New Canada Road

Context Sensitive Solutions

CANADA ROAD ADVISORY TEAM

PARTNERING MEETING

December 11, 2008

International Harvester Managerial Park – Lakeland, TN

Nisha Powers, Facilitator

ATTENDEES

Advisory Team - Present	Stakeholder Group
Mark Hartz	Board of Commissioners
John Ward	Parks & Recreation Board
Tony Neri	Natural Resources Board
Dianne Baldi	Planning Commission
Tom Benke	Windward Slopes HOA
Alison Ely	Lakeland Estates HOA
Paul Houghland	Davies Plantation HOA
Randy Brockwell	North Property Owner
James Farris	South Property Owner
Shirlee Clark	At-Large Member
Bob Elliott	At-Large Member

Stakeholder Team - Absent	Stakeholder Group
Jim Rutland	Woodbridge HOA
Jim Schultz	Plantation Hills HOA
Jay Conrad	North Property Owner
Pat Smith	South Property Owner

Project Management Team - Present	Stakeholder Group
Robert Wherry	City Manager
Philip Stuckert	City Engineer
Emily Boswell	Staff Engineer
Jim Atkinson	City Planner
Nick Bridgeman	Natural Resources Board Technician
Brenda Lockhart	Parks & Recreation Director
Michael Morrissett	Code Enforcement Inspector
Nisha Powers	Consultant – Powers Hill Design
Steve Hill	Consultant – Powers Hill Design
John Pankey	Consultant – Fisher & Arnold
Matthew Waddell	Consultant – Fisher & Arnold
Joe Matlock	Technical Advisor – TDOT
Martha Lott	Technical Advisor – Shelby County MPO
Cindy Patton	Technical Advisor – TDEC
Tim Flinn	Technical Advisor – COE
Ted Fox	Technical Advisor – Shelby County
Mike Oakes	Technical Advisor – Shelby County

Others present:

Jean Clenney, Lakeland Resident
Keith Yarrow, Fisher & Arnold
Jesse Coley, Powers Hill Design

Opening Remarks

Facilitator, Nisha Powers (Powers Hill Design) kicked off the meeting at 3:10 p.m. Ms. Powers recognized Philip Stuckert, City Engineer, and asked him to make introductory remarks.

Mr. Stuckert provided a brief overview. The project has been planned since 1992. It was submitted to TDOT a year ago, and TDOT granted authority for the project to be locally managed. Lakeland has received funding through Metropolitan Planning Organization's (MPO's) Surface Transportation Program. Funding is an 80% grant with a 20% local match.

Lakeland Commissioner Mark Hartz also provided a project introduction by giving a brief history of Canada Road and the Lakeland community. When he moved to Lakeland in 1969, Canada Road was already in use. Comm. Hartz has a map of the area dated 1906 on which Canada Road does not exist yet. He does not know exactly when Canada Road was initiated. The road got its name from a property owner named Canada who had two parcels of land that the road originally bisected. He stated that the road has created a situation where improvements have been necessary for some time. The State of Tennessee has recognized the traffic issues on Canada Road since it is a transportation route for many people who do not live in Lakeland. He also noted that Lakeland was born from an amusement park that opened in June 1961 and closed in 1978. Lakeland Café was a famous catfish restaurant at the time as well.

Joe Matlock of TDOT also made additional introductory comments. He informed those present that the role of TDOT in the project will be to help meet the needs of the local government by providing guidance, sample documents, and legal opinions, etc. Mr. Matlock described the Context-Sensitive Solutions (CSS) process as a series of public meetings and finally a public hearing. He estimated that the environmental assessment process for the project will take 3 years. TDOT will be furnishing the City's consultants with form letters and documentation as needed for the project. The project will require a Level Three Public Involvement Plan. All documents will be reviewed by TDOT for revisions/recommendations. He indicated that the end goal of the CSS process is to produce a viable document that meets federal regulations. He noted that not everybody will be 100% happy at the end of the process, but most everyone will have accepted it is good work. Mr. Matlock left his business card for everyone present and indicated that he would be available at all times to offer assistance or answer questions.

Introduction of Teams

Ms. Powers introduced the Project Management Team. She stated that the Stakeholder Team will serve as a funnel for information from the community as a whole. That information will be used by the Project Management Team to assist the Stakeholder Team in meeting the end goal of the project. The Project Management Team members and technical advisors introduced themselves. (The member names and affiliations are listed in the Attendees section above.) Ms. Powers then noted that the Stakeholder Team will serve as a "recommending body" to the City. She outlined the groups represented by the 15-Member Team, and asked for self introductions. (The member names and affiliations are listed in the Attendees section above.)

Ms. Powers asked the stakeholders how they felt about having the meetings recorded (audio only) to assist in preparing the minutes of the meetings. There were no objections.

Partnering

Ms. Powers presented and explained the partnering process, and noted that one purpose of this Partnering Meeting was for the members of the Teams to become better acquainted since they will be working so closely together over the next several months.

Partnering is a process of collaborative teamwork. It allows groups to achieve measurable results through agreements and productive working relationships. This process provides structure for teams to establish a mission by using common goals and shared objectives. Ms. Powers pointed out that the collective wisdom of the group will result in a better project than any individual could achieve, noting that "none of us is as smart as all of us."

Ms. Powers presented Partnering Principles that will be used during the CSS process, and explained that, with teamwork, the goal is not for everyone to get everything they want, but to figure out what each member can live with. She discussed this as it related to a scene from the movie "It's a Wonderful Life."

Group Exercise – Stakeholder Team Name

The Stakeholders were presented with a list of suggested names by Ms. Powers and were asked to provide input on the names and asked to propose other names. After discussion among the Team, and using the consensus building techniques, **"Canada Road Advisory Team"** was chosen as the name for stakeholders.

Context-Sensitive Solutions (CSS)

Ms. Powers introduced the CSS process by defining **consensus** as **a general sense of agreement on a choice or a course of action.** During this process there will be differences of opinion, but the goal will be to reach a collective decision which each member can support. "We may not all get exactly what we want, but we will get something we can all live with."

Ms. Powers defined **CSS** as a **collaborative, interdisciplinary approach that involves all stakeholders in developing a transportation facility that complements its physical setting and preserves scenic, aesthetic, historic and environmental resources while maintaining safety and mobility.**

Consensus building will be used to arrive at substantive recommendations; the team may be polled on less sensitive or less critical issues.

Ms. Powers compared and contrasted historical methods of designing transportation projects with the CSS process. Prior to CSS, citizens who were most affected by road projects typically did not have opportunities to participate in the decision making process as the project was developed. The acronym "DAD" is used to describe that process: "Design – Announce – Defend". Ms. Powers pointed out that that process often resulted in public frustration, project delays, lawsuits, etc.

By utilizing the CSS process, citizens are afforded the opportunity to participate in the decision-making process, and express their concerns and desires to those responsible for the design. This process typically results in decisions that are accepted by stakeholders and public, a project that fits its surroundings, protects community assets, etc.

Public Involvement Process

Ms. Powers noted that the crux of CSS will be the Public Involvement Process. This will include Initial Stakeholder Team Meetings, Public Meeting #1, Subsequent Stakeholder Team Meetings, Public Meeting #2, Final Stakeholder Team Meeting and Public Meeting #3.

Other methods will be used to further inform the public on the project such as mailings, media and the project web site (www.newcanadaroad.com). The web site will house such information as the roster of Advisory Team members and their contact information, FAQ's, upcoming meetings and Public Meeting questionnaires & responses. At Ms. Powers' request, The Team agreed that January would be a good time to launch the website.

Ms. Powers asked the Team present if they were comfortable with their contact information being published online. The unanimous response was that this was acceptable and preferred. Ms. Powers will contact the members who were not present to ask for their permission.

Steve Hill (Powers Hill Design) explained that the mailing list for the initial mail-out consisted of all property owners whose property lies within 300' of the project limits for the proposed Canada Road.

Some members mentioned QNET as another way to spread information about the project. It currently has 456 emails listed in Lakeland. Lakeland Citywatch was also mentioned as another possible method to contact residents.

Ms. Powers noted that a Team member had a conflict with the meeting time. She asked if any other Team members present had problems with the time for future meetings. All members present had no conflicts. Ms. Powers stated that the Team member who could not attend represented an HOA and has been unable to identify someone who could attend at that time.

Ms. Powers stated that there will likely be five (5) Stakeholder Team meetings and three (3) Public Meetings and estimated that it would be approximately a 9 month process.

Initial Stakeholder Team Interviews

Ms. Powers thanked all the Team members for their willingness to talk with her via phone as she conducted initial interviews. She presented charts with the results of information gathered during those discussions.

1. Most indicated that the purpose of the road was to serve as North/South corridor
2. Ranking factors of importance, providing safety was first.
3. Listing significant resources, most named the IH Managerial Park
4. Listing sensitive issues, most named residential impacts.

Break-Out Session – Discussion Items

Stakeholder Team and Project Management Team members were divided into 5 small groups, each with unique discussion questions. The groups were then asked to present their results.

Question 1-1: What action steps should the City of Lakeland, Stakeholder Team, and Project Management Team take on this project so that other stakeholders not at the Stakeholder Team meetings feel they are part of the process? This issue should consider how to ensure that all parties remain committed to the process.

Question 1-2: Define a methodology to maximize the benefit from public hearings without impeding progress on the CSS Process.

Table 1 combined questions 1-1 and 1-2 in formulating their response.

- They must ensure that all parties remain committed to the process.
- Accept the fact that there will be a populous that the project information will not get to. There is never 100% communication.
- It is easy to funnel information down but getting people to respond is difficult. Members should go back to their homeowners' associations and neighbors and discuss the results of stakeholder meetings.
- Make a good faith effort to communicate. Use community centers and other public places to post flyers and handouts.
- Determine the purpose and need of the project, and then craft a project description to meet goals. Stakeholders need to be involved with all information from TDOT. The Public Involvement Plan will be critical; will include key points made by stakeholders.

Question 1-3: How do we balance regional mobility and local access?

- There should be a plan for the old road and that it could be friendly to walkers and bicyclists.

Question 2-1: How do we maintain effective communications among team members and with the public between official meetings?

1) Website (keep it up to date) 2) Mass emails 3) Press releases (occasional) 4) Channel 19 (Lakeland Cable) 5) QNET 6) Citywatch 7) Distribute flyers at commercial sites 8) Meetings (HOA, Commission, etc.)

Question 2-2: How does the team assure a consistent single message to the media and the public? Develop a process to deal with controversy if it develops.

- Assign spokesperson(s)
- Establish team position and develop talking points at end of meetings; commitment to stick to the points
- Clarify through the web site; post talking points online
- Problems need to be addressed by Stakeholders at the meetings and the public needs to know about meetings
- Among Stakeholders, agree to disagree; work through issues to consensus
- Avoid speculation on items not yet presented to the Team; members will be blindsided by questions from the public - suggested response: "that has not been addressed yet, but will be brought before team."

Questions 2-3: Identify potential non-transportation-related issues that may arise during the course of the CSS Process and a plan of action to address each of them.

- Noise – Add more trees; address noise in every step
- Property values – Cost-benefit analysis
- Environmental impact – Impact studies

- Sustainability – Sustainable communities account for vehicles, pedestrians, cyclists, etc.
- Try to predict issues before they become problems – Develop plan of attack
- Aesthetics – Make the road attractive

Question 3-1: What are some reasonable expectations that the City of Lakeland, the Stakeholder Team and the Project Management Team should have of each other besides what is contractually required?

Expectations:

1) Communication 2) Open-mindedness 3) Active Participation 4) Coming to a Consensus

Questions 3-2: What steps can be taken to ensure attendance, participation and involvement by all Stakeholder Team members?

- Proper notification
- Consistent Schedule
- Provide food and beverages
- Agenda that flows well and engages the participants

Question 3-3: List a few critical issues almost sure to come up on this project that could create team disagreements, and list some action steps to achieve a win-win solution to each down the road.

- The CSS process itself may be an issue with some people. Solution – Define process and personally engage in conversation during each process; recognize significance of different perspectives.
- The alignment of the road itself with property owners on both sides. Solution – Adequately represent both sides through the Stakeholder Team.
- Cost (Right of Way, construction)
- Natural Resources (trees; topography). Solution – Follow ordinances and codes.

Question 4-1: Develop a process that will be used to measure how well the Team is working, who should do the evaluation and how often it should be done. This is a critically important activity for successful partnerships.

Completion of a meeting evaluation sheet by all attendees that includes a rating scale and a comments section to rate issues related to the meeting, such as:

- How well did the team work together?
- Were meeting goals accomplished?
- What worked and what didn't?

Question 4-2: Since so many potentially productive hours can be wasted in poorly run meetings, create a checklist of activities to do before, during and after all meetings to make them more effective.

Pre-Meeting:

- Provide the next meeting's agenda
- On agenda, include a list of future meetings and applicable topics to keep the current meeting from veering into discussion of issues to be covered under future meetings.

Meeting Checklist:

- Intro and Rules
- Feedback from Stakeholders, what they've learned from the community since last meeting
- Agenda discussion
- Costs analysis of the project
- Updates on previous meeting topics
- Plan next meeting (location, time, substitutes)
- A questionnaire to "keep track of pulse of the team."

Post Meeting:

- Circulate meeting minutes to Stakeholders

Question 4-3 What are some environmental land mines that could slow the process down and how can they be avoided?

- Natural resources
- Hazardous materials
- Cultural resources such as burial grounds
- Recommended referencing environmental studies to review topics covered in Chapter 5 of the Tennessee Environmental Procedures Manual.
- Avoid issues if possible and mitigate to minimize impacts if they are unavoidable.

Question 5-1: What are some possible communication barriers which may exist between the City of Lakeland, the Stakeholder Team, the Project Management Team and other agencies that need to be removed for this Partnership to succeed? Name two actions to remove each barrier listed.

Communication barriers:
- City distribution is limited due to timeliness constraints (Citywatch is issued only 6 times/yr.)
- Technical language vs. "lay" language
- Overload of information vs. time management

Solutions:
- Concentrated effort to collect email addresses.
- Website (user-friendly, well-publicized)
- Technical team must rely on "lay" language rather than technical language
- Material to be reviewed by non-technical people
- Short, concise information to end user; "Prioritize"
- Consistent format, delivery and source

Question 5-2: List any habits that agencies, governmental entities and local citizens groups often have which do not show a spirit of cooperation, inhibit timely decision making and should be avoided on this project. These lists should help to expedite the decision making process.
- Control by individuals, agencies, or groups
- Overanalyzing data
- Relying on anecdotal information rather than facts

Question 5-3: What special considerations need to be given to traffic requirements of heavy commercial trucks and various emergency vehicles (PD, FD and EMS)?
- Limit use of the corridor by heavy transport trucks
- Design should fit the needs of emergency vehicles

Group Exercise – Team Goals

Copies of the Draft Team Goals were provided to the Team. Ms. Powers indicated that they were suggestions and some of these were from other projects. She asked the Team to start with those they wanted to delete, and help edit others. All Team members provided suggestions and Ms. Powers used consensus techniques to gather input. She agreed to use that information to draft a mission statement and goals for discussion at the next meeting. The draft is as follows:

Canada Road Advisory Team's Mission:
The Team will provide a recommend a Plan of Action to the Board of Commissioners for Canada Road.

Canada Road Advisory Team's Goals:
- The Team will achieve consensus through Context Sensitive Solutions by implementing a continuous and responsive public involvement program that builds public trust.
- The Team will strive to create an atmosphere of good communication and cooperation, and develop positive working relationships within the Team, government and community.
- The Team will project an image of cooperation and forward-thinking to the community and the region.
- The Team will have fun.

Project Limits

Mr. Hill presented a Project Map outlining the project limits. The proposed corridor was clearly defined, and it's a "blank slate" within that corridor. The proposed project limits exclude the International Harvester Managerial Park.

Upcoming Steps

Ms. Powers stated that the next meeting will include presentation by City departments regarding design parameters. It will also include developing Project Team Goals and discussion regarding the first Public Meeting.

Q&A / Closing Comments

Once the floor was opened for questions, Team members inquired about a date for the next meeting and whether future meeting dates can be set in advance. Ms. Powers replied that the next meeting may be around mid-January. She will endeavor to give a 2-week notice to the Team for the meetings. Ms. Powers stated that she will set dates according to the stakeholders' needs, availability and preference. However, her experience has been that trying to schedule several meetings in advance is usually not successful, since schedule conflicts almost always require adjustments to those meeting dates. Maximum participation is achieved by contacting participants in advance of each meeting to determine an acceptable date and time. However, since the Team members wanted an advance meeting schedule, she agreed to develop a schedule with the City staff. There was also some discussion about changing the time of the meeting, but it was most convenient for the majority in attendance to have it at this time.

There as an inquiry about a roster of Team members and the meeting minutes.   Ms. Powers will be emailing/mailing this information to the Team members.

A Team member suggested that communications that are issued from the City need to have the Team member's contact information included to make them more accessible.

A Team member inquired about the Team's authority. "Is the recommendation of the Team binding?" Commissioner Hartz replied that the purpose for extensive staff involvement is to guide the Team appropriately such that the Team's determination will be the road that is built. Mr. Matlock reiterated that TDOT is involved to make sure everything meets the design criteria.

Without further comments or questions, Ms. Powers thanked everyone for being there and adjourned the meeting at 6:15 p.m.