

TECH MEMO #1
PUBLIC OUTREACH & PROJECT MANAGEMENT



CITY OF NOVI
THOROUGHFARE MASTER PLAN

1. Introduction

Novi continues to be one of the fastest growing cities in Michigan. The construction of Twelve Oaks Mall in the 1970s made the city a major destination in the Detroit metropolitan area and is often credited with ushering in an era of growth that lasted for 40 years (although, in fact, the community had been growing rapidly since the 1950s). This growth has led to substantial increases in the city's population, as well as commercial and industrial developments. Novi was ranked #48 on Money magazine's list of the Top 100 Best Places to Live in 2008.

Historical population		
Census	Pop.	%±
1970	9,668	—
1980	22,525	133.00%
1990	32,998	46.50%
2000	47,386	43.60%
2010	55,224	16.50%
Est. 2014	58,416	5.80%

[U.S. Decennial Census](#)

Economy: Novi has a local economy that includes businesses of all sizes from international corporations with local and regional offices to owner-operated businesses serving the local area. While Novi is recognized for its concentration of retail businesses clustered at the Novi Road/I-96 interchange, there are several large retail centers in the city as well as many individual retail businesses. Novi has a number of car dealerships along Haggerty Road and Grand River Avenue. The city's industrial and office parks are home to companies in high-tech research and development, health care, transportation and logistics, manufacturing and supplying domestic and foreign automotive equipment. The Japan Auto Parts Industries Association of North America has its offices in Novi. Toyota Boshoku America has two office buildings in Novi with over

200 employees. Energy-related companies are one of the fastest growing sectors in the city. These include ITC Transmission, Novi Energy and Patrick Energy Services. Novi ranks among the top Oakland County communities for research, technology and service companies. Kroger has its Michigan-region headquarters in Novi.

Economic Growth: Over the last few years, Novi has focused its economic development efforts on the telematics and car connectivity industries. In telematics, approximately 70,000 people are employed in Oakland County, many of them are in Novi. Novi firms include Cooper-Standard Automotive, Freescale Semiconductor, Elektrobit, and Harman/Becker Automotive.

Novi has a Neighborhoods and Business Relations Group to attract and retain businesses and streamlined many of its planning and approvals processes to encourage new business development, as well as redevelopment. The enhancements speed the process, allowing businesses to move ahead with plans for relocation or expansion.

Novi has been able to attract several smaller, innovative international firms that have expanded into a larger facility, such as Howa USA Holdings, a Japanese auto supplier with a new research and development center in Novi specializing in interior components for vehicles.

Ryder System, Inc. constructed a new regional headquarters, representing a \$22 million investment in the community. ITC Transmission Company, the nation's largest independent electrical transmission company, made Novi its national headquarters. In 2008, St. John Providence Park opened a 200-bed hospital on a 200-acre campus. In addition to the full-service hospital, the campus provides an array of services in a beautiful wooded setting, complete with walking and cycling paths and 18 acres devoted to health-related retail establishments.

All indications point to continued growth and development in Novi. So, with a dynamic future for Novi, developing a Thoroughfare Master Plan, to compliment the soon-to-be-completed Land Use Master Plan, is timely.

2. Thoroughfare Master Plan

The leaders and citizens of Novi understand that the purpose of a truly multi-modal thoroughfare master plan is to establish physical and cultural environments that support and encourage safe, comfortable, and convenient travel by a variety of modes.

They understand that a broad constituency must be engaged in the planning process, including elected and agency officials, neighborhood and business leaders and, most important, the general public. A Thoroughfare Master Plan (TMP) must give form to their vision and provide a consensus on how to move the plan forward to fruition.

The overarching goal of the Novi Master Thoroughfare Plan is to protect and enhance the quality of life in the Novi-centered area. The following guiding principles will help achieve that goal:

- Provide an efficient, safe, and connected transportation system that is coordinated with existing and projected needs and takes into consideration future growth;
- Provide a transportation system that is economical and responsive to land use and non-motorized principles; and,
- Promote interconnectivity between development plans and the existing and future roadway networks.

In creating the Novi plan, an emphasis will be placed on improved connectivity to lessen the traffic burden on collector and arterial roadways. Expanding the travel and bicycle systems will also assist in reducing vehicular traffic. Likewise, ensuring transit has an appropriate role, particularly serving the elderly, is essential to building a truly multi-modal system.

Developing such a plan requires transparency during and after the planning process is concluded when implementation begins. This means the community, and its leaders/stakeholders, must be engaged. Communication techniques that are usually employed include:

- Stakeholder interviews;
- Public forums;
- Project web site;
- Media outreach;
- Social media outreach;
- Project Team meetings; and, Planning Commission and City Council meetings.

Foundation of Multi-modal Plan



Long-range planning is driven by a number of factors: local growth and land use changes; federal emphasis on performance-based planning; the Michigan Department of Transportation (MDOT) need to maintain its Trunkline system; the Road Commission for Oakland County (RCOC) need to manage county roads; available funding; and, the planning process of the Southeast Michigan Council of Governments (SEMCOG), which integrates these considerations with the needs of its members, including the City of Novi.

With the soon-to-be-finalized 2015 Master Land Use Plan, this project requires the integration of projects among transportation modes to form a plan that complements it and is also forward-thinking. To assist in preparing the TMP, Novi has engaged The Corradino Group consulting firm.

3. Schedule

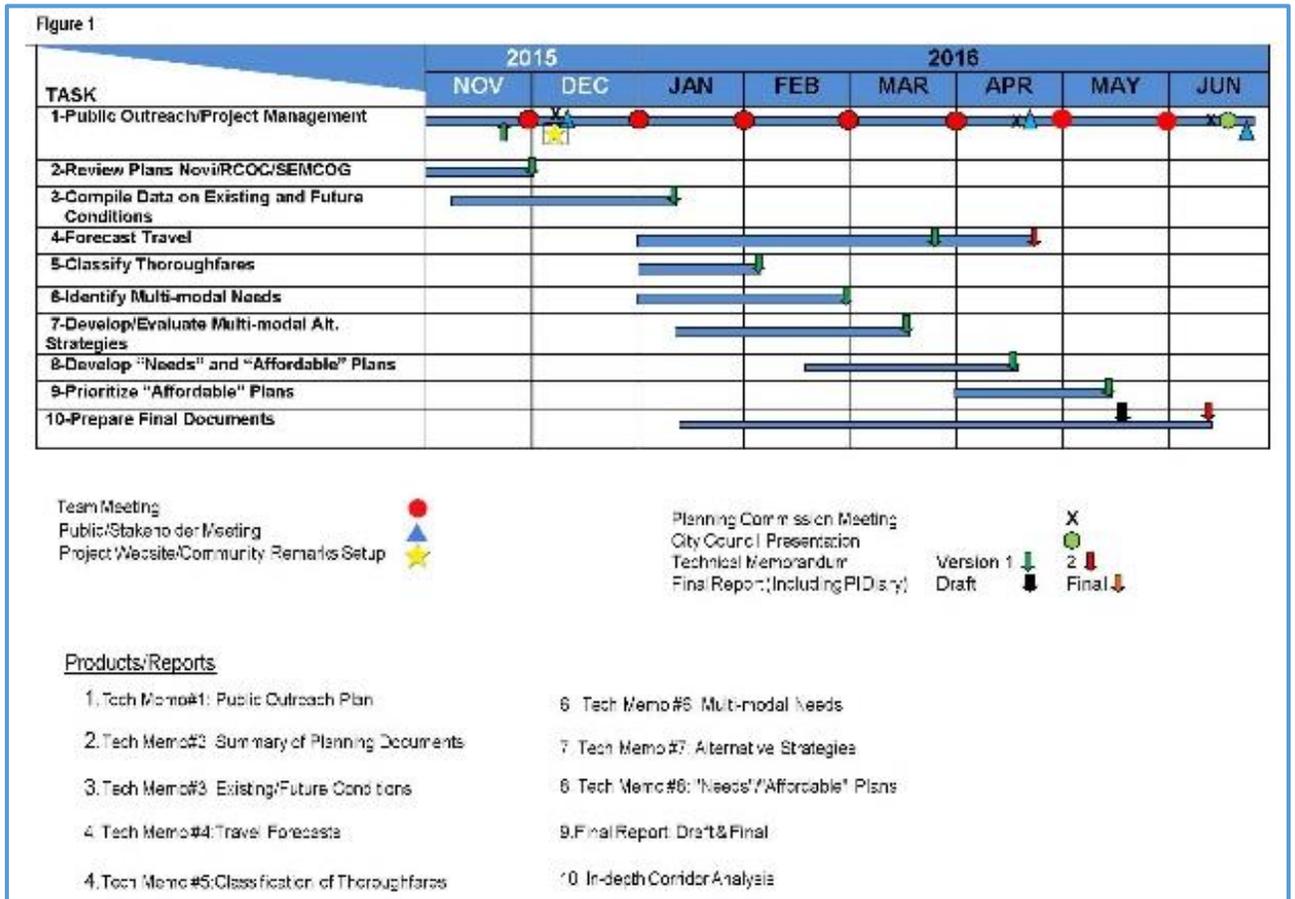
The TMP will be completed in June, 2016 (Figure 1). The draft Final Report (which will include the Public Involvement Diary as a separate document) will be provided to Novi for review. Based on comments received, that document, and all other deliverables will be completed by mid-June 2016 (Task 10). A Technical Memorandum will be completed at the completion of each task from 1 through 9. They will be blended into the Final Report.

preceding a public meeting so the Planning Commission can review/comment on the material to be presented to the citizens of Novi.

Details on the 10 tasks to be performed to address the issues just presented are provided next.

4. Public Outreach/Project Management

The project’s comprehensive communication strategy will inform and engage key stakeholders on all aspects of the TMP development. The following goals are the focus of the strategy:



Three public meetings will be conducted – in December, 2015, to introduce the project; in April, 2016, to present the “Needs” and Affordable” Plans; and, in June, 2016, the present the contents of the Final Report. At that time, the Final Report will be presented to the Novi City Council. Three meetings will be held with the Planning Commission each

- Ensure that accurate, up-to-date information is provided to minimize confusion and concern;
- Help Novi act on suggestions and concerns that will improve the daily experience of its citizens; and,
- Enable Novi to set a new standard of communication through innovation in informing the public.

To achieve these goals, questions and concerns will be

addressed immediately. Discussions and meetings with the public will be documented and all issues, commitments, and claims tracked so proper follow-up actions are taken. Establishing a basis of trust and cooperation with the public throughout the project is essential.

4.1 Tools

The communications strategy includes a range of tools that ensures meaningful participation and public dialogue. These include traditional techniques, social media, and technology-based tools. The process will include three public meetings, meetings with the Planning Commission and City Council, and ongoing communication in person, as well as via phone and email, with the client’s project manager. Key constituencies to be involved are:

Constituency 1 – The general public with focused attention on special constituencies who are often absent from the planning process, including seniors, the disabled, and those for whom English is not their first language.

Constituency 2 – Community “Thought Leaders,” business leaders, and related interest groups, such as neighborhood associations, and historical and environmental organizations.

Constituency 3 – Government officials such as the Mayor, Council members, Planning Commission members, and appointed officials of government agencies.

To reach each group, Twitter, Facebook, blast emails and USPS mailings will be the first element of communication. Mailing lists, to the extent available, will be assembled from

neighborhood, business groups, special interest groups, governmental agencies, and special projects. Groups/individuals with an interest in the project will be contacted to advise them of the study process and milestone events. This is particularly important to reach constituencies who are often not heard in the debate over government actions.

All discussions and meetings with the constituencies will be documented, and all issues, commitments, and claims tracked so the proper follow-up actions are taken.

In addition to the commonly-known techniques just noted, several additional approaches will be employed in this project.

“Electronic Voting”: A series of items/issues can be presented and explained at public meetings, with instantaneously recorded preferences (**Figure 2**). Those in attendance can register their preference on a touch-pad. The result is tied through software to provide immediate presentation of the results to the group and to be saved for use in later evaluations. For example, a list of factors (**Table 1**) can be offered to the public as a basis upon which to evaluate proposed alternatives for the TMP.

Figure 2: Electronic Voting Touch-pads



Table 1: Example Evaluation Factors /Performance Measures

Evaluation Factor	Performance Measures
Provide Multiple Choices in Ways to Travel	Percent transit, non-motorized, multiple occupant, and single occupant trips by TAZ and area total.
Prevent Unequal Impacts to Low-Income and Minority Communities	Direct (taking) and indirect (number of projects by mode) that are in areas of expected concentration of low income and/or minority populations, as defined by the U.S. Census.
Improve transit	Change in travel time from baseline system for up to 15 origin-destination pairs (selected in cooperation with MPO Committees).
Minimize Neighborhood Disruption	Projected traffic volumes/speeds on 20 sensitive (environment, aesthetics, social) roadway segments (selected in cooperation with MPO Committees).
Maintain Good Air Quality	CO concentrations at 10 points in the network (selected in cooperation with MPO Committees) and consistent with noise, community cohesion, and safety factors analysis.
Minimize Purchase of Private Property to Build Transportation Facilities	Number of residential and business properties potentially taken.
Protect Open Spaces/Parks	Number of acres of public and non-public park potentially lost.
Control Noise at Sensitive Locations. (e.g., homes, schools, hospitals, etc.)	Expected “significant change” in noise due to traffic volume change at 20 points (selected in cooperation with MPO Committees).
Maximize Safe Travel	Change in crashes compared to baseline system in vehicle miles of travel on 20 roadway segments (selected in cooperation with MPO Committees).
Minimize Road Congestion	Volume/capacity of key roadway links.

Community Remarks: PlaceVision’s “Community Remarks” application (**Figure 3**) will be used to allow people to post their ideas, comments and concerns to a website that pinpoints a specific geographic location. It cost-effectively facilitates dialogue about land use, transportation issues, and other matters that may be of interest to the constituent offering input. It can also be used to establish preferences through polling. It is, indeed, a fun way to engage in the planning process.

Examples of current use by The Corradino Group of *Community Remarks* in large and not-so-large communities can be found for Memphis, Tenn., at

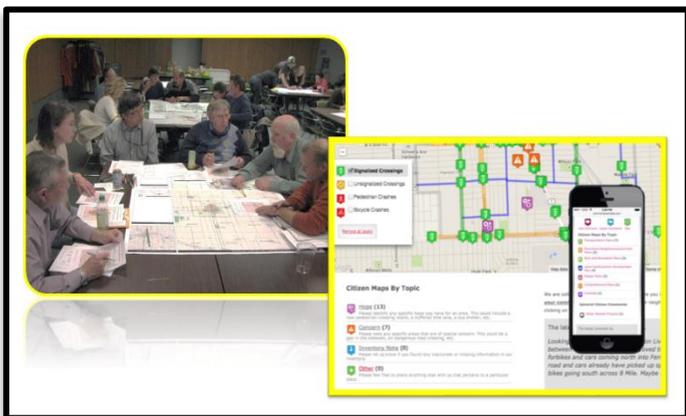
<http://CommunityRemarks.com/MemphisMPO/>

and for Key Biscayne, Fla., at

<http://www.CommunityRemarks.com/KeyBiscayne/>.

Information Packet: Information packets, made available at public events, must assume that the reader knows little about the technical subject. Therefore, the introductory information will be broad in scope and set the context of the rest of the packet. It will lead, in graduated steps, through complex issues to the fact that there is a regularly updated transportation plan and a process in which the public is to be meaningfully engaged. To view an information packet we

Figure 3: Community Remarks Application



developed for the Novi-Wixom Transportation Improvement Plan, visit: <http://www.corradino.com/downloads.html>

(If a message comes up about “Protecting Your PC,” click on “More Info,” then click on “Run Anyway.”)

There is always a tension between using technically-correct language, in a legalistic sense, and “plain” language that the public can appreciate. We have many years of experience crafting language that carries the message accurately, but simply.

Public Involvement Diary: A record of day-to-day communications will be maintained. It will first summarize the entire program and how it affected developing a multi-modal plan. All e-mails, meeting notes, and other written correspondence will be included – in an appendix.

4.2 Project Management

The Corradino Group’s proven management approach is predicated on transparent, consistent, and timely information exchange. Corradino’s management system is driven by the project scope and schedule to establish clear delegation of authority for all tasks. The plan incorporates the following elements.

Project Coordination, Administration and Budget

Corradino will coordinate with Novi’s Project Manager regularly by way of informal meetings, discussions, e-mails, letters and memoranda.

Joe Corradino, the Consultant Project Manager, will coordinate activities associated with implementation of the project to include: day-to-day coordination among team members; monitoring budget, scope of work and deliverables; and, project accounting.

Project Team Meetings

Meetings will be held with the client’s Project Team on a regular basis. These meetings will allow for a collaborative review of current and anticipated work, direction, and strategy.

Corradino will prepare monthly progress reports detailing:

- Activities accomplished during the previous month;
- Anticipated activities for the upcoming month;
- Known or anticipated challenges and ways to address them;
- An explanation of any delays and corrective action;
- Stakeholders contacted/interviewed;

- Products (handouts, displays, presentation materials) distributed/used; and,
- Hours and dollars expended against milestones and the overall budget.

Quality Assurance/Quality Control

The overall quality of a project is the responsibility of Corradino's Project Manager, Joe Corradino. He will ensure the final products will meet the client's needs, requirements, and expectations, on-time and within budget. The delivery of Technical Memos at the end of each task will allow the quality of the work to be transparent and measured.