



Public Participation Plan

City of Green Bay Shipyard Redevelopment

January 10, 2019

Table of Contents

1	Purpose and Background	3
2	Goals and Intended Outcomes	4
3	Audiences	5
4	Project Advisory Structure	7
5	Project Phases	8
6	Outreach Techniques	9
7	Outreach Schedule	15
8	Evaluation of Outreach Efforts	16

On the Cover: Velp Avenue Areawide Plan

A Brownfield Advisory Committee member discusses issues along Velp Avenue in Green Bay, WI

1 Purpose and Background

The Shipyard project promises to be a prominent destination within the upper Midwest. Once a center for rail and water transport of raw materials, the now vacated brownfield will be dramatically transformed into a destination of recreation and tourism. This vision must reflect the values and needs of neighbors and stakeholders of the Shipyard - our approach to public engagement starts with understanding and appreciating the community and its residents. This Public Participation Plan (PPP) provides a roadmap for all public outreach, education, and engagement to be completed during the life of the project. The PPP details specific methods, target audiences, schedule, and tasks for implementing engagement with a broad array of stakeholder groups.

The City of Green Bay has worked with consultants to develop a preliminary master plan for the Shipyard Redevelopment site, identifying general design and programmatic elements generally focused on community gathering spaces, park areas, marina, and athletic facilities. This process will help determine what residents would like to see in the site and what programs and design elements would be feasible. This project will further refine the Shipyard master plan, identify program opportunities and develop designs that will go out to bid in spring 2019.



Seven Mile Road Park Master Plan

Stakeholders work to develop design concepts in a charrette.

2 Goals and Intended Outcomes

The overall goals of the PPP are to:

- Use a variety of outreach techniques to make it easy for everybody to participate in the planning process, focusing on going to the public and meeting stakeholder groups where they are.
- Use innovative engagement methods and a variety of online and in-person platforms to reach more individuals and groups typically underserved in community planning engagement efforts.
- Share information in an open, accessible, and timely manner.
- Guide the development of Plan objectives and implementation strategies through timely and relevant community feedback.
- Convey the importance and relevance of the Shipyard Redevelopment to Green Bay's stakeholders and integrate their values and needs into the Plan.
- Build community support for Plan objectives.

The success of this PPP will be the extent to which stakeholders have actively participated in the planning process and helped to shape the outcomes of the Shipyard Redevelopment. A secondary outcome is that there will be broad buy-in and ownership of the policy, design, and investment direction set for the Shipyard area.



High Bridge, Smith Ave. and Dodd Road Community Workshops

Community members discuss issues and tradeoffs along Smith Ave. in West St. Paul.

3 Audiences

Stakeholders

A stakeholder is generally defined as a person, group or organization with a specific interest in a plan. A broad initial list of stakeholders has been developed for this master plan process. It is understood that not every stakeholder shares the same level of interest or commitment to the planning process. As a result, it is important to offer opportunities across the spectrum of involvement, including:

- **Inform:** to provide accessible, objective information to assist stakeholders and the public in understanding the planning process and its relevance to their lives
- **Coordinate:** to share resources and expertise
- **Consult:** to consider the views, actions or information from others prior to taking action
- **Cooperate:** to work together to achieve a common goal or objective

Specific groups of stakeholders and their targeted level of involvement in the Shipyard Redevelopment are described below. Additional stakeholders may continue to emerge throughout this process. They will be made to feel welcome and every effort will be made to help them understand the current stage of the planning process and empower them to participate in a meaningful way.



Marshalltown Comprehensive Plan

Local youth participate in the planning process by sharing their favorite places in Marshalltown, IA.

City of Green Bay

City staff plays a critical role in implementing the Shipyard Redevelopment and programming through day-to-day decision-making. It is important that Green Bay employees be engaged in the planning and visioning process, so they develop buy-in and support for the project. City staff will be responsible for the on-going implementation of the plan. Departments and elected bodies with a particular interest in the project include:

- Redevelopment Authority
- Zoning and Planning Board of Appeals
- Community and Economic Development
- Public Works
- Parks, Recreation, and Forestry

City Council

The City's elected leaders have a critical role in implementing the goals and policies of the Shipyard Redevelopment Plan through subsequent Council actions. The City Council ultimately approves the City's budget and spending priorities as set forth in the Plan. The role of the City Council is further described in Section 4: Project Advisory Structure.

Community Groups

Local organized community groups are some of the key stakeholders in the Shipyard Redevelopment, as these groups are already engaged in the project and the reinvestment in the neighborhood. The project team will rely on these groups throughout the engagement process as local leaders with connections to the neighborhood and its residents. Their knowledge, experience, and ability to solicit interest and feedback from their members will be critical to the planning process. Community groups with a special interest in the project include:

- On Broadway
- Breakthrough
- Seymour Park Neighborhood Association
- Wello
- NeighborWorks Green Bay
- Hmong Community Center
- Green Bay Area Public School District
- Greater Green Bay Convention & Visitors Bureau

Jurisdictional Partners

Green Bay's agency partners will play a key role in helping the City to develop toward its desired future. These include the Wisconsin Department of Natural Resources (DNR), Department of Transportation (DOT), the Federal Emergency Management Agency (FEMA), and the Canadian Northern Railroad. These groups are considered jurisdictional partners, because of their ownership role on and around the site and their interest in the safe, successful redevelopment of the area.

User Groups

There are various user groups that will be able to use the Shipyard Redevelopment once the project is complete. These user groups may include families with children and young people and adults participating in athletics. User groups will continue to be defined as the program and site elements are finalized.

Green Bay Residents and General Public

As the ultimate beneficiary of planning outcomes, the general public is a key audience the City of Green Bay intends to reach through the Shipyard Redevelopment project. The interest of a member of the general public may be less specific than that of another stakeholder group, but is no less important. Those with any level of interest should have the opportunity to learn about the Plan and provide input. Green Bay and the consultant team will employ a variety of outreach techniques with the goal of reaching a broad audience. The team will also provide specific outreach opportunities for traditionally underserved populations by creating pop-up and online engagement opportunities that are highly visual and understandable for participants of all ages and language skills. These targeted populations include ethnic or racial minority groups (specifically Hmong and Latino), low wage earners, non-English speakers, elderly, youth, and persons with disabilities.

4 Project Advisory Structure

The project will be led by the City of Green Bay, collaborating with local community groups and agencies. In addition to materials and updates on the website, the project team will be in regular contact with agency partners to ensure that the Shipyard Redevelopment meets regulatory requirements. The Redevelopment Authority of the City of Green Bay will serve as the overarching advisor on the project, as they must adopt the redevelopment plan, and ultimately has the authority to implement the final plan. City and project staff will brief the Redevelopment Authority at monthly (or bi-weekly) meetings and via periodic e-mail updates at key stages of the project. Elected officials will also be able to follow the project in-person through public events and online through the project webpage and social media.

5 Project Phases

There are a number of phases to developing a park master plan. The type of outreach and the audiences targeted vary with each phase. Opportunities for all stakeholders to participate will be available throughout the planning process. The following list identifies project stages and summarizes the type of outreach to occur during each phase. Public engagement will be an important part of the design process in phases 4 and 5, as detailed below.

- **Phase 1: Project management, coordination, scheduling, public engagement, and quality control:** This phase includes activities to oversee and direct the project, confirming the budget, schedule, and City expectations are established and met. Our public engagement process will span the entire process, helping us to develop place-specific solutions that respond to the unique circumstances of The Shipyard Neighborhoods.
- **Phase 2: Data Collection:** This phase will focus on in-depth review of all existing data and mapping existing site and environmental conditions, as well as a review of the proposed master plan for the site. The project team will provide feedback regarding the design to stakeholders prior to the beginning the preliminary design of the project.
- **Phase 3: Site Improvements:** This phase addresses the environmental conditions on the site and includes the development of erosion and grading plans, brownfield remedial action plans, and stormwater management.
- **Phase 4: Public Improvements:** Project staff will develop engineering plans for public facilities at the site including Arndt Street, Bridge Street, Pearl Street, at-grade rail crossings, and parking lots. This phase may also include enhancements to these facilities such as lighting and placemaking, using City and public input as guidance.
 - **Public Engagement:** the public will be consulted regarding their preferences for street improvements, especially opportunities for improving safety and the bicycle and pedestrian experience in the area.
- **Phase 5: The Shipyard:** The final phase of the process includes design development of the different Shipyard program features that may include the outdoor events center, restrooms and locker rooms, support structures, multimodal trails, splashpad, and waterfront boating uses.
 - **Public Engagement:** the public will play an important role to help guide the master planning process including shaping the program and amenities at the Shipyard site. Their input will help the design team refine the existing master plan concept and create a redevelopment project that meets the needs and desires of nearby residents, community groups, employers and their staff, and future users.

6 Outreach Techniques

The following list describes the core public outreach techniques that will be employed during the Shipyard Redevelopment planning process. The techniques include both in-person and on-line engagement activities to maximize opportunities for participation. At any point in the project, a group may request a presentation or a meeting with City staff to present their own ideas as an input opportunity beyond those that are specifically described below.

In-Person Engagement Events

Listening Sessions (Focus Groups)

Consultant and City Staff will schedule informational meetings and interviews with stakeholder groups. The goal of these meetings is to increase overall project awareness and provide key information to stakeholders to help them understand the importance of the Shipyard Redevelopment and its relevance to them, and to allow stakeholders the opportunity to share their ideas directly with staff. This engagement method offers an opportunity not to just give a presentation and take questions, but actively listen to the concerns of various stakeholder groups where they traditionally gather.

Staff Requirements: 2 Stantec employees, 1 City Staff

Materials needed: large paper, pens/markers, maps, comment forms, post-it notes

Approvals Process: City Staff to review content 1 week prior to event, sending feedback in 2 days

Potential Stakeholder Groups: Community groups, local business owners, Hmong population, Latino population, young people, senior citizens, Seymour Park Neighborhood Association, etc.

Key Dates: Materials Review/Advertising: December 11, 2018, Meeting Date: December 18, 2018



Bossen Field Master Plan

Elementary students help design the future Bossen Field in Minneapolis (listening session)

Public Engagement Meetings

Public engagement meetings provide an in-person opportunity for stakeholders, including the general public, to come to an event hosted by the City of Green Bay and have a conversation with project staff and elected officials. The City will host three open-house style events during this project. These events will feature interactive and creative ways to gather feedback and inform participants about the project. Examples could include six word stories, walking tours, and hands-on mapping exercises. If possible, these events will be scheduled at local restaurants or event venues such as the Cup O' Joy music venue. Hearty snacks will be provided to support relationship-building and an atmosphere of conviviality among participants. Depending on the expected level of participation, this could cost approximately \$250.

Staff Requirements: 2 Stantec employees, 2 City Staff, 2 Neighborhood Leaders

Materials needed: Info boards, pens/markers, maps, comment forms, post-it notes, tables, chairs

Approvals Process: City Staff to review content 1 week prior to event, sending feedback in 2 days

Potential Open House Location: Cup O' Joy music venue

Key Dates: Meeting #1: Materials Review/Advertising: December 11, 2018, Meeting Date: December 18, 2018. **Meeting #2:** Materials Review/Advertising: January 18, 2019, Meeting Date: January 26, 2019. **Meeting #3:** Public Information Meeting, May 2019, Schedule TBD.

Site-Specific Outreach/Community Events (Pop-up Engagement)

The City of Green Bay will be stationed at the Winter Beer and Wine Walk events along Broadway Avenue. They will host a kiosk with information about the Shipyard Redevelopment and opportunities to participate in the project. The goal of these events is to reach individuals who do not normally participate in the planning process by making it easy and convenient. These activities will occur in December (the first month of the project) when there is greater opportunity to influence project development. Other pop-up engagements may occur when there is opportunity.

Staff Requirements: 1 City Staff

Materials needed: Info handouts, table

Approvals Process: Stantec to send City Staff any required content 1 week prior to event, sending feedback in 2 days

Key Dates: Event Dates: December 21, 2018

Online Engagement Tools

For a community-wide effort with broad applicability, online engagement is critical to reaching a greater audience. For this reason, the engagement strategy for this planning process includes robust use of online tools. These tools will mirror those implemented in-person, allowing for consistent messaging and integration of project feedback.

Project Webpage

The City of Green Bay will host a page on their website dedicated to the Shipyard Redevelopment project. This project webpage will serve as a hub for information, resources, and online engagement opportunities for the project. The website will serve as a repository of documents produced throughout the planning process, so that stakeholders can stay up-to-date with project development. It will include a upcoming events and opportunities to contact project staff with questions and feedback.

Staff Requirements: 1 City employee

Materials needed: N/A

Approvals Process: Stantec to send content to City Staff to review and post online

Key Dates: Webpage Live: December 11, 2018 (one week prior to first open house)

Social Media

Social media will be used to promote engagement activities as part of the master planning process and to generate excitement about the project. Stantec will work with the City of Green Bay to develop content advertising the project for Facebook, Twitter, and Instagram. The ads will be highly graphic and formatted to fit an Instagram post. The ads will also include pertinent project information that will be clear, easy to understand, and effective for e-readers (ADA accessible). The City of Green Bay will post this content to their social media platforms and engage with participants by answering questions and respond to comments.

Staff Requirements: 1 Stantec employee, 1 City employee

Materials needed: N/A

Approvals Process: City Staff to review content prior to City posting online

Key Dates: Content Live: December 11, 2018 and December 17, 2018 (one week and one day prior to first open house) with social media pushes the week and day before each event.

Survey

Project staff and the Redevelopment Authority will gain feedback from the public on key issues affecting the Shipyard using an interactive survey. A brief, easy-to-use survey will be developed to gather this input. The survey will be designed to include multiple choice and free response questions, allow participants to quickly and easily share their ideas. The City of Green Bay will advertise and conduct the survey.

Staff Requirements: 1 City employee

Materials needed: Online survey platform and/or paper surveys, fliers and/or social media posts to advertise the survey

Approvals Process: City Staff to develop and implement the survey

Key Dates: Survey will be conducted in the early months of the project (December 2018 - January 2019)

Stakeholder E-mail Updates

E-mail lists will be developed to provide updates to interested stakeholders, based on existing email lists that the City has compiled. The City of Green Bay will send e-mail updates at key stages in the process and will highlight recent discussions and upcoming opportunities for input. E-mail messaging will be succinct and branded to promote readership.

Staff Requirements: City Staff

Materials needed: N/A

Approvals Process: City Staff and Stantec to review and agree to content prior to sending

Key Dates: First E-mail Notification: December 11, 2018 (one week prior to the first open house), notifications to be sent throughout the project, especially before public events.



MnDOT Two Harbors Route Study

Residents engage with planners about possible trail routes at the local farmer's market (pop-up engagement)

Tools What tools are planned?	Timing When and for what duration?	Audience Level	Input Solicited What is needed from participants?	Communication Method How will we drive participation via the tool?	Key Dates
In-Person Activities					
Listening Sessions (Focus Groups)	Three events, held early in the planning process	Stakeholders	Present information about the plan and ask key questions about stakeholder needs	Established networks	Materials: 12.11.18 Open House #1: 12.18.18
Public Engagement Meetings	Three open house-style events throughout the process	Green Bay staff, City Council, Partner, Stakeholders, Public	Present findings, provide opportunities to comment; focus is on creating buy-in	E-mail, press release, website, social media, word of mouth, established networks, walk-ins	Meeting #1: Materials: 12.11.18 Event: 12.18.18 Meeting #2: Materials: 01.18.19 Event: 01.26.19 Meeting #3: May 2019 TBD
Site-Specific Outreach (Pop-up Engagement)	Two events in the month of December	Stakeholders, Public	Present information about the plan and ask key questions depending on the stage of plan development	List of retail centers and community destinations	12.21.18

Tools What tools are planned?	Timing When and for what duration?	Audience Level	Input Solicited What is needed from participants?	Communication Method How will we drive participation via the tool?	Key Dates
Online Tools					
Project Webpage	Hosted for one year with updates at key planning phases	City of Green Bay staff, Redevelopment Authority, Public, Stakeholders,	Provide information on the process and development of plan documents	In-person activities, e-mail, social media	12.11.18 (webpage live)
Social Media	Hosted for the duration of the project with updates for key events and milestones	City of Green Bay staff, Redevelopment Authority, Partners, Stakeholders, Public	Provide information on the planning process, create opportunities to comment and be responded to by City staff	In-person activities, Facebook followers, e-mail, website	12.11.18 & 12.17.18 (throughout the project)
Survey	Early in the project, allows for engagement outside of the first two open house events	City of Green Bay staff, Redevelopment Authority, Partners, Stakeholders, Public	Identify key issues and programming opportunities at the Shipyard site, create opportunities to provide comments	In-person activities, website, social media, press release	December 2018 - January 2019
Stakeholder E-mail Updates	At key project phases (average monthly)	City of Green Bay staff, Redevelopment Authority, Partners, Stakeholders, Public	Provide updates on the process; share opportunities to get involved	In-person activities, website, social media	12.11.18 (throughout the project)

8 Evaluation of Outreach Efforts

Evaluation of engagement techniques will be based on the following criteria.

Quantitative

- How many in-person outreach activities occurred? What was the attendance?
- How many people have signed up for project updates via e-mail?
- How many people have viewed the project website? How many have left responses?
- How many have participated in the web survey?
- How many people have engaged on social media (likes, re-tweets, comments etc.)?

Qualitative

- What kind of feedback was received from the in-person and online outreach?
- Were the locations of these meetings appropriate?
- Have stakeholders identified barriers to participation or expressed challenges accessing any of the outreach tools?
- Have key demographic groups and under-represented populations been present?

The qualitative and quantitative measures will be summarized in an outreach summary document. When possible, this will include demographic information regarding participants to ensure full representation among Green Bay's stakeholders.



Velp Avenue Areawide Plan

Community members listen to a presentation about planning efforts for Velp Avenue