ square mile
- \$2.8 million GF budget
- \$6.5 million total budget



Gainsboro Park/Flynn Field/Victory Park Existing Conditions



I. Create Buy-In

Achieving Buy-In

- Planning processes/community engagement
- Baseline: broad agreement on need to improve Gainsboro Park

Gainsboro Timeline

- 2006: Recreation Plan
- 2012: Recreation Plan update
- 2013: Kickstart the Park event (PR Foundation)
- 2014: Toddler playground built
- 2014: Park millage approved
- 2015: Park planned
- 2016: Park built

2012 Recreation Master Plan

- Started 2012
- Adopted January 2014
- Survey
- Workshops
- Positive momentum for Gainsboro Park project
- Clear identification of main improvements



Kickstart THE PARK

Help shape the
future of
Gainsboro Park

- On-site at Gainsboro - over 100 participants
- Survey of equipment choices
- Recreation Commission develops toddler playground plan
- Construction in 2014





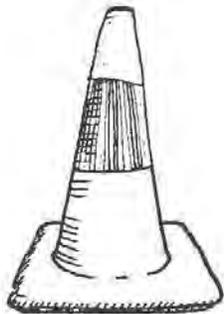
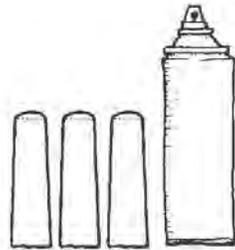
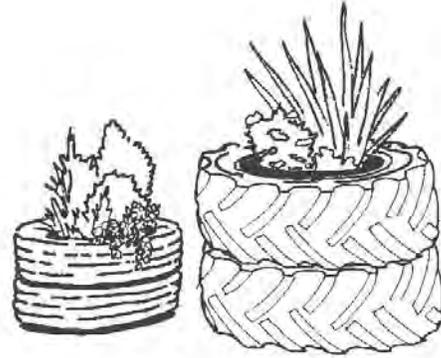




Achieving Buy-In – Other Contexts

- Demonstration projects
- Temporary infrastructure installations
- Pop-up events
- Tactical urbanism

<http://tacticalurbanismguide.com/>



TACTICAL URBANIST'S GUIDE TO MATERIALS AND DESIGN **VERSION 1.0**

DECEMBER 2016 | CREATED BY THE STREET PLANS COLLABORATIVE, WITH FUNDING FROM THE JOHN S. AND JAMES L. KNIGHT FOUNDATION

ITERATIVE PROJECT DELIVERY

This chart illustrates the progression of an iterative approach to project delivery. Though not all projects need to follow this exact model, it can be helpful to see how each project phase builds towards the next, using incremental steps to deliver a capital project intended to create lasting change.



	DEMONSTRATION (1 day - 1 month · \$)	PILOT (1 month - 1 year · \$\$)	INTERIM DESIGN (1 year - 5 years · \$\$\$)	LONG-TERM/CAPITAL (5 years - 50 years · \$\$\$\$)
Project Type (time interval · relative cost)				
Project Leaders	Can be led by anyone (city, citizen group, or both!)	Government / organizational leadership + involvement required	Government / organizational leadership + involvement required	Government / organizational leadership + involvement required
Permission Status	Sanctioned or unsanctioned	Always sanctioned	Always sanctioned	Always sanctioned
Materials	Low-cost, typically low-durability. Can be borrowed or easily made	Relatively low-cost, but semi-durable materials	Low-moderate cost materials, designed to balance flexibility with maintenance needs	High-cost permanent materials that cannot easily be adjusted
Public Involvement	Public input + public action	Public input, champion engagement, government / organizational stewardship	Public input, government / organizational stewardship	Public input, government / organizational stewardship
Flexibility of Design	High: organizers expect project to be adjusted and removed.	High: organizers expect project to be adjusted; it may be removed if it does not meet goals	Moderate: organizers expect project to be adjusted, but it is intended to remain in place until capital upgrades are possible	Low: project is considered a permanent capital upgrade that is unlikely to be adjusted significantly once installed
Collect data to refine approach for current or future projects?	Recommended	Always	Always	Always - project performance can inform future investments

Terms and diagram format based on PeopleForBike's "Quick Builds for Better Streets," which defines the pilot / interim time intervals above as "quick build" projects. To access Quick Builds for Better Streets, visit: bit.ly/QuickBuildsReport (Images: Street Plans).





It's not red.
It's not blue.
It's black and white.
Oregon needs fiscally
responsible leadership.

BKES





CROSS
WALK
↓

SCHOOL
XING



P



CROSS
WALK
↓

SCHOOL
XING





2. Parks Improvement Millage

Communication

- Fact sheets
 - City newsletter
 - Online
 - Paper copies at City facilities



Parks Improvement Millage Fact Sheet

Overview

The City Commission has placed a request for a 0.75 mill property tax to be levied over 10 years to pay for improvements to the City's parks, including the park behind the Community Center and Gainsboro Park, on the November 2014 ballot. This would be a new special revenue millage that would be dedicated to paying for capital improvements to the City's parks, and could also provide matching funds for grant applications for recreation purposes. If approved, this new millage will generate approximately \$100,000 in revenue each year, over a period of 10 years.

Why Is the Millage Proposed?

In January of 2014 the Pleasant Ridge City Commission and Recreation Commission formally adopted the 2014-2019 Five Year Recreation Master Plan¹ which identified two major parks improvement projects: Improving the Community Center Park and Gainsboro Park. The two projects have an estimated total cost of \$1.2 to \$1.4 million, depending on options selected.

In May of 2014 the Pleasant Ridge Foundation awarded a grant in excess of \$130,000 to rehabilitate the Gainsboro Park shelter and to add a toddler-appropriate play structure and safety surface to the Park. The proposed millage would cover the remaining cost to improve the Community Center Park and Gainsboro Park per the recommendations of the Parks and Recreation Master Plan.

What Will The Money Be Used For?

The millage request would implement the action plan in the Parks and Recreation Master Plan.

The Community Center Park would be improved to create outdoor gathering space connected to the multi-purpose room, to construct a designed path and entrance to the park to make it more accessible, and to improve the existing play area.

Improvements to Gainsboro Park would be extensive, and would focus on creating a park that includes features and amenities that cater to all ages and users. The park would include both passive and active recreation spaces, walking paths extending the length of the park from Kensington all the way to Flynn Field, outdoor gathering space, and new play equipment for children.

A variety of funding sources are available at the state and federal levels to support this type of project, but those funding sources typically require matching funds from the community. Approval of the parks improvement millage would provide the City with a source of dedicated matching funds for grants.

Finally, if approved the City would accelerate funding for the park in order to have the improvements substantially completed within two years - by the fall of 2016.

How Much Will This Cost Me?

The total increase to your tax bill will be 75 cents per \$1,000 of taxable value. It would cost the average household about \$82 a year, or about \$7.00 per month.

Gainsboro Park Highlights:

- *New, secure fence along railroad*
- *Continuous non-motorized pathway*
- *Shelter rehab & secure access system*
- *New play structures and safety surface*
- *DPW site improvements*
- *Irrigation*
- *Improved lighting*
- *Covered picnic shelter*
- *Outdoor gathering/seating space next to playground*

¹ The Parks and Recreation Master Plan is available for viewing on the City's website - go to <http://cityofpleasantridge.org> and click on the November 2014 Millage Information link.

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- Millage workshops



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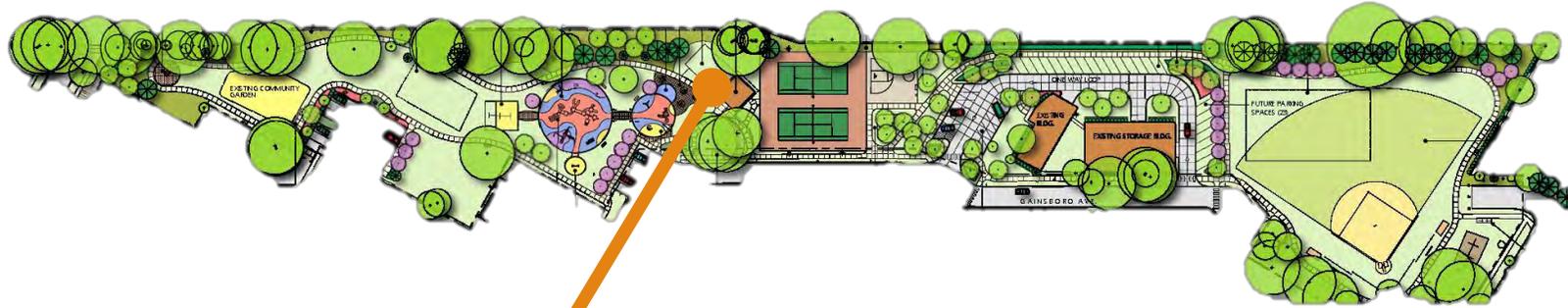
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Gainsboro Improvement Plan



- Shelter improvements

Gainsboro Improvement Plan



- Shelter improvements
- **Covered pavilion**

Gainsboro Improvement Plan



- Shelter improvements
- Covered pavilion
- **New play structures**

Gainsboro Improvement Plan



- Shelter improvements
- Covered pavilion
- New play structures
- **New swings**

Gainsboro Improvement Plan



- Shelter improvements
- Covered pavilion
- New play structures
- New swings
- **Sports court improvements**

Gainsboro Improvement Plan



- Shelter improvements
- Covered pavilion
- New play structures
- New swings
- Sports court improvements

- **DPW lot improvements**

Gainsboro Improvement Plan



- Shelter improvements
- Covered pavilion
- New play structures
- New swings
- Sports court improvements

- DPW lot improvements
- Sidewalks and walking paths**

Gainsboro Improvement Plan



- Shelter improvements
- Covered pavilion
- New play structures
- New swings
- Sports court improvements
- DPW lot improvements
- Sidewalks and walking paths
- **New fence**

Gainsboro Improvement Plan



- Shelter improvements
- Covered pavilion
- New play structures
- New swings
- Sports court improvements

- DPW lot improvements
- Sidewalks and walking paths
- New fence
- **Irrigation**

Parks Improvements

Total capital funding	\$990,000
Millage term	10 years
Annual revenue	\$99,000
Mills	0.75
Average annual cost	\$82

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- Fact sheets
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 - Online
 - Paper copies at City facilities
- Millage workshops
- Vote YES! Committee
 - Distributed fact sheets
 - Postcard mailers
 - Lawn signs

Communication



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- Shoe Leather

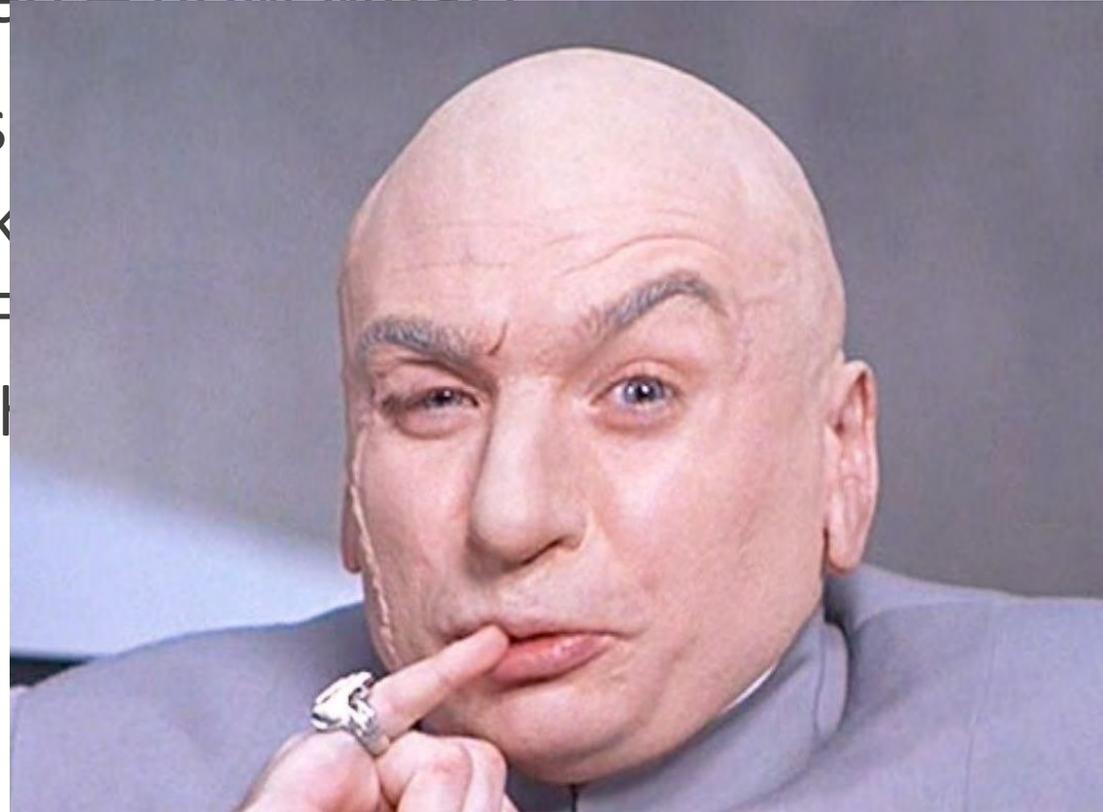
Result?

- 0.75 mills for 10 years – 68% yes
- Also had 3.4 mill Headlee override and 0.5 mill library millage renewal on ballot

3. Collaborative Design Process

Collaborative Design Process

- Millage passed – now what?
- Finding a design
 - Simple task
 - Need an RF
 - Dialing in the



	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of the alternatives and the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into decisions to the maximum extent possible.	We will implement what you decide.

Design Agency

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of the alternatives and the preferred solution.	To place final decision-making in the hands of the public.
GOVERNMENT	Primary	Primary	Primary	Primary	Secondary
PUBLIC			Secondary	Primary	Primary

Public Input Tools

- Fact sheets
- Social media
- Open houses
- Focus groups
- Surveys
- Public meetings
- Workshops
- Deliberative polling
- Citizen advisory committees
- Participatory decision making
- Citizen juries
- Ballots
- Delegated decisions

Public Input Tools

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Fact Sheets	■				
Social Media	■	■			
Public Hearings	■	■	■		
Open Houses	■	■	■	■	
Surveys	■	■	■	■	
Focus Groups		■	■	■	■
Deliberative Polling		■	■	■	■
Charrettes			■	■	■
Citizen Advisory Committees			■	■	■
Participatory Decision Making				■	■

Planning the Process

- Community had been consulted
 - 2012 Rec Plan
 - Kickstart the Park
- Collaborate was the desired level of participation

Gainsboro RFP Language

- It is expected that **engagement with the public will be a cornerstone of the design phase, and that public engagement be a collaborative process that allows any interested and informed resident to influence the design of the park.**

Gainsboro RFP Language

- The City understands that there may be competing visions for the future development of the park, and that all interested parties may not be able to reach agreement on the final plan for the park.

For the purpose of this planning process **it is expected that the consultant will lead a process that arrives at a consensus design plan. Please note that consensus does not mean the same thing as agreement, rather, consensus means a final plan that every reasonable interested participant can at minimum accept, and ideally support, even if it is not their preferred plan.**

Gainsboro RFP Language

- The City does not have a specific number of public meetings or a preference for the public engagement methods to be used.

Our interest is to ensure that the public engagement process is collaborative, comprehensive, and representative of all potential users of the park; and that there are multiple pathways and opportunities for any interested resident to participate collaboratively in the development of the consensus park plan.

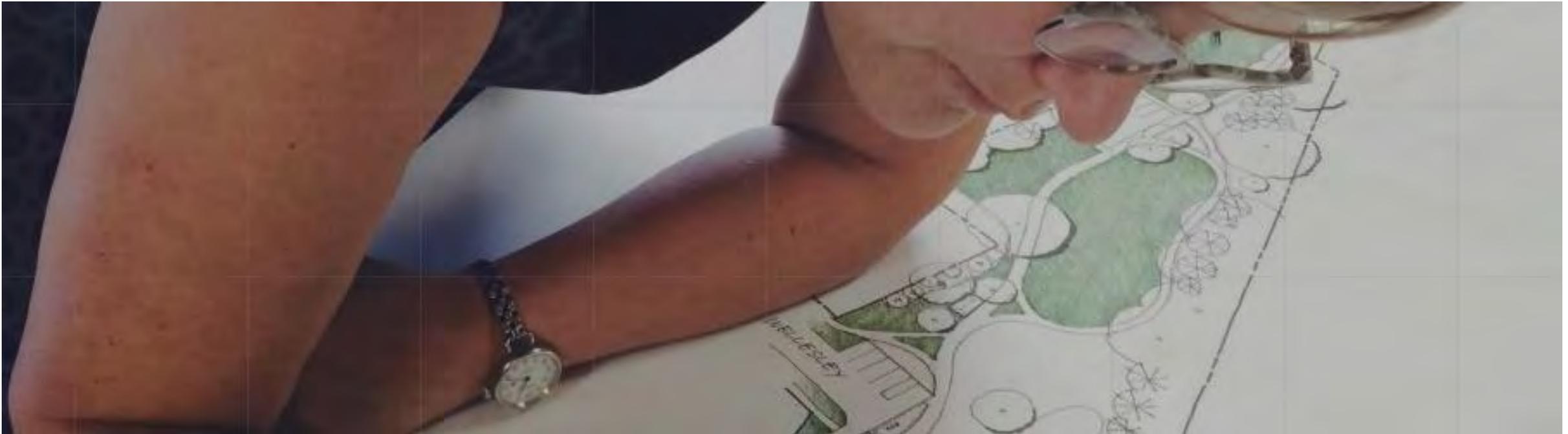
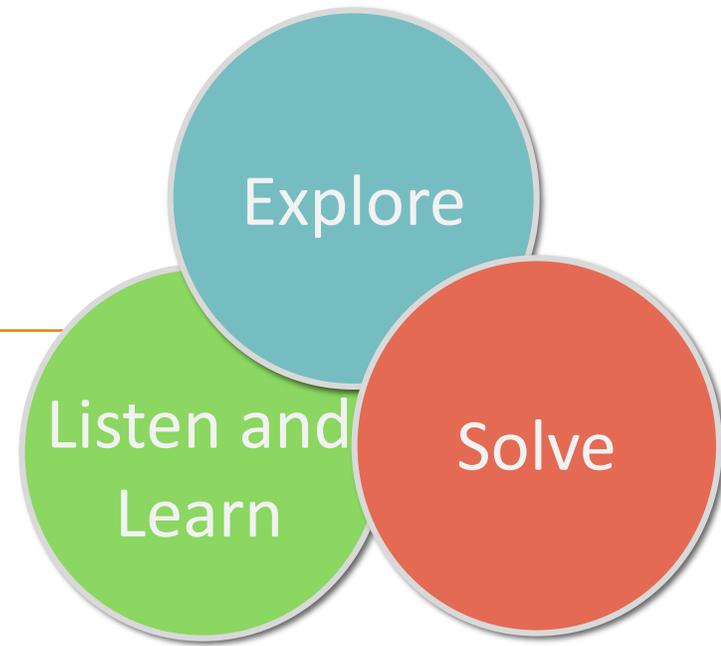
Gainsboro RFP Language

- **Please describe how you propose to engage and work with the public during the entire design process, and what engagement tools and methods you propose to use.**

The park is intended to be a facility for users of all ages and abilities, so please describe how you will engage potential park users of all ages and abilities.

livingLAB's Approach

- livingLAB employs our mobileLAB on-site participatory workshop to explore, listen, learn and solve



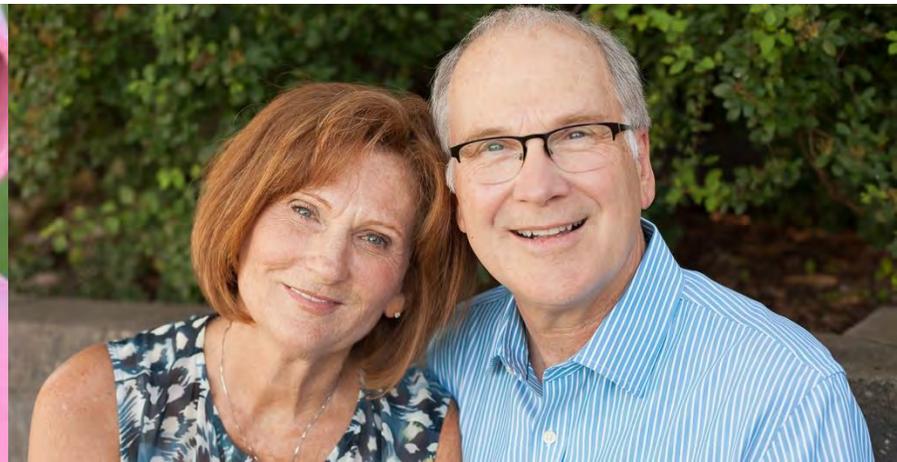


SPA

Envisioned by community+ residents

BALANCED +

GUIDED BY EXPERIENCE



the city of pleasant ridge presents

livingLAB:

GAINSBORO PARK

public visioning
creative collaboration
community design



participate here

JULY 16-21



GAINSBORO PARK
 public visioning
 creative collaboration
 community design

work with the design team right here in Gainsboro Park to develop a concept for the redevelopment of your park.

select activities, decide on the look, determine how your park will function!

drop into any of these activities as you are able.

JULY 16-21

FOCUS GROUPS

GAINSBORO PARK
 public visioning
 creative collaboration
 community design

participate here

JULY 16-21

GAINSBORO PARK
 public visioning
 creative collaboration
 community design

participate here

JULY 16-21









- 1 connect
- 2 all ages
- 3 all seasons
- 4 environment
- 5 active & pass
- 6 formal & informal
- 7

A GIVEN!

gainsboro park

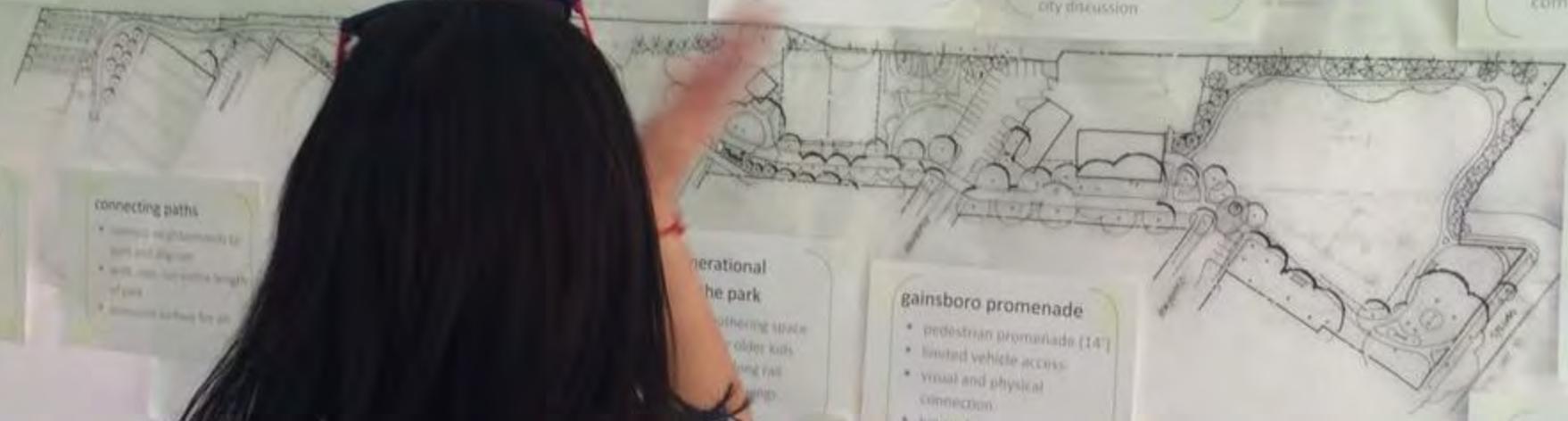
- community garden**
- 1/4 acre plot
 - raised beds
 - water access
 - compost
 - tool shed

- a sustainable park**
- native plantings
 - habitat creation along riparian
 - rain gardens/bioswales
 - recycling
 - habitat restoration
 - maintenance
 - park city LED lighting

- community sports**
- 2 new tennis courts with pickleball and backboard
 - new half-court basketball (2)
 - memorial plaque along promenade
 - winter skating

- dpw area**
- screen outdoor storage
 - additional landscaping
 - paint/living wall
 - organized parking area
 - building use(s) for future city discussion

- adult fitness stations**
- clustered for socialization
 - near play area for parent and grandparent use
 - along walkway for cardio combo



A GIVEN!

- save the turtle!**
- turtle habitat
 - water access
 - native plants

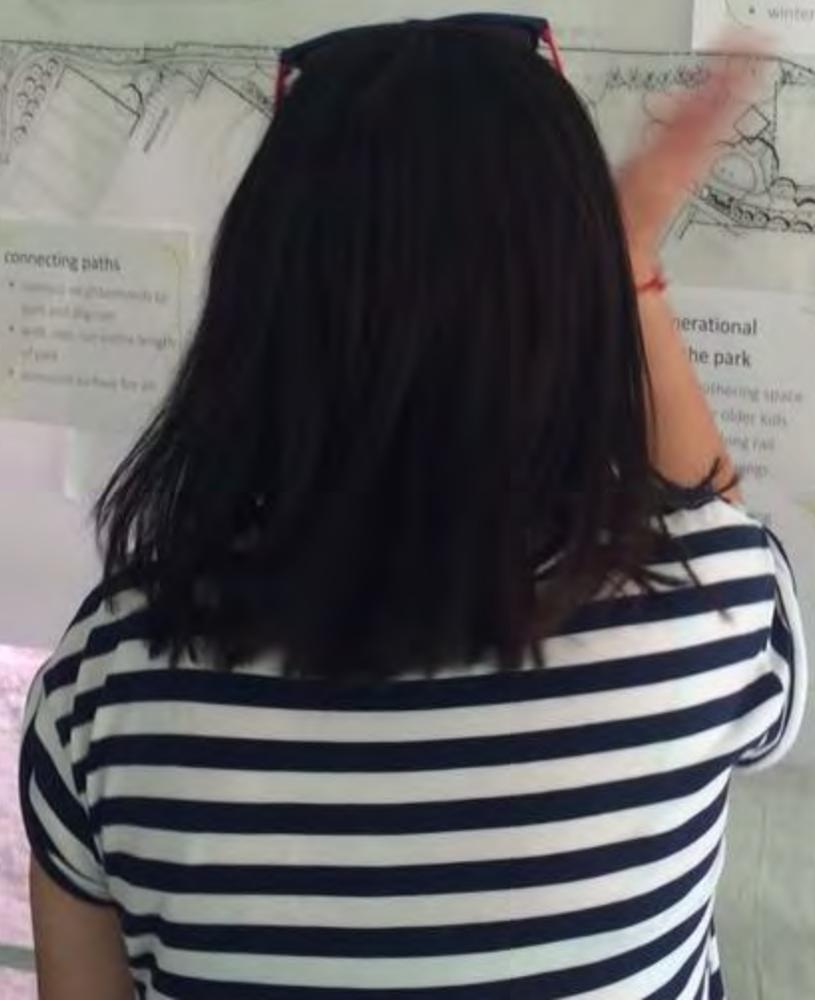
- connecting paths**
- connect neighborhoods for park and dog run
 - walk route for entire length of park
 - permeable surface for all

- intergenerational gathering space**
- for older kids
 - for young families
 - for community events

- gainsboro promenade**
- pedestrian promenade (14')
 - limited vehicle access
 - visual and physical connection
 - bioswales

- improved athletic fields**
- team benches
 - grass/turf infield
 - shorter mow length during season

- small scale play area**
- nature based play to fit in with wooded area
 - new swings and play piece
 - drinking fountain





GREENBACKS FOR GAINSBORO

put your \$\$\$ toward the
improvements you'd most
like to see!



livingLAB



BOARDS

ADULT FITNESS STATIONS

COMMUNITY GARDEN

ATHLETIC FIELDS

DPW AREA

CUBAN
COFFEE
QUEEN



GAINSBORO PARK



5-12 YEAR OLD
PLAY STRUCTURE

EXISTING SHELTER w/
NEW PAVILLION AND
SHADED SEATING AREA

BUBBLING WATER
FEATURE

MISTING
STATION

EXISTING
PARKING

ART FEATURE





PARK



AMENITIES

AMENITIES

WOODLAND PLAY AREA



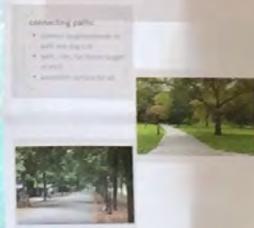
SUSTAINABLE PARK



GAINSBORO PROMENADE



CONNECTING PATHS



IDEA

BOARDS

ADULT FITNESS STATION



Participant Feedback

“The mix of opportunities for input – drawings, suggestion box, computer input – over 3 days (all hours of the day to allow all persons to be involved) on site was wonderful. Input opportunities were designed with everyone, at all ages, in mind.”

“The genuine feeling and act of being engaged, being able to draw, write, or describe things to the livingLAB team was really exciting. We felt heard.”



Cost?

- Lowest qualified bid?
- Professional services vs. capital improvements
- Commodities vs. creativity



4. Design Outcomes

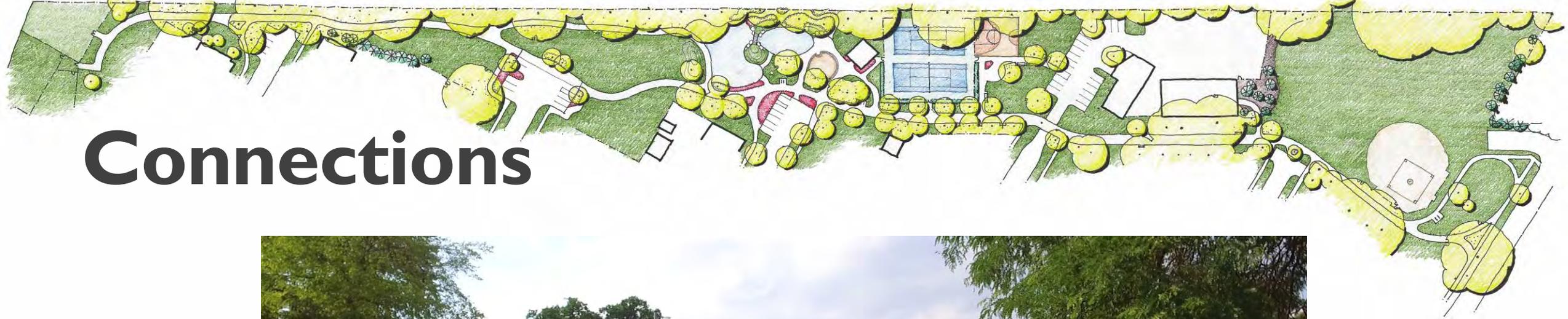
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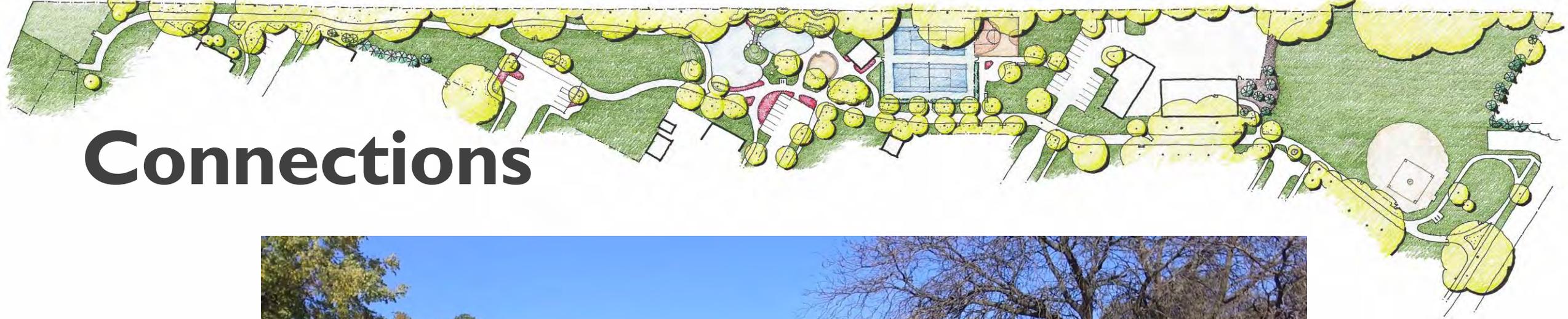
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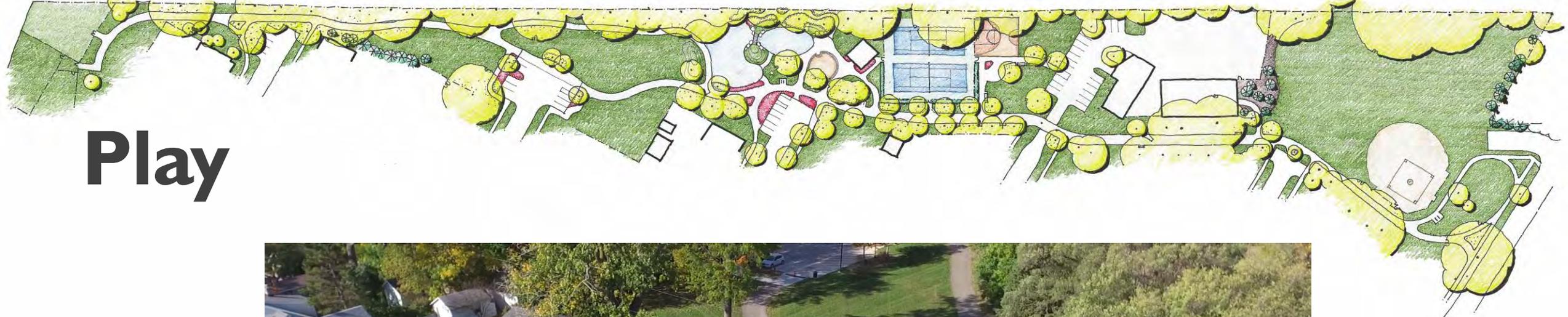
Gathering Space



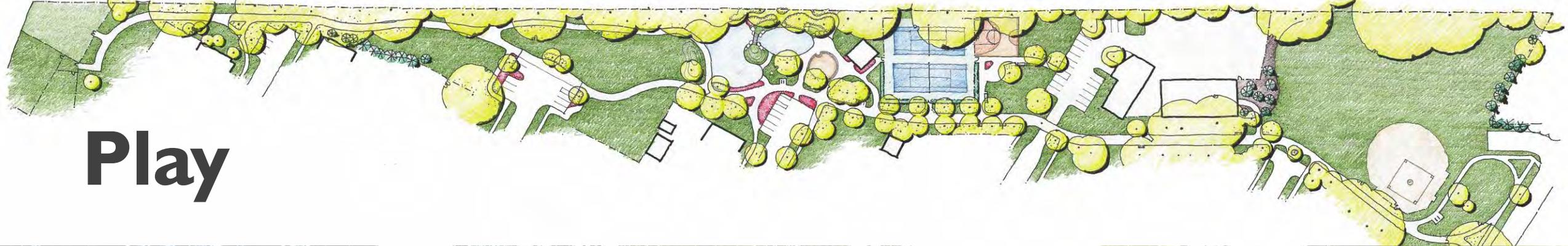
Play



Play



Play

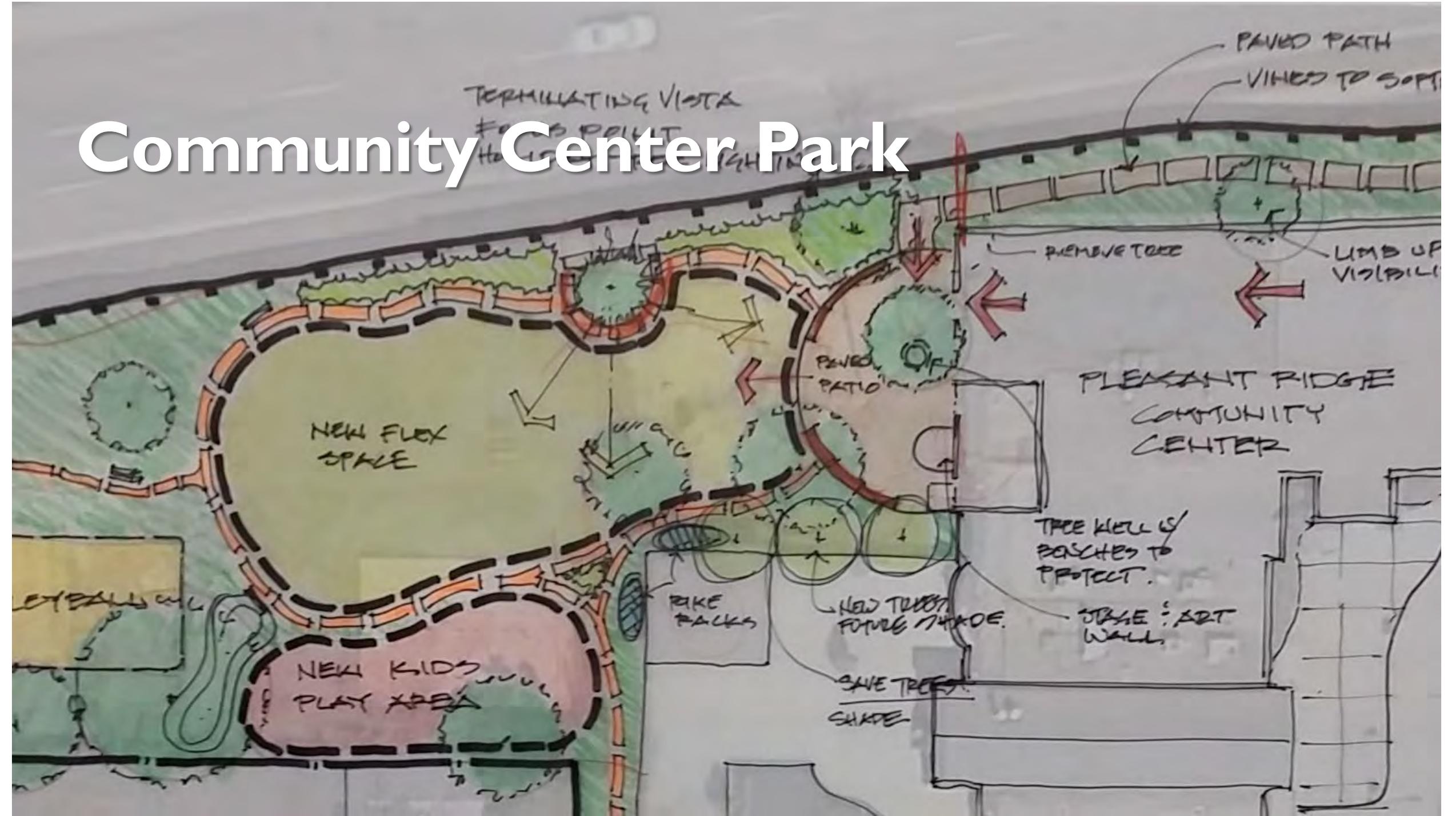


5. Catalyst Impact

Community Feedback

- “I think the park generated excitement and raised the bar for other areas, e.g. the park behind the Community Center and the Big Room project.”
- “I believe the park project has really energized the east siderers who, for too long, felt underrepresented. It also helped to energize the Foundation and strengthen the relationship with City government. As a result, the park project behind the Community Center, coupled with the Big Room project, have received even more support and anticipation than they might otherwise have.”

Community Center Park



4 Ridge Big Room

A strong sense of community, dedication to historic preservation and ideal location makes Pleasant Ridge the perfect city for all ages, interests and lifestyles.



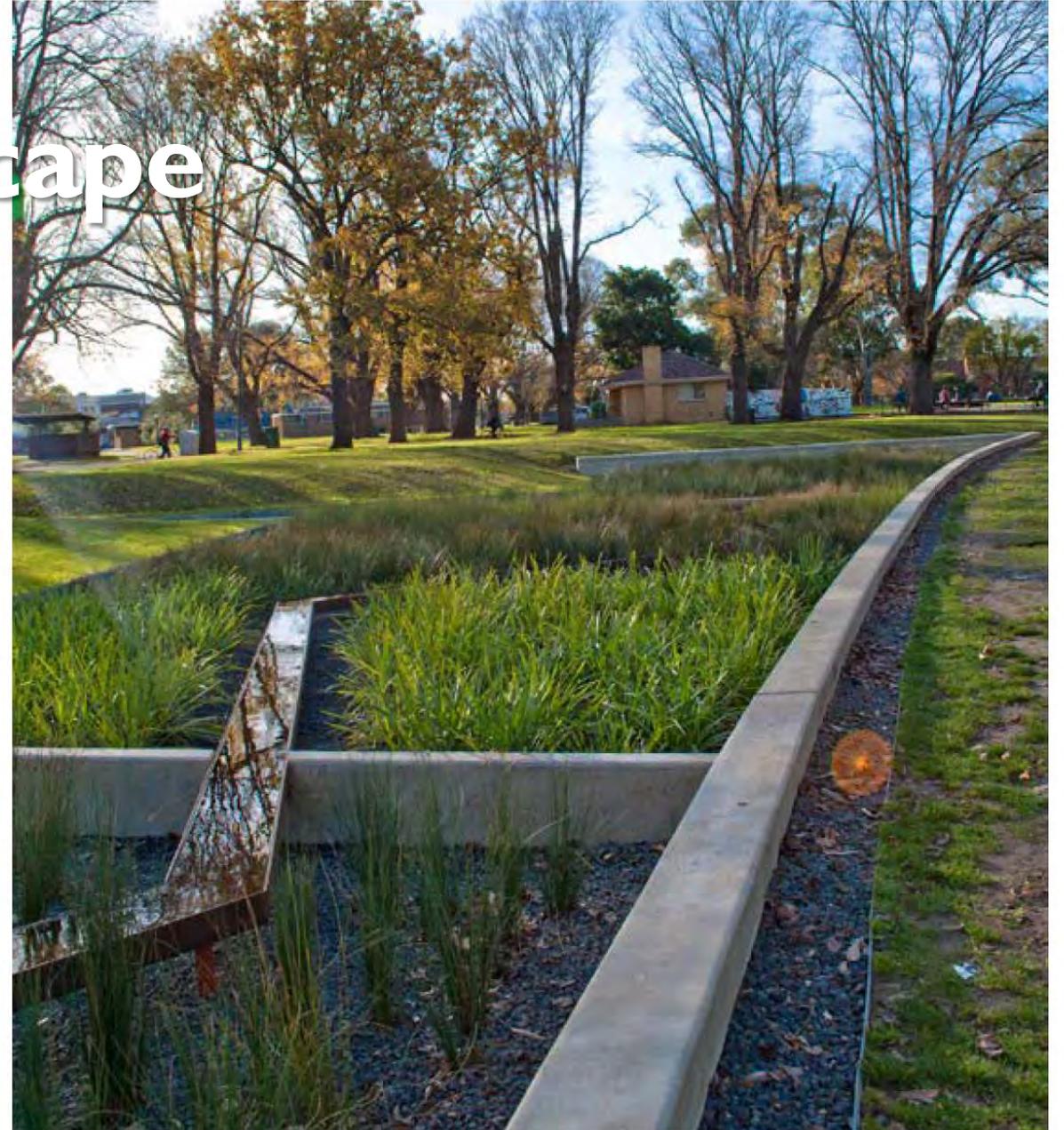
Gainsboro Park Pavilion



Gainsboro Park Pathway Lighting



Woodward Streetscape



Woodward Streetscape



Questions?



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