

United Growth Project Replication Manual



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Dedication Page

This manual is dedicated to all United Growth members and volunteers past, present, and future. Without their participation and thoughtful input, the United Growth model would never have been realized. Special recognition goes to the brave souls who were the first to chair the two major committees:

Rich Jelier, Urban Committee Chair

Sharon Steffens, Rural Committee Chair

Danielle Bult, Urban Committee Co-Chair

A special thanks also to all of the MSU Extension staff who contributed their time and talents to building the United Growth project:

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Welcome to MSU Extension!

Welcome! We are happy to have you as a member of our team. This manual was designed to help you, as a Land Policy Educator replicating the United Growth model in your coverage area, do your job.

Required Skills

Extension Educators are ideal for this type of work because they embody the following abilities. Extension calls abilities ‘Core Competencies’:

- ✍ Create partnerships
- ✍ Collect and interpret data
- ✍ Facilitate group decision-making
- ✍ Manage and transform conflict
- ✍ Manage scientific and technical information

Your work as a Land Policy Educator will require you to develop skills so that you are able to play all of these roles in your community:

- | | |
|--------------------|---------------------------|
| ✍ Convener | ✍ Facilitator |
| ✍ Collaborator | ✍ Trainer |
| ✍ Networker | ✍ Information Provider |
| ✍ Program Designer | ✍ Researcher |
| ✍ Diplomat | ✍ Organizer |
| ✍ Forecaster | ✍ Technical Expert |
| ✍ Mediator | ✍ Other Educational Roles |

MSU Extension Training Programs

Although Land Policy Educators will receive training and mentoring from United Growth staff, training programs to develop or advance these skills are plentiful within Extension. Please note that MSU Extension requires all employees to participate in a two day Diversity Training, Portal Training (for the new MSUE web site) as well as New Staff Orientation on campus. Talk with your County Extension Director (CED) to schedule these trainings. Your CED may have identified other useful trainings/orientation activities for you.

Specific MSU Extension training programs applicable to Land Policy Educators are:

- ✍ Land Use Area of Expertise training sessions and meetings (Required for LPEs)
- ✍ Citizen Planner Program trainings
- ✍ Facilitator Excellence Workshop
- ✍ The Logic Model and EIS evaluation training
- ✍ Strategic Futuring – Advanced Facilitation
- ✍ Communicating Your Way through Conflict
- ✍ Policy Making in Lansing

Chapter 1: Introduction to United Growth



Congratulations on taking the challenge to form an urban-rural United Growth Coalition!

Your efforts will contribute to a statewide movement toward positive land use. Positive land use is consistent with the ten principles of New Urbanism found in Appendix A. Positive land use must also incorporate local visions for individual communities and neighborhoods.

Your objective is to educate and build capacity among the citizens and decision-makers in your county around land use issues. This effort will help people create and implement a vision for their community that is consistent with New Urbanism principles and positive land use. The centerpiece of this land use project is building from the common ground that has been identified by rural and urban stakeholders. This manual is designed to give you some tools for accomplishing this objective.

The Urban-Rural Connection

For decades, urban core cities in Michigan and throughout the country have been suffering from disinvestment and abandonment. Symptoms of these trends associated with unplanned growth include: population loss, concentration of poverty and people of color, loss of tax base, underutilized infrastructure as well as blight caused by vacant store fronts, homes and property.



At the same time, rural areas are suffering from a loss of prime and unique farmland and natural resource areas to development. Symptoms of these trends associated with unplanned growth include: declining farm businesses, traffic, zoning changes and new residents surrounding working agricultural lands, decreasing amounts of wetland and woodlots, declining amounts of wildlife population and diversity, increasing population in rural areas, and the rapid increase in



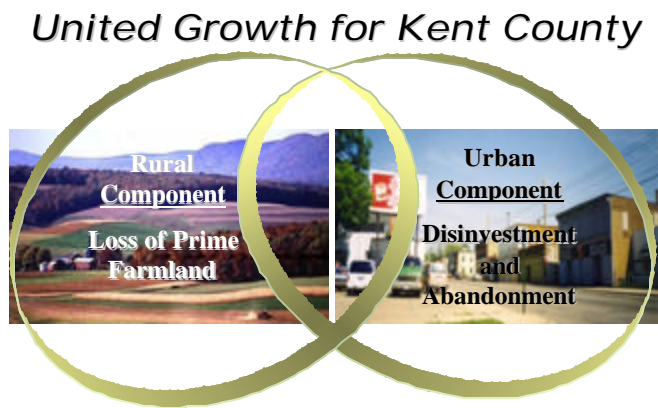
the rate of urbanized land compared to population growth.

Disinvestment and abandonment in urban areas and the loss of farmland and natural resource areas in rural areas are both caused by inefficient land use or urban sprawl. They are two sides of the same coin. The United Growth model specifically works to reverse the negative effects of urban sprawl and increase investment and revitalization in cities and urban areas while preserving prime and unique farmland and natural resource areas in rural areas. The United Growth model works to accomplish this by building a coalition of

urban and rural stakeholders who will promote better land use decision-making in the community.

Citizen Based

United Growth seeks to bring about systematic change within a community by having its residents lead the effort. The United Growth model is a citizen-based model. It does more to encourage long-term changes and sustainable effort than a study or a training program can do, but it also takes more time and energy.



Land Policy Educators have a unique opportunity since they will be working with different groups of stakeholders with different perspectives and interests. Both rural and urban stakeholders must become involved in addressing the land use issues facing their communities. This “bottom up” approach distinguishes United Growth from other land use models.

History of United Growth

The concept of the United Growth project was developed by Maggie Bethel, Dave Guikema, Carol Townsend, Tom

Bulten and Kim Krasevac, a former program assistant with the Frey Foundation in Grand Rapids. The Frey Foundation approached MSU Extension in Grand Rapids to develop a program that would address the issue of urban sprawl. For several years the Frey Foundation had been supporting numerous conferences, speakers and workshops on urban sprawl issues, but the foundation realized that only the leaders of local stakeholder organizations were present at these events. General citizens were not being reached, especially urban residents, and projects to reduce sprawl were not being implemented.

After several months of work, the urban-rural, citizen-based model of United Growth was created. Frey Foundation provided a small grant in the fall of 1998 to initiate the project. This grant funded the development of a survey of agricultural land owners (33% return rate with over 1000 responses) and initial commercial redevelopment work in partnership with the Creston Neighborhood Association. After the success of this initial grant, a three-year grant from the Frey Foundation started on March 1, 1999. This is the date that Kendra Wills was hired as project coordinator. This manual documents the entire 6.5 years the project has been in existence. To date, we have found no other similar model.

Three Phases of United Growth

The United Growth model uses a three phase process to build a United Growth Coalition. Although the length of time spent on each phase depends upon the readiness of your participants, each phase builds on the next so they must be completed in order. The three phases of United Growth are:

Phase 1:

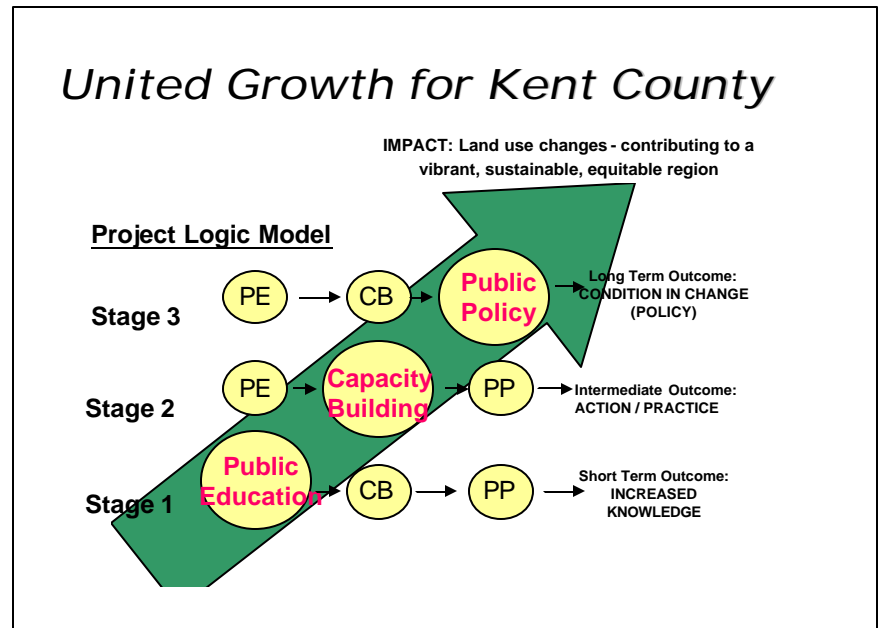
- ✍ Emphasis on **education**
- ✍ Minor emphasis on capacity building
- ✍ Minor emphasis on public policy

Phase 2:

- ✍ Emphasis on **capacity building**
- ✍ Minor emphasis on education
- ✍ Minor emphasis on public policy

Phase 3:

- ✍ Emphasis on **public policy**
- ✍ Minor emphasis on education
- ✍ Minor emphasis on capacity building



This diagram illustrates the three phases and emphasis areas of United Growth.

Chapters in this manual will walk you through a step-by-step guide for using these three phases to build a United Growth Coalition that works to implement positive land use.

Have Fun!

Land use issues can be very controversial. Working toward systemic change among many stakeholder groups is extremely hard work. Those willing to take on these challenges must be able to keep things in perspective. Take time to get to know the people with whom you are working. Attend trainings to meet new people, share experiences and learn new skills. Take pride in the work that you are doing to better the community in which you work. Document your successes in a way that will help you remember your accomplishments so that when something (or several things) doesn't work out, you have the ability to persevere. *If this were easy, it would have been done before!*

Supplemental Information

The rest of the chapter consists of examples for Kent County that can be used as templates for your program. Please note that a lot of the information will be different for your county/region, but the basic framework of the materials should be useful.

**This page reserved for the
Circle diagram**

United Growth for Kent County – Briefing Paper

Created in 1999

Situation:

In March of this year, Michigan State University, MSU Extension, and the MSU Center for Urban Affairs – Grand Rapids began a project focused on land use in Kent County. United Growth for Kent County, funded by the Frey Foundation, strives to link the rural and urban communities of Kent County, creating a unified, citizen voice that advocates regional land use planning and policies. This unique connection is the foundation of the pioneering initiative.

Audience Characteristics:

Two citizen groups – the Rural and Urban Committees – direct United Growth. Members of the committees represent the residents, landowners, businesses and organizations within Kent County. Other target audiences include township officials, neighborhood associations, community leaders and organizers, etc.

Collaborators/Cooperators:

The project formed two partner teams to provide technical expertise and resources to the citizen groups. The MSU Multi-Disciplinary Resource Team consists of eleven faculty members from the Colleges of Agriculture and Natural Resources and Social Science including three individuals with Extension appointments, two members from University Outreach, as well as an Extension County Director and several agents. This team collectively donated more than 90 hours of time and effort to the activities of the project. The Collaborative Partners Team, consisting of organization and business representatives from the West Michigan community, also provided citizen groups with knowledge and expertise on land use planning and policies.

United Growth for Kent County is directed by the Project Administrative Team consisting of:

Margaret Bethel, Regional Director and Project Administrator, MSU-West

David Guikema, Director, Kent County MSU Extension

Carol Townsend, Director, Center for Urban Affairs – Grand Rapids

Kendra Gunter Wills, Project Coordinator

Kara Griffith, Kent County MSU Extension Agriculture Agent

Methods Used to Address the Situation:

United Growth promotes positive regional growth through public education, leadership capacity building and citizen-based public policy development. MSU's work in the rural community focuses on the education of landowners and township officials on the costs of low-density development, while empowering rural communities to make informal land use decisions. The project's urban component assists central city residents in improving the social and economic vitality of neighborhoods and identifying and mitigating the effects of suburban sprawl. Four urban projects are being pursued on issues such as business district redevelopment, neighborhood planning for residents and businesses, neighborhood stabilization through home ownership and public education opportunities, and housing rehabilitation.

Impacts/Evaluation Results:

Some of United Growth for Kent County's recent successes are:

- ✍ Increased engagement of rural and urban residents and community leaders, totaling over 50 citizens representing five Grand Rapids neighborhoods and thirteen townships.
- ✍ Accumulated over \$46,000 of in-kind support from March-June 1999.
- ✍ Sponsored two Legislative Roundtable Breakfasts attended by over 80 individuals including Representatives Byl and Koetje, Senator Sikkema, and several individuals representing the Office of the Governor, US Senator Abraham, Congressman Ehlers.
- ✍ Partnered with three neighborhoods identifying and strategizing to mitigate negative effects of sprawling growth within their communities.
- ✍ Completed a number of township costs of development studies.
- ✍ Project highlighted at the Annual Meeting of Michigan Chamber of Commerce Officials at Mackinaw Island.

Implications for Follow-up and Timeline:

In 1999 we focused on the development of a proposal to the Frey Foundation for the project's second and third year. We were invited to pursue additional funding by Frey project staff and will also seek additional outside sources.



Chapter 2: Getting Started

To reach the goal of forming a United Growth Coalition, first an Urban and a Rural Committee must be organized. Each Committee will work on land use issues that have the most interest to them. Rural residents and others interested in township and agricultural issues will come together around concerns that most directly affect them. The same is true for urban residents and others interested in neighborhood issues and city government. After the Rural Committee and the Urban Committee are functioning, they can begin the process of identifying the common ground between them. Before organizing committees, it is suggested the following steps are taken:

1. Develop a statistical/background piece for each committee.

For the Urban Committee, document the neighborhood disinvestment that has occurred, population loss, etc. For the Rural Committee, research how many acres have been developed in the last decade, the township investment in new infrastructure, etc. These informational pieces can help in committee member recruitment and framing the issues. It will also acquaint you with county land use patterns. This begins Phase 1 of the United Growth model – *Education*. Examples of some informational pieces are at the end of the chapter.

2. Begin compiling names of potential individuals and organizations who can be contacted to join the two committees.

In the application for your position from your extension office to the Land Policy Program, names of potential individuals and organizations should be listed. Talk with co-workers and others for contacts. See Appendix B for a list of United Growth for Kent County members and look for partners in your region.

3. Outline a possible funding plan.

Determine what expenses will be incurred by the committees (agenda and copies, refreshments, etc.) and how expenses will be covered. Remember that LPE positions in Hillsdale/Le newee and Muskegon have been allocated \$10,000 in year one operating expenses and \$5,000 for each of the second and third years of the WKK grant. Other LPE positions should check with your CED. Your Extension office may also have additional funds available. Again, talk with your CED. Contact the Land Policy Program for information on how to access these funds.

When committees undertake activities, start planning for how associated costs will be covered and consider the long-term funding options for your own position. (See Chapter 7 for more information on funding.)

It might seem more natural to begin with the group you know the most about. However, start with the more difficult group first. You are apt to work a little harder at the beginning to get your first committee organized. With less energy as you tackle the second group, it should be the one you are more comfortable with. So, if you know more about farmland and your Extension office has more contact with townships than city government, organize the Urban committee first. Or conversely, if your expertise is urban, organize the Rural Committee first. The following are suggestions on how to organize your first committee.

Organizing the Urban and Rural Committees

As stated previously, the United Growth model calls for the organization of rural stakeholders into the Rural Committee and the organization of urban stakeholders into the Urban Committee. Each committee will pursue the land use issues of most concern to them. Later we will begin to build the common ground between them so that the Coalition can be organized. For right now, however, the focus is on organizing the Urban Committee and the Rural Committee.

Organize the committee that you have less knowledge of first.

Identify Stakeholders for Each of the Committees

From day one, you need to compile a list of names of people who might be good candidates for these committees. Gather names from the following sources:

- ✍ your County Extension Director
- ✍ your Extension co-workers
- ✍ the application to the MSU Land Policy Program that created your position
- ✍ special interest groups: Farm Bureau, neighborhood associations, environmental groups, etc.
- ✍ community-based organizations, chambers of commerce, REALTOR associations
- ✍ local government: townships, cities, both elected and appointed officials
- ✍ area colleges and universities
- ✍ religious organizations
- ✍ referrals from everyone with whom you talk

Begin asking people you've identified if they would be willing to serve on the committee. Explain the purpose of the project and committee member responsibilities (monthly 1.5 hour meetings, providing input for program development, function as a resource for the project, help publicize the project within your own contacts.) After you have 5 or 6 people who have expressed an interest in being on a committee, prepare to call the first meeting. Don't forget that the first committee organized should be the one in which you have the *lesser* experience.

Preparing for the First Committee Meeting

When talking with people about their interests/concerns regarding land use, begin identifying who you think might provide some leadership to the committee. It is always preferable to have someone else chair meetings - *not* the Extension Educator. The following steps might help you flush out committee leadership early on:

1. Meet with 2 or 3 people who said they would serve on a committee. Discuss with them what should be on the agenda for the committee's first meeting:



A United Growth meeting. Pictured are members representing the faith community, a developer, an urban community development specialist and an interested citizen.

- ✍ An educational piece, for example, a summary of the research on land use patterns in your county.
- ✍ An explanation of a new program operated by one of the committee's members. (This would also ensure that person's attendance at the meeting!)
- ✍ A brief review of the United Growth model.
- ✍ Initial brainstorming on what issues/events the committee would like to pursue.
- ✍ An assessment of who else should be invited to join the committee.
- ✍ Decision on a regular, monthly meeting date and time.

2. Whatever items were decided in #1 above, put into an agenda (see a sample agenda at the end of the chapter) and e-mail or snail mail it out to committee members about two weeks in advance of the meeting. A reminder e-mail or phone call a day or two before the meeting is always a good idea.

3. Ask for a volunteer to help prepare the agenda and chair the next meeting. If no one volunteers, suggest a rotating chair for the next several months - each one taking a turn at chairing.

4. Your role as staff to the committee requires a balance between providing some guidance to the group - but making sure that *they* are the ones deciding the specific direction. Your role is more "behind the scene", recruiting good committee members, developing leadership, providing educational resources, and building the capacity of the committee to decide their goals and what activities they would like to undertake.

***“People
support that
which they help
create.”***

Author Unknown

Future Committee Meetings

It will be difficult for the committee to “gel” as a group at first. Here are some suggestions on how you can build an identity for the committee and its members:

- ✍ Develop an educational base around the land use issues of interest to committee members so that they share a common understanding. Make copies of pertinent articles and send them to committee members. Encourage research on issues that are raised.
- ✍ Continue to recruit committee members (12-20) so that the committee is broadly representative of the rural or urban area they represent.
- ✍ Develop leadership within the group - make sure chairs and co-chairs of sub-committees are designated.
- ✍ Undertake a committee activity as soon as possible (suggestions are included in Chapter 3.) An activity can be as simple as printing a brochure on a topic of interest to the committee, taking a tour as a group, or as complex as committee members undertaking a special project.
- ✍ Create a pleasant atmosphere at committee meetings: refreshments are always nice, give members an opportunity to network and get to know each other, demonstrate your appreciation for their involvement, etc.

Organizing the Other Committee

After your first committee has met several times, you will want to start organizing the second committee. Follow the same steps for establishing the first committee.

Outcomes: At the end of your first year, you should have an active Urban Committee and an active Rural Committee, both meeting monthly. Each committee should have 12 to 20 members. There should be a chair and co-chair for each, and they should have accomplished one or more activities/projects.

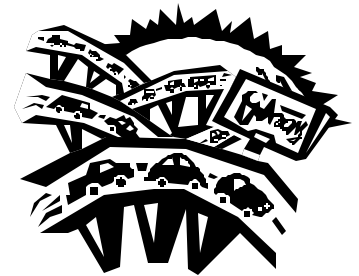
Supplemental Information

The rest of the chapter consists of examples for Kent County that can be used as templates for your program. Please note that a lot of the information will be different for your county/region, but the basic framework of the materials should be useful.

Kent County is Growing...Changing...Sprawling

Population and Urbanization

- ✍ The population of Kent County increased 19% from 1978 to 1993.¹
- ✍ The amount of land in Kent County that is urbanized increased 80% during that same period.²
- ✍ The urbanized land of the Grand Rapids area grows 3 to 4 times faster than the population.³
- ✍ The City of Grand Rapids *lost* 4.3% of its population from 1970 to 1990.⁴
- ✍ The population density of the City of Grand Rapids is 29% greater than the national average; but the population density of Grand Rapids' suburbs is 35% less than the national average.⁵
- ✍ The population of Kent County is projected to increase 35% from 1990 to 2020.⁶



Housing and Segregation

- ✍ Grand Rapids' housing segregation by race index is 72, worse than Michigan's index of 70 which is worst in the nation.⁷
- ✍ Grand Rapids' school segregation by race index is 77, worse than Michigan's 75 which is worst in the nation.⁸
- ✍ The region does not provide enough housing that is affordable to its poorest residents. However, the City of Grand Rapids provides more affordable housing than other areas of Kent County, concentrating low-income households in the central city.

Crime

- ✍ A recent study by Myron Orfield documents the social and economic disparities across Kent County. These patterns generally mean that those areas with the highest social needs will have the fewest resources with which to meet those needs. Rates of crime are clearly concentrated in the central city.
- ✍ A study in *Social Forces* provides evidence that neighborhood disadvantage contributes to crime. The authors conclude that "...both the absence of positive [influences] [such as

¹ Government Information Sharing Project, Oregon State University, USA Counties: [Online], Available: <http://govinfo.library.orst.edu/cgi-bin/usaco.ist?24-081.mic>

² Michigan State University Institute of Water Research, [Online] Available: <http://www.iwr.msu.edu/farmbureau/fdupdate.htm>. See also Footnote 8.

³ Ibid. "In 1960, the Grand Rapids urbanized area (the central city and contiguous suburbs) contained 294,000 residents in 94 square miles of urbanized land. By 1990, the urbanized area contained 436,000 residents in 223 square miles of urbanized land. The population grew 48%; the amount of land used to accommodate the increased population grew by 137%" (David Rusk cited in Frey Foundation. (1997). *Today's Winners--Tomorrow's Losers*, Summary of Workshop, April 1997.)

⁴ State of the Cities Data System, [Online] Available: <http://io.aspensys.com/socds/scripts/>.

⁵ David Rusk. (1996). *Acting as One: Presentation for the 5th Annual Livable Communities Conference*. Lansing, MI.

⁶ Michigan Society of Planning Officials. (1995). *Patterns on the Land*, cited in Frey Foundation. (1997). *Today's Winners--Tomorrow's Losers*, Summary of Workshop, April 1997.

⁷ David Rusk, cited in Poulson, David. (199?). Poverty, race tied to use, abuse of Michigan's land, *Grand Rapids Press*. [Poulson also explains, "A score of 100 means census tracts are completely segregated by race. A score of 0 means total integration--every census tract has the same percentage of minorities as found in a city's entire metro area."]

⁸ Ibid.

persons with high status occupations] *and* the presence of negative influences [such as concentrated poverty and male joblessness] contributes to crime as a form of social dislocation.⁹ The study also provides evidence that "...the causes of crime are rooted in the structural differences among communities rather than in race/culture."

Abandonment and Disinvestment

- ✍ Those able to move to and live in low-density areas are generally those with resources. Human and financial resources are abandoning the city.
- ✍ This is suburban sprawl. The result is concentrated poverty in the central city with increased racial and economic segregation.

⁹ Lauren J. Krivo & Ruth D. Peterson. (1996). Extremely disadvantaged neighborhoods and urban crime. *Social Forces* 75 (2): 641.

Commerce in the Creston Neighborhood

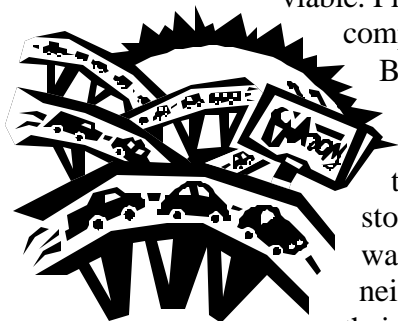
A commercial district can be the beating heart of a vital neighborhood. It is a place for people to meet and interact, trading goods and services for the sustenance of life. A commercial district gives a neighborhood vibrancy and energy. However, suburban sprawl threatens the vitality of urban neighborhoods. Suburban sprawl is poorly planned, low-density development of the built environment at the urban fringe coupled with abandonment of existing infrastructure at the urban core. Resources of all types are leaving established central city neighborhoods and being invested on what once was farmland. Creston neighborhood, for example, is feeling the effects of suburban sprawl as its commercial district is forced to compete with nearby “big box” stores on Alpine and Plainfield. Michigan State University has been working with several Grand Rapids neighborhoods, including Creston, to address the effects of suburban sprawl on the neighborhood. Together, the neighborhood association and MSU are exploring several strategies for revitalizing the commercial district and the neighborhood. Some of these ideas include:

1. Follow the money and keep it circulating in the neighborhood.

A neighborhood acts like a “leaky bucket” when resources flow out of the neighborhood rather than circulating inside the neighborhood, says Dr. Rex LaMore, State Director of MSU’s Center for Urban Affairs. Circulating resources create a “multiplier effect” which can benefit both residents and businesses of the neighborhood. Residents can promote circulation by buying goods and services locally even if the prices are higher and the selection smaller than at the “big box” stores. Businesses can promote circulation by offering goods and services valued by the neighborhood residents. Over the past several decades businesses such as clothing and variety stores seem to have left the Plainfield commercial district. Market studies can help reveal which businesses are in demand locally. Businesses can also circulate resources within the neighborhood by employing local residents. These residents can then spend their income at other local stores.

2. Get people out of their cars.

Cars in a neighborhood produce traffic congestion and safety problems. People in a neighborhood are the source of vitality and life. According to retailing planner Robert Gibbs, commercial corridors need 20,000 “slow-moving” cars per day to remain viable. Plainfield has that volume of traffic. The key, however, is compelling those drivers to stop and get out of their cars. Dan



Burden suggests parking be allowed on the street to both slow traffic and facilitate quick shopping stops by commuters.

Gibbs recommends parking be placed behind the store but that patrons be enticed to walk around the building (past other stores) to enter the business by the front (street) door. A walkable, vibrant commercial district also encourages neighborhood residents to discard their cars altogether and meet their needs for goods and services close to home.

3. Make the streetscape visually appealing.

Most of us value settings that are clean, tidy, orderly and interesting. Commercial districts only have a few seconds to present an attractive image to drivers. Signage and window displays are important. Robert Gibbs suggests that sidewalks be power washed two times per day. He also suggests that doors be washed every hour and windows every day. The ground-level face of commercial buildings should be 70% clear glass to be inviting to passers-by. Obviously, building owners will be concerned about broken windows and crime, but attracting pedestrians back onto the sidewalk throughout the day is a great crime prevention strategy.

Creston also has historic architectural assets on which it can capitalize. Historic preservationist Don Rypkema calls historic buildings “assets not yet returned to productive use”. According to the report *Emerging Trends in Real Estate 1998* traditional neighborhoods have great potential. People are rediscovering the value of living in a real neighborhood.

4. Cooperate for mutual gain.

Competition for markets is central to our economic system. However, commercial districts exist so that people can access several commercial opportunities in one place. This is one reason that malls have been so successful. Often similar businesses all benefit by locating near to one another. Wealthy Street here in Grand Rapids, for example, has been emerging as an antiques corridor. Plainfield has always hosted several furniture stores. The type of businesses that occupy a commercial district is not merely a matter of chance or abstract market forces. West Palm Beach provides an example, Steve Langerfeld says, of “us[ing] loans and other incentive to manipulate [a] ‘tenant mix’”. In other words, people and organizations, working together, can find ways to create neighborhood commercial districts that meet their needs. Businesses can also help each other by offering coupons redeemable at neighboring businesses. Businesses in Creston should continue to search for ways they can cooperate for mutual benefit. The creation of a vibrant commercial district not only will improve the neighborhood, but also will contribute to the development of an attractive city that will slow suburban sprawl.

By Tom Bulten, MSU Center for Urban Affairs

Smart Growth Strategies for Neighborhood Economic Development

Building a strong neighborhood economy is fundamental to creating a high quality of life in a central city neighborhood. A “smart neighborhood” attracts new economy jobs as it revitalizes its housing and other infrastructure components.

- ✍ Smart economic growth means maximizing the use of every possible asset, including brownfield sites.
- ✍ Infill projects that are mixed-use developments equal smart economic development.
- ✍ Smart economic growth entails the revitalization of neighborhoods while addressing the concern of gentrification.
- ✍ Smart growth utilizes existing infrastructure more efficiently, reducing the need to expand that infrastructure. Smart economic growth means developing effectively around existing infrastructure, which saves money, preserves the environment, and economically strengthens the current infrastructure.
- ✍ A key smart economic growth strategy is to support private development and create investment opportunities in distressed neighborhoods.
- ✍ Economic vitality and neighborhood stability generally go hand-in-hand.
- ✍ Smart neighborhoods are diverse in use and population.

This page is reserved for Urban Decline ▾ Suburban
Prosperity
See Green Tab in the book

This page is reserved for Kent County 1990 Urbanized Area
See Green Tab in the book

Rural Committee Goals

A. Early in Year One – Four Goals

1. Ag Profitability
2. Taxation Policy
3. Smart Growth
4. Farmland Preservation/Urban Redevelopment

B Revised in Year One

1. Public Education
2. Public Dialogue
3. Legislative Policy to address:
 - a. Effective Land Use
 - (1) Regional Planning
 - Transportation
 - Utilities
 - Urban Redevelopment
 - (2) Smart Growth Model Communities
 - (3) State Advocacy
 - b. Agri-sustainability
 - (1) ID of prime and unique land
 - (2) Profitability
 - Taxes
 - Value-added products
 - Cost containment
 - Ag recreation and tourism

Ten Principles of Smart Growth

These principles or tenets were developed by Smart Growth Network. For more information and examples visit www.smartgrowth.org

1. Create a range of housing opportunities and choices
2. Create walkable neighborhoods
3. Encourage community and stakeholder collaboration
4. Foster distinctive, attractive communities with a strong sense of place
5. Make development decisions predictable, fair, and cost-effective
6. Mix land uses
7. Preserve open space, farmland, natural beauty and critical environmental areas
8. Provide a variety of transportation choices
9. Strengthen and direct development towards existing communities
10. Take advantage of compact development design

2001 Urban Committee Goals

The following goals/activities for the year 2001 were adopted by the Urban Committee on January 11, 2001:

- ✍ Organize a “summit” on an urban issue.
 - organize a planning committee (January)
 - select the issue(s) (January)
 - research the issue(s) both locally and nationally (January-June)
 - identify possible co-sponsors (February)
 - obtain a national expert as keynote speaker (February)
 - develop the action component (June)
 - convene the summit (October)

- ✍ More fully utilize the United Growth web site.
 - publicize address, including through e-mail messages (ongoing)
 - ask Partners to link their web sites to ours (February)
 - identify other papers, etc. that should be included on the site (ongoing)

- ✍ Assist in organizing the United Growth Coalition.
 - have representation on an organizing committee that will map out the Coalition’s formation (February)
 - participate in a facilitated meeting with the Rural Committee to identify common issues and goals (October)
 - help decide what organizational structure the Coalition should pursue (December)

- ✍ Monitor Grand Rapids’ Master Plan update process.
 - analyze its impact on abating sprawl (ongoing)
 - assure neighborhood voices are being heard (March, September, and December)

- ✍ Research Mixed Income Neighborhoods/Affordable Housing Issue
 - continue committee meetings (ongoing)
 - present to the Rural Committee (March)
 - research tools needed to create mixed income neighborhoods (October)
 - work toward holding a “summit” in 2002



**Rural Committee Meeting
July 17, 2001 Sparta Township Offices
8:30 a.m. - 10:00 a.m.**

Agenda

1. Welcome and Introduction of New Vice Chair, Cynthia Price
2. Approval of Minutes
3. Update from Coalition Formation Subcommittee – Andy, Cynthia, Sr. Lucille, Kendra
4. Update on Citizen Planner - Kendra
5. Update on Coordinate Planning Act Re view Committee – Andy, Cynthia, Sr. Lucielle, Gene, Kendra
6. Formation of Joint Subcommittee: House Land Use & Environment Committee Presentation – Kendra
7. Discussion on Committee Goals and Objectives for the Upcoming Year
 - ? Rural Committee Goals for 2000-01
 - ? Rural Component Progress Report on Goals
 - ? Side-by-Side Comparison of Rural and Urban Committee Goals
 - ? Draft 2001-02 Goals
8. Announcements
9. Next Meeting – August 21, Location?
10. Adjournment



A G E N D A
URBAN COMMITTEE – United Growth for Kent County Project

March 1, 2001
MSU-West 8:30 am

- I. Call to Order -- Danielle Bult, Chair
- II. Welcome and Introductions
 - A. Overview of MSU-West – Carol Townsend
 - B. Overview of United Growth – Kendra Gunter
- III. Discussion with Representative Jerry Kooiman
- IV. Committee Reports
 - A. Mixed Income Neighborhoods – Mary Hartfield
 - B. Slum Landlord Summit – Linda Likely
 - C. Coalition Planning Committee
- V. Other Business
 - A. Approval of last meeting's minutes
 - B. Funding update – Kendra Gunter
 - C. Committee member announcements
 - D. Next Urban Committee meeting – April 5 – featuring Phil Schaafsma and the housing survey report
- VI. Adjournment

Chapter 3: Planning & Implementing Committee Activities



As discussed earlier, one of the unique features of the United Growth model is that it is citizen-based. In other words, United Growth works to improve urban neighborhoods and rural communities through civic engagement. Both rural and urban stakeholders must be involved in determining what activities will be undertaken and issues addressed as well as being actively involved in their implementation.

This grassroots or “bottom up” approach directly impacts the role of the Land Policy Educator. The LPE is not the “doer” as much as the “facilitator.” The committee members must be doing most of the activities. The LPE must consistently encourage committee members to do the range of tasks that are needed to undertake any activity. Only when no one is willing or able to do a task, should the LPE agree to do it.

Examples of Committee Activities:

1. Creating and printing a brochure.

Especially in the education phase of the project, committee members may want to know more about some aspect of urban sprawl and then publish their findings so that others can also become more aware.

2. Developing a survey.

Committee members might be interested in a subject where data is not readily available. The committee might then decide to conduct a survey to supply the missing data.

3. Self-education activities.

To become better acquainted with organizations within their scope of interest, committee members may want to devote their monthly meetings to visiting various places within the county or inviting guests with a certain expertise to their monthly meetings. For example, the Urban Committee might want to visit with neighborhood association representatives and the Rural Committee might want to visit with farmers or township officials.

4. Participate in current community activities.

The committee might want to identify an important community project being undertaken and decide how their participation could have an impact. For example, if the City or County is updating its Master Plan, the committee could assist with some aspect. Or if a neighborhood or township is tackling a new ordinance or other policy, the committee could develop a position paper to make sure Smart Growth principles are being followed.

In all of the above examples, a sub-committee may be formed to do most of the work. This would just require a core group of interested members to proceed. A chair and co-chair should be selected. The sub-committee would lay out a plan of action at an early meeting, decide who will do what (including the LPE), and then report at the monthly committee meeting on progress.

Tell me, I forget.

Show me, I may remember.

Involve me, I will understand.

- Ancient Proverb

The successful undertaking of a number of such activities is needed to create buy-in and convince members that this is a worthwhile committee doing needed activities. Members must feel that the committee is addressing issues that are relevant and important to them; that input matters to the success of the committee, and that the United Growth model will make a significant, positive impact.

MSU Resources

There are two very good MSU resources that may be useful during the educational phase of the project. The Rural Committee may want to explore the Citizen Planner program and the Urban Committee may want to explore Building Great Neighborhoods. An explanation of both programs follows. Additional MSU Resources are listed in Appendix C.

Citizen Planner – A Public Education Project

A good Phase 1 education project for a committee to consider is the Citizen Planner program. MSU Extension’s Citizen Planner program is a seven to ten session series training program for elected officials, Planning Commissioners, Zoning Board of Appeals members or interested citizens. Cost for each participant is \$385 for all seven core sessions. Individual sessions are available at \$75 per participant per session. Local topics are \$45 per participant per session. Prices for the Citizen Planner program have recently changed. These are the most recent as of November 2005. Your office may have brochures on the Citizen Planner program or you may want to order some through the Citizen Planner office. Contact information is listed on page 29. A brochure is at the end of this chapter.

Before your committee decides to host a program, you will want to determine that you will have at least 30 people register as this is the number that is needed to financially support a program. Determining interest can be done a number of ways: written survey, phone survey, email, etc. The Rural Committee should also help determine interest.

Citizen Planner Program Sessions

Required Core Sessions

1. Introduction to Planning and Zoning: Smart Growth, Ethics and Planning Resources
2. Legal Foundation of Planning and Zoning: Cases, Statutes and Other Planning Authority
3. Roles and Responsibilities Part 1: The Planning Team and the Comprehensive Plan
4. Roles and Responsibilities Part 2: Zoning, Site Plans and the Zoning Board of Appeals Process
5. Plan Implementation and Development Controls: Subdividing Land, Zoning Controls and Non-regulatory Techniques
6. Best Practices for Innovative Planning and Zoning: Causes of Sprawl, Traditional Design and Conservation Design
7. Art of Community Planning: Participation, Effective Meetings and Managing Conflict

Local Topic Options

- ? Affordable Housing
- ? Community and Economic Development
- ? Conflict Management and Resolution
- ? Ethics and Conflict of Interest
- ? Farmland Preservation and Brownfield Redevelopment
- ? Farmland Preservation: Tools and Techniques
- ? GIS and Electronic Decision-Making Tools You Can Use
- ? Hazard Mitigation
- ? Low Impact Design
- ? Manufactured Housing
- ? Planning for Parks and Recreation
- ? Planning for Tourism
- ? Planning for Water Quality
- ? Principles of New Urbanism
- ? Property Rights and the Takings Issue
- ? Right to Farm Act and GAAMPS
- ? Riparian Rights
- ? Transportation Planning
- ? Urban Fringe Community Planning
- ? Wetlands: Science and Regulation
- ? Working Across Community Borders-Coordinated Planning

For more information on the Citizen Planner Program visit the web site at www.msue.msu.edu/cplanner or contact Wayne Beyea, Citizen Planner Program state coordinator or Jodi Chambers, assistant at (517) 432-7600.

You may also want the Rural Committee to consider hosting a new On-Line Citizen Planner program which is outlined on the web site. If your committee decides to host a Citizen Planner program, you will want to review the section under “Delivery” tab and the “Start Ups” menu option on the web site, which outlines the process for applying for a program and steps for setting up the program.

United Growth for Kent County’s Rural Committee hosted a Citizen Planner program in 2001 and in 2003. Members of the Rural Committee served on the Advisory Committee to select dates, times, locations and evaluation plan for the program as well as additional “local topics” for the series. The Advisory Committee included some members who were not members of United Growth. The Advisory Committee met separately and was considered a sub-committee of the Rural Committee.

The Advisory Committee decided to seek grant support to offer scholarships for the first program in 2001. Grant funds were secured to offer full and partial scholarships to those who earned their certificate of completion. Today, most communities that secure scholarships only grant a portion of the registration fee (50% usually) for those earning a certificate.

The following outlines possible roles of the Rural Committee and Advisory Committee in development of a Citizen Planner program:

Rural Committee

- ✍ Determine interest in the Citizen Planner program through a survey, personal contacts and email.
- ✍ Form an Advisory Committee as a sub-committee to plan the program. Recruit additional members to serve on this sub-committee and appoint a chair and co-chair.
- ✍ Distribute brochures to recruit participants for the program.
- ✍ Assist the Advisory Committee in identifying some service project ideas for certificate earners.

Advisory Committee

- ✍ Set date, time and location for all sessions.
- ✍ Determine optional local topic sessions.
- ✍ Identify instructors.
- ✍ Set a goal for securing grants for scholarships and award scholarships.
- ✍ Distribute brochures and recruit participants. This may involve phone calls, mailings, presentations at local government meetings, emails, etc.)
- ✍ Identify service project ideas.

Building Great Neighborhoods - A Neighborhood Planning project

An excellent project to undertake with a neighborhood association is the planning process outlined in the step-by-step manual, “Building Great Neighborhoods - A Citizens’ Guide for Neighborhood Planning”. The Land Policy Educator would help facilitate the process. The

neighborhood association must be ready to create a vision for the redevelopment of their neighborhood. It is a capacity-building process. It is an open process where everyone's perspective is heard and respected.

The manual is particularly appropriate for central city neighborhoods experiencing revitalization. This planning process provides the opportunity for current residents and business owners to reclaim the redevelopment process in their neighborhood so that the area's character and uniqueness can be maintained. Neighborhood planning empowers residents and other neighborhood stakeholders by gaining some control over their future. Respecting the economic, racial, and cultural diversity of the neighborhood is also an important component of this planning process.

Although "Building Great Neighborhoods" describes a rather rudimentary planning process, it is a fundamental process that should be undertaken by every neighborhood. As neighborhood stakeholders become more adept at planning, more complex planning activities can be undertaken. The goal is for neighborhoods to be equal partners with the city and developers in determining the future of central cities. This manual provides a starting point for neighborhoods that have little experience in planning.

The planning process described in the manual is generally based on an actual planning project undertaken by the South West Area Neighbors in cooperation with Michigan State University Extension in Grand Rapids, Michigan. However, any neighborhood in any city can adapt this process to its own unique character and circumstances.

Each chapter was written to also stand alone, e.g. an organization doing a survey in their neighborhood could use Chapter 6 - Developing/Conducting a Neighborhood Survey - as a resource even if the survey is not part of a planning process.

A copy of the manual can be obtained from Urban Collaborators. Call Nancy Forton, Administrative Assistant, Urban Collaborators at (517) 432-9852 or e-mail her at: fortonn@msu.edu.

Other possible committee activities are located in Appendix D.

"Building Great Neighborhoods"

Table of Contents

Chapter 1	What is Neighborhood Planning?
Chapter 2	Getting Started
Chapter 3	Conducting a SWOT Analysis
Chapter 4	Describing the Worst Case Scenario
Chapter 5	Developing a Vision or Preferred Scenario
Chapter 6	Developing/Conducting a Neighborhood Survey
Chapter 7	The Neighborhood Summit
Chapter 8	Organizing Action Teams and an Action Plan
Chapter 9	Coordinating with the Master Plan
Chapter 10	Conclusions

Determining Outcomes and Impacts

Take some time now to evaluate the educational impact of your efforts to date.

- ✍ Do Urban Committee members understand why central city neighborhoods have experienced deterioration, disinvestment, and abandonment?
- ✍ Do Rural Committee members understand why farmland is being urbanized at a faster rate than the population is growing?
- ✍ Do Rural and Urban Committee members understand the urban-rural connection?
- ✍ Are more people becoming familiar with the New Urbanist Principles and Smart Growth concepts in your county?
- ✍ Is United Growth providing a better understanding of land use issues to the broader community?

See Chapter 9, Evaluation, for a more in-depth explanation of how to develop outcomes and impacts for your project.

Supplemental Information

The rest of the chapter consists of examples for Kent County that can be used as templates for your program. Please note that a lot of the information will be different for your county/region, but the basic framework of the materials should be useful.

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**This page is reserved for Citizen Planner Online
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**This page is reserved for Citizen Planner Program
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Chapter 4: Building the Common Ground – Making the Urban-Rural Connection



Now that you have launched a Rural Committee and an Urban Committee, it is time to start thinking about bringing the two groups together to begin building the common ground between them. This should also be the time where you begin the second phase of the model – *Capacity-Building*.

Capacity-building involves increasing the ability of an organization to effectively handle more complicated issues and projects. The Urban Committee will be concerned with looking at ways to build the capacity of neighborhood associations and other community-based groups. The Rural Committee will want to assist townships and agricultural groups in building their capacity. Each committee's activities will still consist of educational efforts, but the emphasis should now be on capacity-building activities. Committee members will have to specifically look for ways to increase the skills of the organizations that they consider to be important to their land use work.

Capacity-building also refers to the United Growth project. Building the common ground between the Rural and Urban Committees is a critical point. It involves a process that results in committee members understanding that urban and rural land use issues are two sides of the same coin. It involves a process that requires the building of the United Growth organization.

A joint activity that unites rural and urban members should probably first occur six months to a year after the committees start meeting - to make sure that each have a good understanding of the land use issues in their own area (urban or rural) before bringing them together to understand the other's perspective.

Introduction of a Joint Meeting

At a leadership meeting with the chair and co-chair of each committee as you prepare the next meeting's agenda, ask them what they think about starting to plan a joint meeting with the other committee. If they are agreeable, have them introduce the idea at the next committee meeting. If committee members are not interested or not yet ready, wait a while longer for this. If there is interest, continue with the following steps.



Appoint a Joint Planning Committee

Brainstorm at both the Rural and Urban Committee meetings what format would be good for a first joint meeting. Then 2 or 3 members from each committee should be selected/elected to form the planning group - the Joint Planning Committee.

At the first meeting of the Joint Planning Committee, the ideas brainstormed by each committee should be presented and discussed. Do members have other ideas? The following is a list of items that the Planning Committee should consider for a first meeting:

- ✍ Do an ice breaker that gets Urban and Rural Committee members meeting and talking with each other.
- ✍ Each committee reports on their activities for the past year.
- ✍ Brainstorming/discussion on what the next joint activity will be.
- ✍ Decide on whether a speaker who would be of interest to both urban and rural perspectives would be invited.
- ✍ Luncheon versus just a meeting (food attracts, but is costly).
- ✍ Date, time, and place.
- ✍ Involvement of as many committee members as possible in facilitating/leading the meeting.
- ✍ Review United Growth Coalition models. (Models are explained on page 46 at the back of Chapter 5.)

First Joint Meeting

Just having this meeting is an achievement! However, there are several success indicators you can use to measure how well the meeting went:

- ✍ *Attendance.* At least half the members of each committee attended. (If one committee did not have many members attending, this would be a clue that further analysis needs to be done to determine the reason. It could mean that re-organization efforts must be undertaken to bring this group up to speed.)
- ✍ *Productivity.* The agenda was followed and completed. Plans have begun for the next joint activity/meeting.
- ✍ *Quality.* There was good interaction among rural and urban members. There was a feeling that this was a worthwhile meeting - time well spent. Most felt good about the meeting and indicated their interest in continuing with the project.
- ✍ *Commitment.* Several people volunteered to plan the next event.

An evaluation form should be completed by the participants. Questions should relate to the above four points.

Additional Coalition-Building Activities

In the year following the first joint meeting, the Urban and Rural Committees should decide to pursue other joint activities. These activities should both address land use concerns in your county, but also be laying the foundation for the United Growth Coalition. Possible coalition-building activities include:

- ✍ Tour de Sprawl – a bus tour that shows both urban abandonment and new rural and suburban development
- ✍ Mini-grant Program – a small grant program administered by Urban and Rural Committee members
- ✍ Newsletter – a quarterly publication written by United Growth participants (See the back of Chapter 10 for an example.)

- ✍ Workshop – organized by United Growth committee around a land use issue of interest to the broader community

A Balancing Act

You have now both moved into the capacity-building phase of the project and started bringing the Rural and Urban Committees together to begin building the common ground. Of course, educational efforts are also continuing. This is a very tricky part and requires the LPE to do a balancing act.

In this phase, the LPE must staff both committees as they undertake capacity-building activities with the organizations that are important to the success of the rural and urban components of this project. At the same time, the LPE must be building the connection between the two committees, which will entail additional meetings and activities. It would be natural for the LPE to feel at this point that s/he is being pulled in many different directions at the same time.

Here are a few suggestions to help you successfully maneuver through this difficult period of the project:

- ✍ This is a leadership development opportunity. One person (LPE) just cannot perform all the leadership tasks required, and this is not desirable anyway. Encourage and facilitate the involvement of more committee members into leadership roles within the project. If they have not already, participants must take responsibility for making sure activities are undertaken.
- ✍ Explore partnership opportunities with other land use related organizations. It is always desirable to collaborate with other groups on an activity if there are shared goals to be achieved. Although developing a partnership requires time, the partner organization will also have time and resources to devote to the activity.
- ✍ Brush up on good time management techniques. Your time is limited, so you must be sure that you are using it wisely and effectively.
- ✍ Make sure that your priorities and the priorities of the Urban and Rural Committees match. If you are not undertaking the activities of most interest to participants, you will not obtain much assistance from them.
- ✍ Explore the possibility of hiring a consultant to assist with a specific activity or program if you have funding available. See “Using a Consultant” in Chapter 10 for additional information on this.

Supplemental Information

The rest of the chapter consists of examples for Kent County that can be used as templates for your program. Please note that a lot of the information will be different for your county/region, but the basic framework of the materials should be useful.

Proposed Goal Definitions

At the January 2004 Search Conference, the task of defining terms in one of the goals that was developed was given to the Project Management Team. The following definitions are proposed to the Coalition for consideration at their February 17 meeting.

***Goal:** To assist and empower communities in implementing positive land use projects and practices.*

Community

A geographical area that is recognized/identified by its residents.
(For example: neighborhood, township, county, region. etc.)

Positive Land Use

Using land so that a community's vision is achieved while its benefits are balanced among all members of society.

Empowerment

Providing the opportunity for residents to participate in making decisions that affect them and helping provide the resources needed to achieve their community's vision for positive land use.

Tour de Sprawl Itinerary

Itinerary	Route	Message/Material
<p>1:45 pm Board Bus, Amway Grand Plaza Hotel</p> <p>☞ 2:00 pm Bus Departs</p> <p>Introduction to the Tour and the issue of urban sprawl</p>	<p>☞ Pearl</p> <p>☞ Front</p> <p>☞ Bridge</p>	<p>I. Introduction to the Tour – Carol Townsend, Director of the MSU Center of Urban Affairs – Grand Rapids</p> <p>A. Story of where resources are and where they are not being invested</p> <p>B. Goal is to stimulate thinking about where on the regional landscape we (individuals, businesses, government, foundations) should be applying our resources</p>
<p>☞ West Grand Neighborhood</p>	<p>☞ Broadway</p>	<p>II. Abandoning the City: Industrial/Residential</p> <p>A. Negative: Life space threatened by economic space</p> <ol style="list-style-type: none"> 1. Few residents employed locally—industry disregard for neighborhood quality of life 2. Corporate welfare to keep industry from leaving 3. Destruction of historic structures 4. Concentrated poverty/Socio-economic isolation and segregation <p>B. Positive: Neighborhood/business dialogue partnerships</p>
<p>☞ Alpine Avenue Commercial Strip</p>	<p>☞ Alpine Ave.</p>	<p>III. Sprawling into the Countryside: Unplanned Commercial Development</p> <p>A. Negative: Everywhere USA Commercial Strip Development</p> <ol style="list-style-type: none"> 1. Unplanned 2. Unwalkable 3. Auto-dependent (limited transit) <p>B. Positive: Diverse Housing Opportunities</p>
<p>☞ The Fruit Ridge – Alpine Township</p>	<p>☞ Alpine Ave.</p> <p>☞ 7 Mile</p> <p>☞ Fruit Ridge Ave.</p> <p>☞ 10 Mile</p>	<p>IV. Sprawling into the Countryside: Threatened Farmland</p> <p>A. Negative: Unique agriculture/fruit-growing ecosystem lost</p> <ol style="list-style-type: none"> 1. Regional losses 2. Global losses <p>B. Positive: Purchase/Transfer of Development Rights and Value— Added Agricultural Initiatives</p>
<p>☞ The City of Rockford Rockford Schools and Boulder Creek</p>	<p>☞ 10 Mile</p> <p>☞ Main St.</p> <p>☞ Ogden</p> <p>☞ Northland</p> <p>☞ Brewer</p> <p>☞ Cannonsberg Rd.</p> <p>☞ East Beltline</p>	<p>V. Sprawling into the Countryside: Inefficient School Development II</p> <p>A. Negative: School building in the suburbs and abandonment in the urban core</p> <ol style="list-style-type: none"> 1. Urban education underachievement <p>B. Positive: Boulder Creek Development: revitalization of what once was an eyesore to the community (gravel pit)</p>

<p>☞ Plainfield Ave./Creston Neighborhood</p>	<p>☞ Plainfield ☞ Leonard ☞ Laffayette</p>	<p>VI. Abandoning the City: Plainfield Avenue/Creston Neighborhood A. Negative: Commercial District as “canyon” B. Positive: Traditional neighborhood development and potential streetscaping initiatives</p>
<p>☞ REACH Neighborhood</p>	<p>☞ Wealthy ☞ James</p>	<p>VII. Abandoning the City: Vacant Housing/Concentrated Poverty A. Negative: Vacant and boarded-up housing 1. Little private market value 2. Lost property tax base 3. Concentrated poverty/Socioeconomic isolation and segregation 4. Social needs 5. Racial isolation and segregation 6. Defacto policy for the provision of affordable housing [gettoized] B. Positive: Non-profit efforts to rehabilitate housing</p>
<p>Debriefing Session REACH Headquarters</p>		<p>Questions, Comments, and Refreshments</p>
<p>Return to Amway Grand Plaza Hotel</p>		<p>VIII. Abandoning the City: Demise of the Central Business District A. Negative: underutilized commercial and industrial property 1. Relocation of furniture and other manufacturers 2. Lost commercial tax base 3. Urban expressways 4. Gentrification B. Positive: Downtown revitalization/“Back to the city” movement</p>