2019 Council-Appointee Team Recommendations

for the Ann Arbor

Community Visioning and Master Land Use Project

By:

Julie Ritter, First Ward

Wendy Carman, Second Ward

Jeannine Palms, Third Ward

Dianne Brainard, Fourth Ward

Brian Chambers, Mayoral Appointee

Contents

CONTRACT PROVISIONS

Joint Resource Plan and Work Plan

1. City and Interface shall agree on a complete joint resource plan before a contract is finalized.

2. Clarification shall occur jointly of what responsibilities will belong to Interface, what deliverables will be due to the City from Interface, and what responsibilities will belong to the City or the Steering Committee in order to produce a complete and inclusive project

   o We suggest the use of a tool such as a RACI table to cover who is to be: Responsible, Accountable, Consulted, and Informed for each major task and deliverable of a project.

   o For Example, below is an embedded version of a RACI Matrix

   RACI-matrix (1).xlsx

Additional expertise is recommended for this project

1. Expertise is recommended in the following areas, which are not sufficiently covered by the Interface's proposal or the RFP Scope

   o Statistical Design Expertise

     ▪ To permit a scientific random sample survey of the residents of Ann Arbor to ascertain their understanding and level of support for project proposed City Values and/or the Implementation Plan of Zoning and Code changes identified for the Master Plan Update

     ▪ This can be accomplished by having Interface sub-contract with known statistical experts in survey research or by having the City contract directly with experts.

   o Public Engagement and Outreach

     ▪ As Deb Power of Power Marketing research has moved to Colorado. Interface will no longer have local on-the-ground support for public outreach and communication. Interface should consider either replacing Power Marketing Research with a more local expert or hiring and training additional local help to work with Deb Power

   o Affordable Housing and Finance Expertise

     ▪ To take advantage of knowledge of local experts in studying this issue

2. Any additional service providers would need to be approved by the Steering Committee before City Council or other required contract approvals.

3. Project contributions by these or any other outside parties not employed or contracted by Interface would need to be integrated into the final Master Plan Update

Services Not Provided in Framework of the Interface Proposal

1. Additional funds should be approved and made available for City support of the overall project. These funds would be used for items not covered by the Interface bid, including, but not limited to the following examples:

    o Training of volunteers

    o Meeting site rentals

    o Meeting site food

    o Child care at meetings

    o Audio visual equipment

    o Public engagement event promotion and outreach

    o Additional contractors or subcontractors

Statement of Work

1. The final contract shall contain a statement of work/work plan to which Interface will be held accountable

    o The statement of work should describe the list of project tasks and deliverables as well as describe the performance standards that will be used to measure progress towards the Project objectives

    o Any changes between the statement of work/workplan in the Interface proposal/presentation and the statement of work/workplan included in the final contract will be provided to the Consultant Selection Task Force to review well in advance of sending the contract to City Council for approval. This will give the Selection Task Force the opportunity to respond to any such changes and provide continued support to council regarding our recommendation

COMMUNICATION PLAN

In addition to the Communication Plan outlined in Task 1.1 of the Interface Workplan, this project requires a thorough and formal Communication Plan.

Internal Project Communication

The Internal Communication Plan must include coordination with the Planning Manager, the Office of Sustainability and Innovation, the Transportation Plan, as well as other land use related projects that may impact the Master Plan or may be impacted by proposed changes to the current Master Plan such as the Ann Arbor Housing Commission's development of Affordable Housing projects.

1. Interface and the City are to exchange contact information including e-mail addresses and phone numbers with relevant City staff across related efforts

2. The Communication Plan should formalize regularly scheduled teleconferences and/or web-conferences with City staff and with the Steering Committee

3. Interface and the Planning Manager will need to work together to install project management software for communication, teleconferencing, and file sharing

External Communication with the Public

Regular communication with the public including status reports for project meetings and public engagement events is an essential part of keeping the public educated and informed. This External Communication Plan should outline the details for engaging multiple groups through a broad range of communication methods throughout the project.

Target Groups for Outreach and Engagement

In addition to the target groups identified by the Interface in their proposal, it is strongly recommended that important, additional target groups be included in Outreach and Engagement. These additional target groups will help provide a more accurate, city wide understanding of the factors to be used in arriving at the values framework and implementation plan.

1. The most disenfranchised and disadvantaged members of the Ann Arbor community such as: the homeless, who can be reached at places such as the DeLonis Center and St. Andrews Church breakfasts

2. Low-income earners who live in Section 8 housing, who can be reached through places such as Avalon Housing, the Washtenaw County Equity Office, or the Ann Arbor Human Rights Commission

   o Residents of low-income housing located in the southeast, southwest, northeast, and northwest corners of Ann Arbor

   o Disabled citizens, who might be reached at places such as the Center for Independent Living

   o Different ethnicities, racial groups, or other persons, whose human rights are at risk, who can be reached at places such as centers of worship, non-English language newspapers, or institutions such as the Washtenaw County Equity Office, or the Ann Arbor Human Rights Commission.

   o Those whose household income is at or below Ann Arbor's Median Household Income, who might be accessed through their employers. The United States Census American Community Survey (ACS) 1-year report indicates that the median household income for the Ann Arbor Michigan metro area was **$67,862** in 2018, the latest figures available.

- Representation from labor unions that can be accessed through places such as the Huron Valley Central Labor Council aka the Huron Valley Labor Federation, or through schools, police or fire stations, hospitals, and the University.

- Discrete Neighborhoods can be accessed through the City's list of registered neighborhood associations, lists of people who have signed up for Planning notifications, or Ann Arbor's Alliance of Neighborhoods

- Commuters

- Employers who can be accessed directly or through organizations such as the Greater Ann Arbor Society for Human Resource Management (GAASHRM)

- Young families who can be accessed through day care centers and elementary schools, and churches

- Teens who can be reached through high schools or teen organizations such as the Neutral Zone or the Ozone House.

- Non-unionized service works such as daycare workers, home health care aids, dishwashers, cashiers, and food service workers, including fast food workers

- Members of the arts community including places such as:

  - The Ann Arbor Art Center, The Washtenaw County Art Alliance,

  - University Musical Society, The 8 Ball Bar, Top of The Park, Ann Arbor Civic Chorus, Ann Arbor Symphony, Ann Arbor Chamber Orchestra

  - Ann Arbor Civic Theater

Website

The Communication Plan must include the development and management of a pinned link to the Master Plan web pages that resides on the A2gov.org landing page for the duration of the process allowing easy access for public usage.

1. The Master Plan web page, should be accessed from a pinned link on the City's A2gov.org landing page. Once on the Master Plan web page, there should be a place to sign up for notifications, automatic updates on activities, and for an email Master Plan newsletter as well as clearly identified links to individual topic driven pages, including prominent easily identifiable links to all interactive features including surveys, places for suggestions, and others

2. The messaging on this website should be consistent on terms and definitions.

3. This website should provide a place for:

   - Notices of dates, locations and times of Public Engagement events and Committee meetings

   - Timely reporting, within, or at least one week before each subsequent event of:

     - Public Engagement events

- Steering Committee Meetings
- Meetings of Advisory Committees
- Tabulated response data and project status reports
- Explanations of tradeoffs, consequences of tradeoffs between different versions of many parts of the Updated Master Plan and implementation ideas, and any alterations to public consensus implementation ideas due to laws or technical factors
- Public Comments, subject to identity authentication
- A searchable library of all interchanges between the public and the project, including letters, emails, and postings, as well as in-person interchanges

4. Website comments should be monitored/reviewed by the Interface for any new, and actionable suggestions

5. Unless Interface plans a public engagement activity where the audience would be asked to define words such as equity or sustainability, working definitions of these words should be provided during all phases of Public Engagement so that people understand the meaning of the terminology being discussed. These working definitions should attempt to be consistent with City and County initiatives, include the Office of Sustainability and Innovation, the County Equity Office, and the Ann Arbor Housing Commission

6. Traceability of everyone's contributions, such as from public engagement meetings, are required, so that contributors can see that their input has been recorded

Reporting to the Public

Regular status reports to the public of project meetings and public engagement events is an essential part of keeping the public educated and informed.

1. For all database reporting, for all meetings of the Steering Committee, Advisory Committee, or for public engagement meetings; minutes and summaries or reports should be prepared

   o These reports should be timely, easily accessible and made available to those registered to receive updates and on the project website

   o These reports should be available on the website for public review and the posting of public comments that are subject to identity authentication

   o Comments should be monitored/reviewed by Interface for any new, actionable suggestions

Meeting Guidelines

Ensuring a good user experience for all public engagement event and team meeting attendees no matter age, ability, ethnicity, and taking proactive steps to equalize power relationships will help communicate that the City respects all citizens. Examples include:

1. Incentives such as free parking in City structures, food during lunch or dinner meeting times, bus passes or passes to recreational facilities for Volunteer engagement facilitators

2. Language interpreters, as necessary, including American Sign Language

3. Good, working audio/visual equipment including high quality video recording with live streaming and allowing remote attendance

4. On-site Child care

5. Skilled/experienced facilitation and/or trained facilitation

6. All communications and meetings to be conducted to accommodate the widest variety of differently abled and physically challenged participants

   a. Large type
   b. Adaptive sound systems (earphones if needed)
   c. Clear, high contract graphics visible from a distance
   d. Consideration for color blindness

7. Accessible parking in an Americans with Disabilities Act compliant building

8. Meeting agenda available 24 hours in advance

9. Enough time during the meeting to complete the agenda

10. Greet everyone coming to the meeting

11. Seating in a circle

12. Explain meeting structure before beginning

13. Explain who is in charge, who is facilitating, what the goals are

14. Inclusive participation - Call on everyone possible.

15. Give credit and acknowledge contribution

16. Thank people for their contributions and highlight the value of the meeting and their participation

17. Inform people where and how they can trace their input

TRACEABILITY OF CHANGES TO THE MASTER PLAN AND CITY CODES

The process of changing the City's Master Plan demands public understanding of what is being proposed and what the consequences of those changes will be. The public needs a report that will describe ways to implement the Updated Master Plan and its proposed policies and address any changes in the updated Master Plan that are not compatible with the existing language in the zoning code.

Approval of an Updated Master Plan does not automatically implement all the new ideas described in it. If the existing zoning ordinances do not have language that already permits a

new policy in the Updated Master Plan, the Unified Development Code will also need to be amended to implement that aspect of the Master Plan.

To accomplish this, within the project's goal for an open and transparent manner, actions require:

1. Traceability of the changes to the Master Plan

   - Changes from the existing Master Plan to the proposed new Master Plan should be traceable during the project.

     o Including clearly identified and explained trade-offs of proposed changes.

2. Delineation of the changes that will needed to be made to the zoning codes

   - Interface should describe any changes to the City zoning ordinances and associated codes that would be needed to accommodate the proposed changes from the existing Master Plan to the new Master Plan

These analyses should be completed and results posted on the public website before recommendations are made for the Implementation Plan.

VALUES FRAMEWORK

The most important part of updating a master plan is to determine the direction the community wants to take, developing a community vision, and setting goals that will achieve that vision. Interface's details about its methodology are insufficient and need to assure the following steps are incorporated in the process.

Setting Values

1 A set of City values, determined through a robust public engagement process and later vetted by surveys and by City Council is expected to:

   o serve as a guide for that community vision setting process.

   o aid in the establishment of principals to govern each of the components of the master plan such as housing, transportation, safety, distribution of population, public utilities, parks, recreation, commercial activities, preservation of natural features, and use of resources

   o be applied to all land use policies when being considered for change in the Updated Master Plan

   o to be used to consider trade-offs and consequences of changes in land use policies

2 For each of the components of the master plan, Interface should use methods and tools like those described in their Workplan Task 3.7 for the Sustainability Framework or in Task 3.8 for Community equity strategies:

- o key performance indicators

- o gap analysis

- o development of scenario planning tools

- o structural and economic analyses

3   As proposed in the Interface Workplan, Task 1.6, Interface may meet with each council member 1-on-1 in this early data gathering phase of the project to obtain their individual pre-study impressions and values

Vetting the Values Framework and Implementation Plan

1. After the set of values, the values framework, and the implementation plan are drafted, and before council approval, a scientific random sample survey of residents of Ann Arbor must be designed and conducted by someone with established survey research expertise.

2. Once the values, framework, and implementation ideas are assessed through this survey, Interface may hold a work-session with City Council where there can be an open discussion of the process up to that point as well as an opportunity for questions and concerns of council to be addressed

3. Interface will then bring this discussion to a regular City Council meeting. Action at that Council Meeting should not be construed as a vote to approve the Updated Master Plan, but an opportunity to endorse the process up to that point or a chance to request changes in the process

4. These steps need to be added to the contract.

Survey Design

Survey research is the only means available for developing a representative picture of the attitudes and characteristics of a large population. The interface workplan indicates a 500-person survey will be undertaken. However, it does not call for a random sample, or representative sample. It is essential that the sample selection be done properly. Details of how this random sample survey will be conducted will need to be determined by statisticians with known expertise in survey research. To be worthwhile the survey must have characteristics such as:

1. It must be able to characterize both the population from which the sample is drawn and the sample itself.

2. Sample size

3. Questionnaire design, validity of questions, measurement error

4. The sample design should account for one or more demographic factors, such as income, age, or race, socio-economic status, and neighborhood, that may be used to account for differences in survey responses. We recommend that the City reach out to

known survey design experts to address the design of this survey so that the sample is a representative sample of the residents of Ann Arbor and so that the results can be analyzed and the effects of socio-economic status and other factors on the responses can be described.

SUSTAINABILITY

1. Before the topic of sustainability is brought to public engagement events for discussion, it is important that Interface provide the public with a working definition

2. Interface should be required to integrate their updated master plan sustainability work described in Task 2.4 of the Work Plan with that of Ann Arbor's Office of Sustainability and Innovation. In addition, the updated master plan, inclusive of Ann Arbor's recent Climate Neutrality resolution and the technical planning for it.

    o Continuing assessment of developing environmental conditions and updated recommendations.

    o Inclusion of stormwater management as well as recommendations for required ordinances.

3. This section of the Updated Master Plan should include these natural feature elements and respective goals, as previously defined in the Natural Features Plan, to continue protecting their value

    o The Watershed of the Huron River and Its Tributaries in Ann Arbor including shorelines and their immediately bordering lands.

    o Wetlands, Ponds and Lakes:

    o Floodways and Floodplains

    o Groundwater and Groundwater Recharge Areas

    o Land Forms and Steep Slopes:

    o Woodlands, Savannas and Prairies

    o Landmark Trees

    o Native Plant and Animal Ecosystems

    o Greenway Linkages between Natural Features

4. When Interface and BuroHappold develop a Scenario Planning Tool to use a greenhouse gas (GHG) approach to sustainability assessments:

    a. Scope 1, 2, and 3 emissions, including both structures with significant cement and wooden structures to be factored in the calculations for the scenarios,

    b. Consumption Emissions https://www.c40.org/consumption/cities

        i. Comparisons between low-rise and unlimited and/or high-rise developments should be evaluated using height categories such as

      ii.   4 to 6 stories, 7 to 10 stories,11 to 18, Above 18 stories

c.   The assistance of the University can be sought to help with this

d.   The practice of Leadership in Energy and Environmental Design (LEED) and Neighborhood sustainability should also be assessed

TRANSPORTATION AND PARKING

1. In addition to requiring Interface to coordinate their transportation recommendations with the results of the ongoing Update of the Transportation Plan in accordance with Task 2.7, Interface should simultaneously examine the relationship with and impact on parking demands in the City.

2. If any land use zoning changes are recommended by Interface pursuant to transportation recommendations, then:

   o Transportation and parking options and alternatives should be analyzed using:

     ▪ the Values Framework developed during this Master Plan project in conjunction with open space, housing, commercial, recreation or natural areas, and work place facilities, including the economic (cost) requirements for the transportation and parking, and feasible options for funding their development.

     ▪ Methodologies like those described in the Work Plan Task 2.4 and Task 3.7, such as: Key Performance Indicators to support key impact areas, Gap Analyses, and Scenario Planning Tools

   o The report should also provide examples of places where this land use and/or transportation recommendation has worked to decrease traffic and parking needs and increased affordable housing in a similar sized community that had no pre-existing regional transportation system

STEERING COMMITTEE AND ADVISORY COMMITTEES

The Steering Committee

Task 1.4 of the Interface work plan calls for the creation of a Steering Committee to establish the processes and timelines for creating the Updated Master Plan, conducting research, checking Interface's assumptions, providing insights into the community, evaluating Interface's recommendations, and reaching out to the community. Interface indicates that they will work with the City to identify the appropriate mix of members:

   o from merchants, property owners, community residents and other stakeholders

   o stakeholders are defined in Task 1.6 as real estate representatives, City leadership, business community leadership, non-profit organizations, tourism representatives, key property owners, key business operators, key government staff.

1. We strongly recommend that the City Council establish and charter a Steering Committee for the governance of the Master Land Use Plan Update Project to work with Interface during the Process. However, we recommend that the Steering Committee have a more representative mix of members than that proposed in the Interface workplan.

   o Members of the Committee shall be representative of the diversity and demographics of Ann Arbor residents such as, age, race, socio-economic status, and geographical areas as well as stakeholders from segments of the population such as union members, neighborhood groups, ethnic groups, someone from the University and persons between 20 and 39

   o The size of the Steering Committee should be approximately 18-20 members

   o A subset of members should be nominated as appointees for each Ward and the Mayor

2. We recommend that the Steering Committee:

   o Shall be formally chartered by City Council standard in the project management profession with written description of roles, scope of responsibilities, and goals, objectives and timelines as well as decision making authority

   o Uses professional guidelines for successful Steering Committee set up such as:

     ▪ https://www.ittoolkit.com/articles/project-steering-committees

     ▪ https://247meeting.com/blog/steering-committee/

   o Members and a Chair person with leadership skills shall be appointed by the City Council and shall all be current residents of Ann Arbor

   o Steering Committee meetings should follow the State of Michigan's Open Meetings Act

   o Shall be supported by City Staff, who will not be voting members of the Committee

   o In addition, we recommend that the Steering Committee create a number of advisory committees, to work with a Steering Committee

   o The Steering Committee should hold special topic-driven meetings and specifically include the appropriate advisory committee(s) at those meetings

Advisory Committees

1. We recommend that Advisory Committees be chartered and organized around specified topics with appointed members having special interest or expertise in that topic to provide a more focused and specialized input to the Steering Committee, City Planning, and Interface.

2. The Advisory Committees should be chartered to report to the Steering Committee to collect and process information, analyze alternate scenarios, identify potential problems and make recommendations to the Steering Committee on their chartered topic

3. Topics may include:

   a) Affordable Housing

   b) Aging in Place

   c) Climate and Energy Sustainability

   d) Business/ Economic Development and Real estate/DDA

   e) Equity and Social Justice

   f) Historic Preservation

   g) Livable Neighborhoods

   h) Organized Labor

   i) People who are 20-39 years old

   j) Preservation of Natural Features

   k) Public engagement/Outreach including Surveys

   l) Small Business owners

   m) Storm water and Flood Plain Issues

   n) TECH/SPARK

   o) Town/Gown- U of M collaboration

   p) Transportation and Parking

   q) Youth

4. Members of an Advisory Committee may include non-residents of Ann Arbor with specialized expertise to contribute to the Committee.

5. The committees should meet regularly and provide written status reports to the Steering Committee after each meeting