



Twin Cities Harbor Governance Retreat
Berrien Hills Golf Club, St. Joseph Charter Township, Michigan, September 20, 2019

Agenda

8:30 am – 9:30 am Registration, Breakfast and Networking (All)¹

9:30 am - 10:00 am Welcome, Introductions, Meeting Goals and Ground Rules (Jade Davis)

10:00 am – 10:30 am Examples of other successful community efforts to revitalization their harbor and waterfront (Jade Davis)

10:30 am - 11:00 am Project Review of Themes and Findings (Don Carpenter)

11:00 am – 11:15 am Break

11:15 am – 12:30 pm Goal #2 Exercise (Small Groups)

12:30 – 1:15 pm Lunch and Networking

1:15 pm – 2:30 pm Goal #3 Exercise (Small Groups)

2:30 pm – 2:45 pm Break

2:45 pm – 4:00 pm. Goal #4 Exercise (Small Groups)

¹ The presentation slides that guided discussion are attached.

Minutes/Notes

Goal 1: Gathering

Desired Outcome: Bring community leaders together to foster relationship building and create a space for open communication and dialog.

Participants were asked to identify themselves and provide one word for describing how they were feeling at this moment. The table below includes a list of participants in attendance during this exercise along with their one word.

FIGURE 1: PARTICIPANT INFORMATION

Name	Title/Organization	Feeling
Denise Cook	Manger; St. Joseph Charter Township	Hopeful
Lee Reed	Chair; Benton Harbor Planning Commission	Optimistic
Morgan Beeler	Graduate Assistant; Michigan Office of the Great Lakes	Excited
Jonathan Fisk	Chair; St. Joseph Charter Township Planning Commission	Hopeful
John Egelhaaf	Executive Director; Southwest Michigan Planning Commission	Glad
Dan Fette	Director; Berrien County Community Development	Hopeful
Karlton Laster	Consultant; Thornton Buckeye Group	Grateful
Mike Garey	Mayor; City of St. Joseph	Optimistic
Dave Vonk	Treasurer; St. Joseph Charter Township Board	Hopeful
Rich Hensel	President; Benton Harbor DDA	Engaged
Christina Pastoria	Economic Analyst; Michigan Office of the Great Lakes	Excited
Don Carpenter	Vice President; Drummond Carpenter	Energized



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Emily Finnell	Senior Advisor and Strategist; Michigan Office of the Great Lakes	Appreciative
Michelle Audette Bauman	Community Assistance Specialist; Michigan Economic Development Corporation	Excited
Mike Brederland	Extension Educator; Michigan Sea Grant	Encouraged
Jade Davis	Advisor; Thornton Buckeye Group	Focused

a. Harbor/Waterfront Case Study Presentation²

i. Questions

- What funding is available to local organizations from the State of Michigan (community development)?
 - OGL has assembled a toolkit that lists funding options. This was distributed to attendees separately.
- Were Oswego, Green Bay, & Lorain commercially designated ports?
 - Oswego and Green Bay are commercial ports involved with commercial maritime cargo and are dredged by USACE. Lorain is commercially designated, however the Port does not have commercial maritime traffic. Dredging is paid for by local marina operators and members. –Jade Davis TBG
- Is St. Joseph Harbor eligible for a multi-jurisdictional TIF district?
 - This is likely not an option. Follow up research to be conducted between the Benton Harbor Planning Commission and the County Commissioner's Office before next meeting.

ii. Project Review of Themes & Findings³

Goal 2: Identifying

Desired Outcome: Help the communities identify common goals, shared priorities, and opportunities to advance revitalization of the harbor and waterfront.

The retreat participants were split evenly into Table A and Table B. The tables were mixed with individuals from jurisdictions interspersed. Each table conducted an

² The Case Study presentation was integrated into the presentation slides for the day which are attached.

³ Review of Project is included into the presentation slides that are attached.

Individual and Group Value Sort exercise (described in annotated agenda). This allowed participants to reflect on, share and report on top 3 and bottom 3 values, which were captured on flip charts for each table by facilitators (see Appendix 2-A and Appendix 2-B). The results are recorded in Figure 2 (Table A) and Figure 3 (Table B).

FIGURE 2: LIST OF ALL TABLE A INDIVIDUAL TOP 3 AND BOTTOM 3 ASSETS (BOLD TYPE WERE THE MOST COMMONLY CITED, SEE APPENDIX 2-A)

Top 3	Bottom 3
Employment	Citizen Agency & Empowerment
Business Opportunities	Community Engagement
Population (retain & attract)	Transparent Government
Quality of Life	Tourism
Transparent Governance	Population
Equity & Inclusion	NIMBY (not in my backyard)
Tourism	Public Access to Water
Recreation	Recreation
Citizen Agency & Empowerment	

FIGURE 3: LIST OF ALL TABLE B INDIVIDUAL TOP 3 AND BOTTOM 3 ASSETS (BOLD TYPE WERE MOST COMMONLY CITED SEE APPENDIX 2-B)

Top 3	Bottom 3
Environmental Sustainability	Citizen Agency & Empowerment
Employment	Community Engagement
Community Engagement	Environmental Sustainability
Business Opportunities	Tourism
Transparent Governance	Social Networks
Equity & Inclusion	Education and Training
Address Climate Change	Public Access to Water
Quality of Life	Recreation

Each table was then asked to complete a group value sort based on consensus. The Top3 for each table is listed below.

I. Table A Group Top 3

- a. Public Access to Water
- b. Transparent Governance
- c. Employment

Table A Top 3 Comment: The need to create a governing entity with the interests of 3 communities represented equally

II. Table B Group Top 3

- a. Business Opportunities
- b. Environmental Sustainability
- c. Transparent Governance

Table B Top 3 Comment: Focused on water taxis as an example – deal with access, business opportunities, and joint maintenance (transparent governance/uniform enforcement)

III. Overall Collective Top 3 as agreed to by consensus of both tables

- a. Public Access to Water
- b. Transparent Governance
- c. Business Opportunities

After identifying shared values, participants were asked to brainstorm an opportunity to address the three shared values. The specific question they were asked to address is: “What are the opportunities to address those share values? These could be tangible projects/improvements or broader operationalized strategies.” Notes on those discussions can be found in Figure 4.

FIGURE 4: OVERALL (TABLE A & TABLE B) COLLECTIVE TOP 3 ISSUES OR OPPORTUNITIES THAT MUST BE ADDRESSED FOR SUCCESSFUL HARBOR DEVELOPMENT AND OPERATION, AS IDENTIFIED ABOVE (APPENDIX 2-C)

<u>Transparent Governance</u>	<u>Business Opportunities</u>	<u>Public Access to Water</u>
Establish a Permanent Joint Body <ul style="list-style-type: none"> • Serve as first point of contact for development/preservation plans • Combination of appointed & elected members from each jurisdiction • Consistent communication • Facilitate public-private partnerships 	<ul style="list-style-type: none"> • Promote & regulate private use of public access to raise revenue for long-term support • Pop-up seasonal business (vendors) • Harbor Maintenance • Increasing Foot Traffic • Tours • Destination Venues (Weddings, etc.) 	<ul style="list-style-type: none"> • Bike path • Extended Waterfront in St. Joseph • Public-Private Partnerships to Ensure Access

Goal 3: Sharing

Desired Outcome: Facilitate discussion to help communities identifying goals and priorities that would benefit from coordination and collaboration for successful implementation.

Participants were asked to consider top issues that resulted from Goal 2 (Transparent Government, Business Opportunities, and Access) and decide which requires collaboration for success and which can be addressed now by individual governments to aid harbor redevelopment.



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- i. Table A Top Coordination Needs: list based on the level of coordination between governmental entities needed for successful outcomes. Needs are listed in order from “Most Coordination” to “Least Coordination”.
 - Structure – governance (legal) authority or planning commission
 - Upstream stormwater/wastewater management
 - Harbor maintenance
 - Bike trails/universal access
 - Joint planning commission with communications strategy/marketing/signage
 - Water taxis
- ii. Table B Top Coordination Needs: list based on the level of coordination between governmental entities needed for successful outcomes. Needs are listed in order from “Most Coordination” to “Least Coordination”.
 - Harbor Maintenance
 - Signage
 - Storm Water Runoff
 - Watershed Management
 - Multi-modal bike paths
 - Water taxis
- iii. Overall Harbor Redevelopment Issues Requiring Coordination as identified by consensus of retreat participants (See Appendix 3-A for picture of list)⁴
 - Harbor Maintenance
 - Signage
 - Storm water Runoff
 - Watershed Management
 - Multimodal Bike Trails, Paths
 - Water Taxi
 - Waterside Amenities
 - Housing
 - Maritime Trades
 - Business Incubator
 - Event Facilities (Weddings)

Each table was then asked to conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of two priorities. Table A chose Joint Planning Commission and Harbor Maintenance (Figure 6 and Figure 7) and Table B chose Harbor Authority/Governing Body and Marketing Strategy/Communication (Figure 8 and Figure 9). The SWOT analysis included answering the following questions:

- What **Strengths** do our communities (region) have that we could bring to bear on this opportunity?
- What **Weaknesses** should we consider or be aware of?

⁴ Harbor Authority/Governing Body and Joint Planning Commission were viewed by participants as requisite operational strategies and were left of this list.

- What would be the most positive **Outcome** if we were successful in implementing this revitalization opportunity?
- What is the **Threat** if we don't do this (i.e. fail at implementing this revitalization opportunity)?

FIGURE 6: TABLE A SWOT: JOINT PLANNING COMMISSION (APPENDIX 3-B)

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> • Speed of completion • Dealing with existing body members • Engages community and elected officials • Flexibility (individuality) • Community flavor • Narrowly defined scope • Requires elected official support (legitimacy) • Participation • Technical expertise • Expandability 	<ul style="list-style-type: none"> • Annual harbor maintenance management • Platform for tighter coordination and stability of operations/governance • Staffing
<u>Weaknesses</u>	<u>Threats</u>
<ul style="list-style-type: none"> • No legal capacity to fund or do development • Requires elected official support (3 municipalities) • Depends on capacity building • Jurisdictions 	<ul style="list-style-type: none"> • Don't make it a county function (easy to pass the buck) • Long inactivity causes communications breakdown • Relationship-building needed • Politics

FIGURE 7: TABLE A SWOT: HARBOR MAINTENANCE (APPENDIX 3-C)

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> • Experience • Federal commercial harbor designation • Good relationship with USACE • Federal legislative support • Support of shipping & boaters • Charter tours 	<ul style="list-style-type: none"> • Job creation • Consistency in funding & revenue • Capital & environmental reinvestment • Accountability – leadership engaged
<u>Weaknesses</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Lack of a management body sponsoring and maintaining dredging • Money – long-term • Ongoing collaboration between 3 municipalities 	<ul style="list-style-type: none"> • Inconsistent funding • Loss of recreation & shipping • Complacency • Loss of quality <p>Economy</p>

FIGURE 8: TABLE B SWOT: COMMUNICATIONS STRATEGY/MARKETING/SIGNAGE (APPENDIX 3-D)

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> • Dialogue not monologue • Raising profile of harbor – sales pitch and increase attraction • Public ownership and increased buy-in • Community identity reinforced 	<ul style="list-style-type: none"> • Increased investment and attraction • Increased tourism • Increased residential home values and tax base • Increased grant opportunities
<u>Weaknesses</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Investment costs money • Lack of cooperation and joint agreement • Lacks durability (needs to be updated) • Potential conflict (perceived as competing with other areas and attractions) • Increased taxes 	<ul style="list-style-type: none"> • Lack of identity • No community awareness or tourist awareness • Lost opportunities – customers, investment, business

FIGURE 9: TABLE B SWOT: AUTHORITY/GOVERNING BODY (APPENDIX 3-E)

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> • Experience & knowledge • Drives vision/plan independently • Previous success • Durable • Provides specificity & efficiency (legal & financial) • Funding 	<ul style="list-style-type: none"> • Progress in harbor – plan realized • Regional economic success • Harmony between jurisdictions • Staffing/expertise • Increased opportunities for equity, inclusion, and equality in decision-making
<u>Weaknesses</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Some loss of control/compromise required by each jurisdiction • Legal difficulty to create • Time intensive • Infighting & gridlock • Benefits are not always equal/equitable 	<ul style="list-style-type: none"> • Loss of economic opportunity • Projects & progress stalled • Reactive instead if proactive (ex. Dredging) • Impaired capacity for joint action (ex. Funding)

Goal 4: Implementing

Desired Outcome: Brainstorm strategies for advancing collaborative goals and priorities and maintaining open communication.

Participants were asked to consider the SWOT analysis and use the results of the Goal 3 ranking exercise to identify a prospective timeline of implementation of harbor redevelopment needs requiring coordination (Appendix 3-A).

Each participant was given a “Post-It” note representing each of the eleven needs and asked to assign each to a specific timeframe for implementation - Short Term (less than 1 year), Mid-Range (2-4 years) and Long Range (5+ years) goals. Please see Appendix 4 for actual rankings by retreat participants. Post-it notes are numbered to reflect corresponding harbor redevelopment issue highlighted in Goal 3 (Appendix 3-A). Figure 10, below, provides a summary of the results⁵.

FIGURE 10: COORDINATION NEEDS TIMEFRAME OF HARBOR REDEVELOPMENT PROJECTS IN ORDER TO SUCCESSFULLY REVITALIZE HARBOR AND SURROUNDING COMMUNITIES.

<u>Needs in Order of Required Coordination</u>	<u>Short (1year)</u>	<u>Mid (2-4years)</u>	<u>Long (>5years)</u>
<u>Harbor Maintenance</u>	8	0	0
<u>Signage</u>	3	5	0
<u>Stormwater Runoff</u>	1	2	4
<u>Watershed Management</u>	1	1	5
<u>Multi-modal Transportation</u>	1	6	0
<u>Water Taxi</u>	1	1	1
<u>Waterside Amenities</u>	4	5	0
<u>Housing</u>	2	7	1
<u>Maritime Trades</u>	0	4	4
<u>Business Incubator</u>	0	2	6
<u>Wedding & Event Facilities</u>	0	3	4

Goal 5: Maintaining

Desired Outcome: Determine governance and operational strategies to advance goals, foster community relationships, and maintain open communication among community leaders and members.

The final discussion was facilitated by John Egelhaaf and consisted of the following questions for planning the October 23 meeting:

- What does our next conversation look like?
- Who is going to come together to work through these ideas in more detail?

⁵ Not every participant placed a post-it note in each category.

Each participant was also posed with the following final question (Figure 11):

- What is the one thing you are going to do based on today's discussion to move the collective vision forward?

Based on those discussions, the following were identified as priority tasks:

- Research existing laws for a new body (Dan Fette)
- Update each municipal government on project progress
 - Need for outreach to put the final presentation in the context of the two years of work that went into developing it, particularly for any new commissioners
 - Provide all the materials from the retreat to the commissions and make sure they have an opportunity to weigh in
 - Transparency in communicating about the retreat and to make it very clear to the commissioners that their opinions are being sought on final materials.
- Harbor Conservancy is the venue for the next meeting
 - Opportunity for public awareness and prepare for what is to come (findings of the project)
 - Timeline for implementation
 - Concepts – public rollout
 - Ideas to formulate execution

FIGURE 11: INDIVIDUAL TAKEAWAYS

Mike Garey	<ul style="list-style-type: none"> • Form a Best Practices Committee • Ask for community & multi-jurisdictional support (advocacy)
Dan Fette	<ul style="list-style-type: none"> • research for next meeting on authority and JPC • Meet with county officials on project
Rich Hensel	<ul style="list-style-type: none"> • Brief DDA on progress (resolution) • Discuss potential areas (if available) for TIF w/ Dan Fette
Ellis Mitchell	<ul style="list-style-type: none"> • Educate other Benton Harbor council members on today's workshop. • Vouch for its validity
Jonathan Fiske	<ul style="list-style-type: none"> • Share with Benton Harbor Township Trustees & planning commission
Lee Reed	<ul style="list-style-type: none"> • Share with Benton Harbor planning commission • Seek to insert formal documents into master plan
Denise Cook	<ul style="list-style-type: none"> • Share in St. Joseph Township newsletter



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Appendix 2- A

3M
Flip Chart | Tableau à feuilles mobiles | Rotafolio

52 FPM (22 FPM x 20W) (100)
0.45 mm (18 mil) x 6.5mm
Color: Black on white paper 570

INDIVIDUAL	GROUP
<p>TOP 3:</p> <ul style="list-style-type: none">EMPLOYMENTBUSINESS OPP'SPOPULATION - RETAIN + ATTRACTQUALITY OF LIFE ✓✓TRANSPARENT GOVERNANCEEQUALITY + INCLUSION ✓TOURISMRECREATIONCITIZEN AGENCY + EMPOWERMENT	<p>TOP 3:</p> <ul style="list-style-type: none">TRANSPARENT GOVERNANCEPUBLIC ACCESS TO WATER (1)EMPLOYMENTBusiness Opportunities
<p>BOTTOM 3:</p> <ul style="list-style-type: none">CITIZEN AGENCY + EMPOWERMENT ✓COMMUNITY ENGAGEMENTTRANSPARENT GOVTTOURISM ✓POPULATION ✓✓NIMBY'S (NOT IN MY BACKYARD)PUBLIC ACCESS TO WATERRECREATION	<p>BOTTOM 3:</p>



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Appendix 2- B

Exercise #2 - Goal 2

○ = group top 3

<u>Top 3</u>	<u>Bottom 3</u>
QOL	Comm. Engagement
Env. Sus. ✓✓	Citizen Agency ✓ + Empowerment
Business Opps. ✓	Tourism ✓
Transparent Gov.	Public Access H ₂ O
Employment + ✓	Env. Sustain.
Comm Engagement	Recreation ✓
Address Climate Change	Social Networks
Equity + Inclusion	Edu. + Training
	Equity + Inclusion



Appendix 2-C

Transparent Governance	Business Opportunities	Public Access to waterfront
<ul style="list-style-type: none">-Water Taxi-Joint body, permanent<ul style="list-style-type: none">• First point of contact for dev./preservation plans• Combination appointed/elected members from each jurisdiction• Consistent communication-Facilitate public-private Partnerships	<ul style="list-style-type: none">-Water Taxi<ul style="list-style-type: none">↳-Promote + regulate private use of public access to raise revenue for long term support-Pop up vending-Harbor maintenance-Increasing foot traffic-Tours-Weddings	<ul style="list-style-type: none">-Water Taxi-Bike path-Extended arboretum in St. Joseph-Public-private Partnership to ensure access



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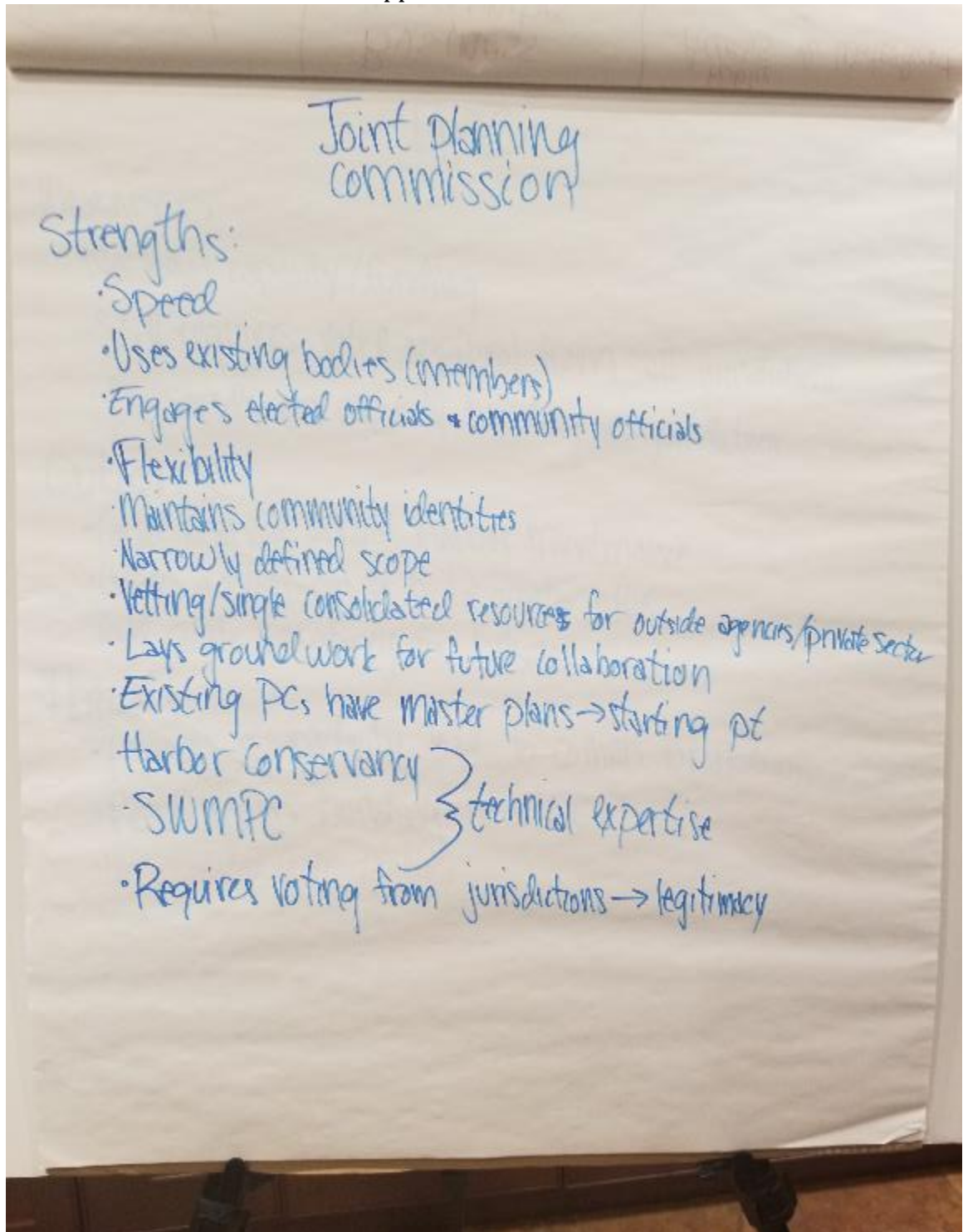
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Appendix 3-A



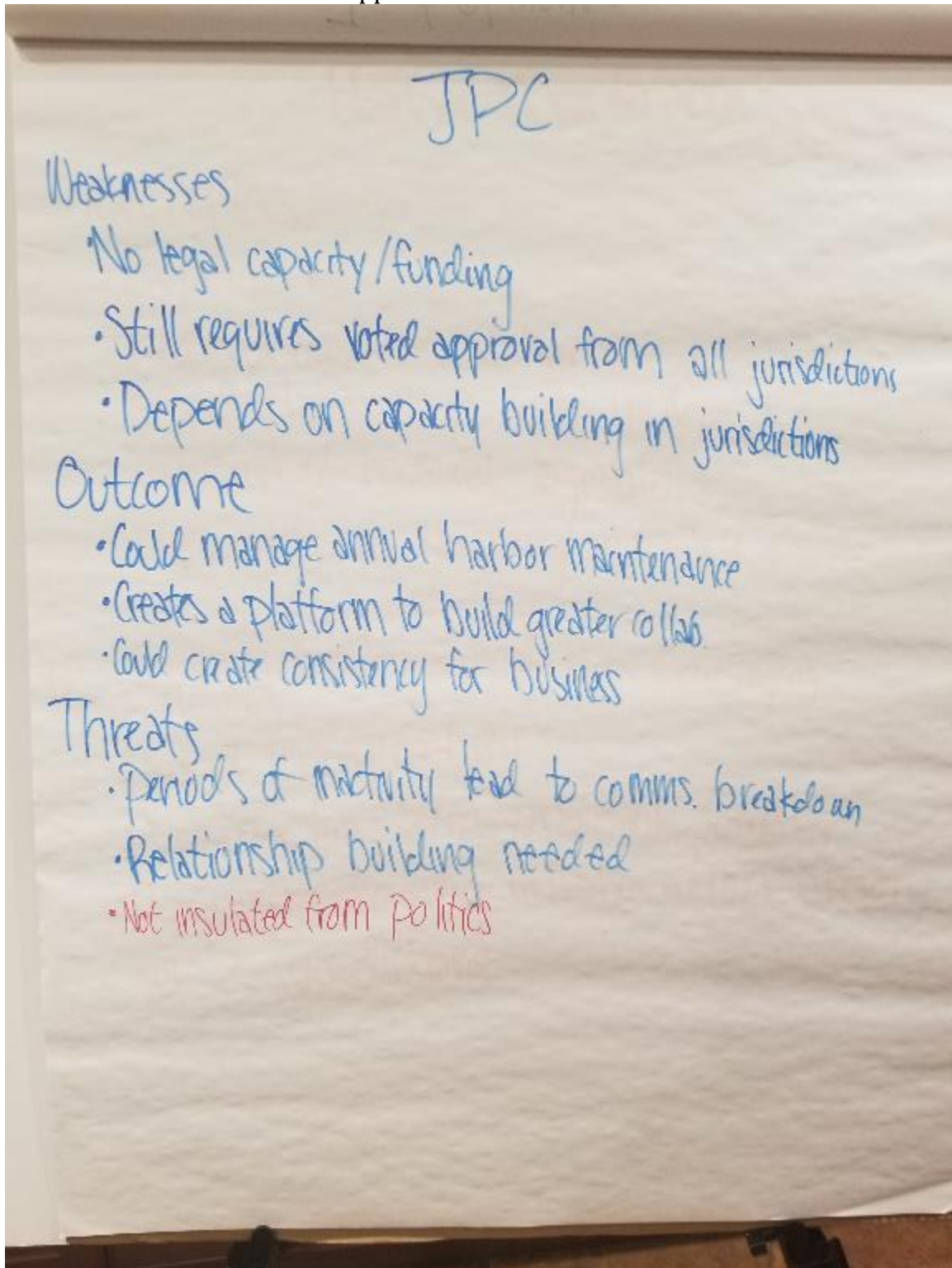


Appendix 3-B



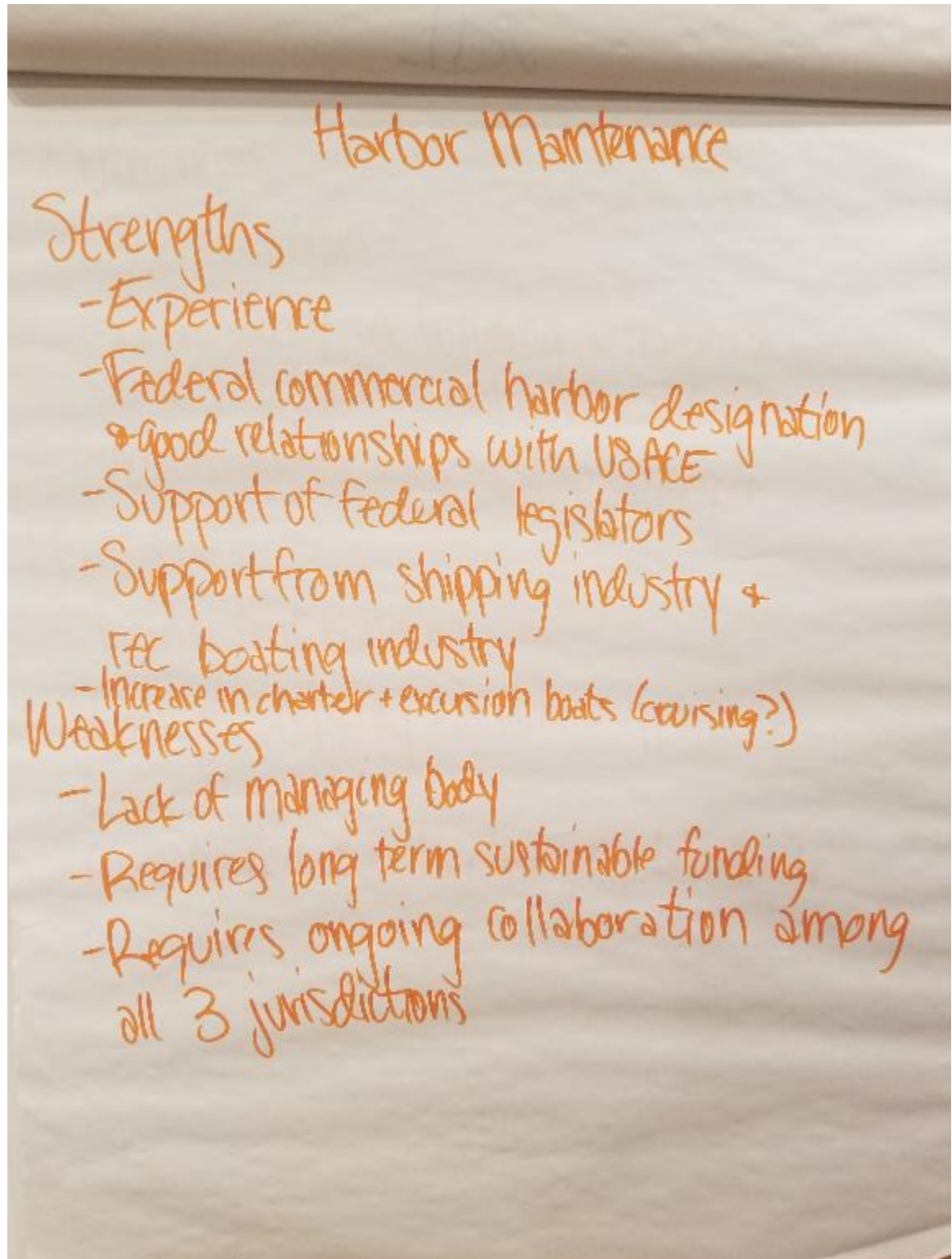


Appendix 3-B Continued





Appendix 3-C





Appendix 3-C Continued

Outcomes

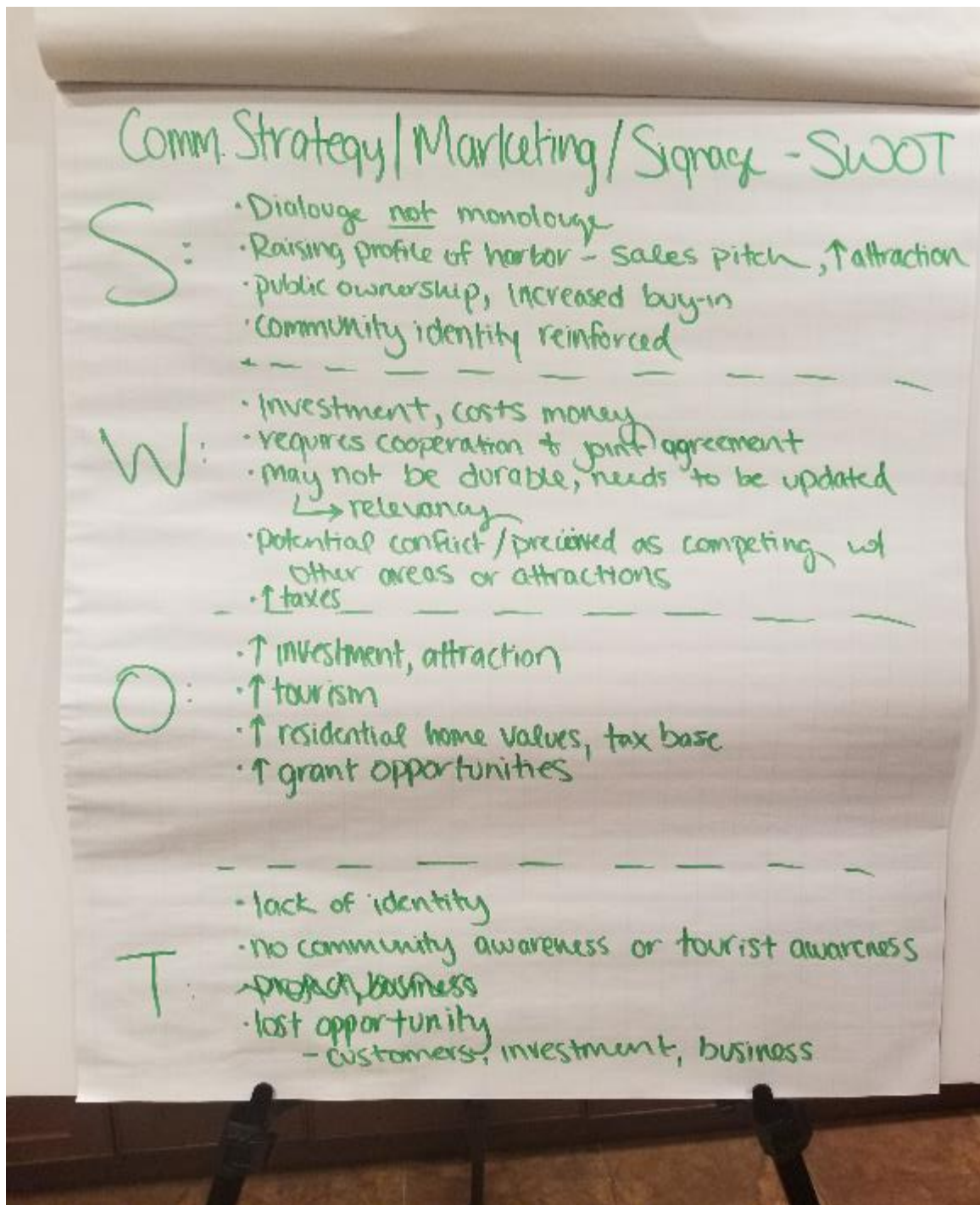
- Job creation
- Consistency in funding & revenue
- Leads to harbor enhancement ~~and~~
- Accountability → leadership emerges

Threats

- Inconsistent funding
- Loss of shipping & recreational opportunities
- Loss of quality
- Complacency due to changing lake levels
- Economics

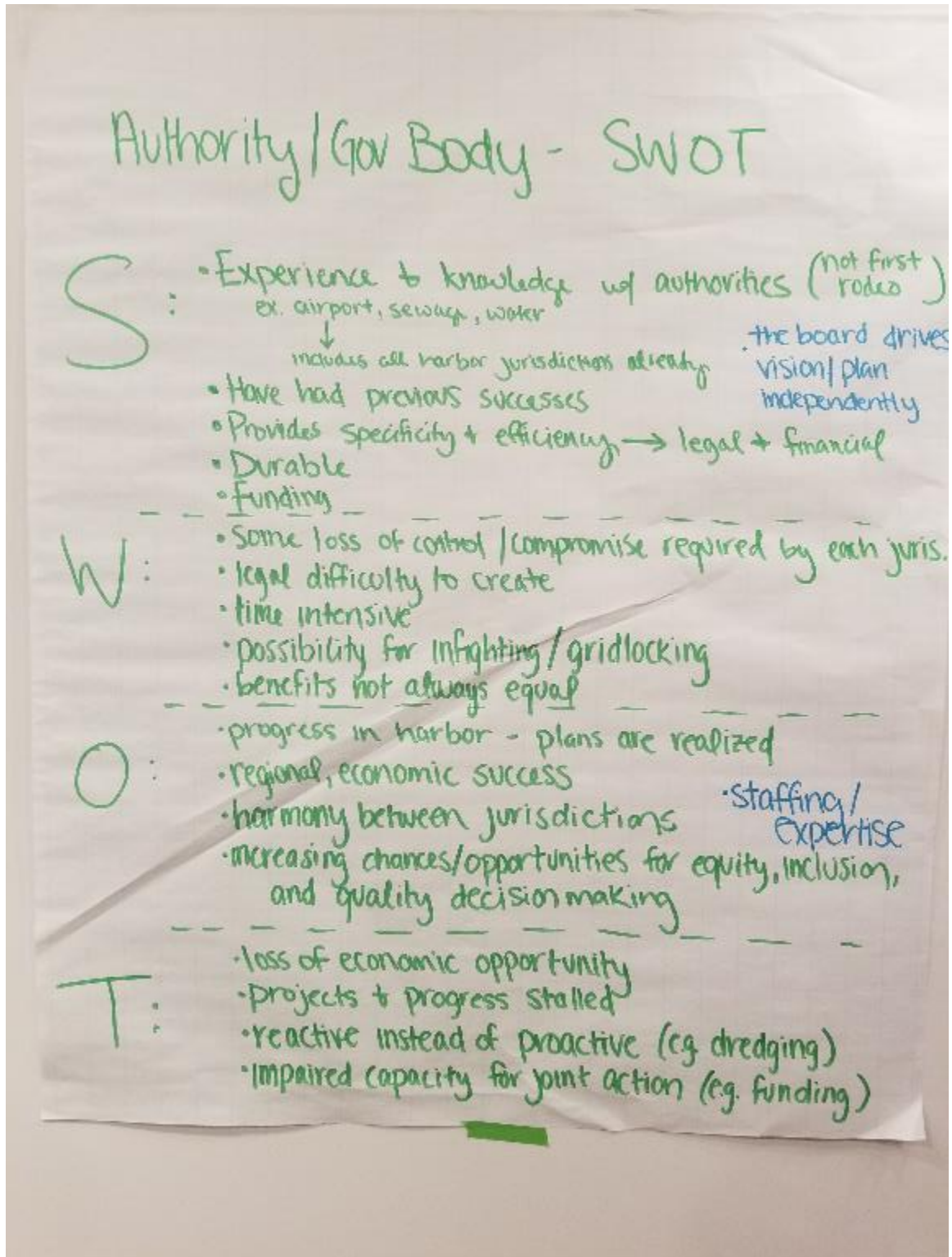


Appendix 3-D



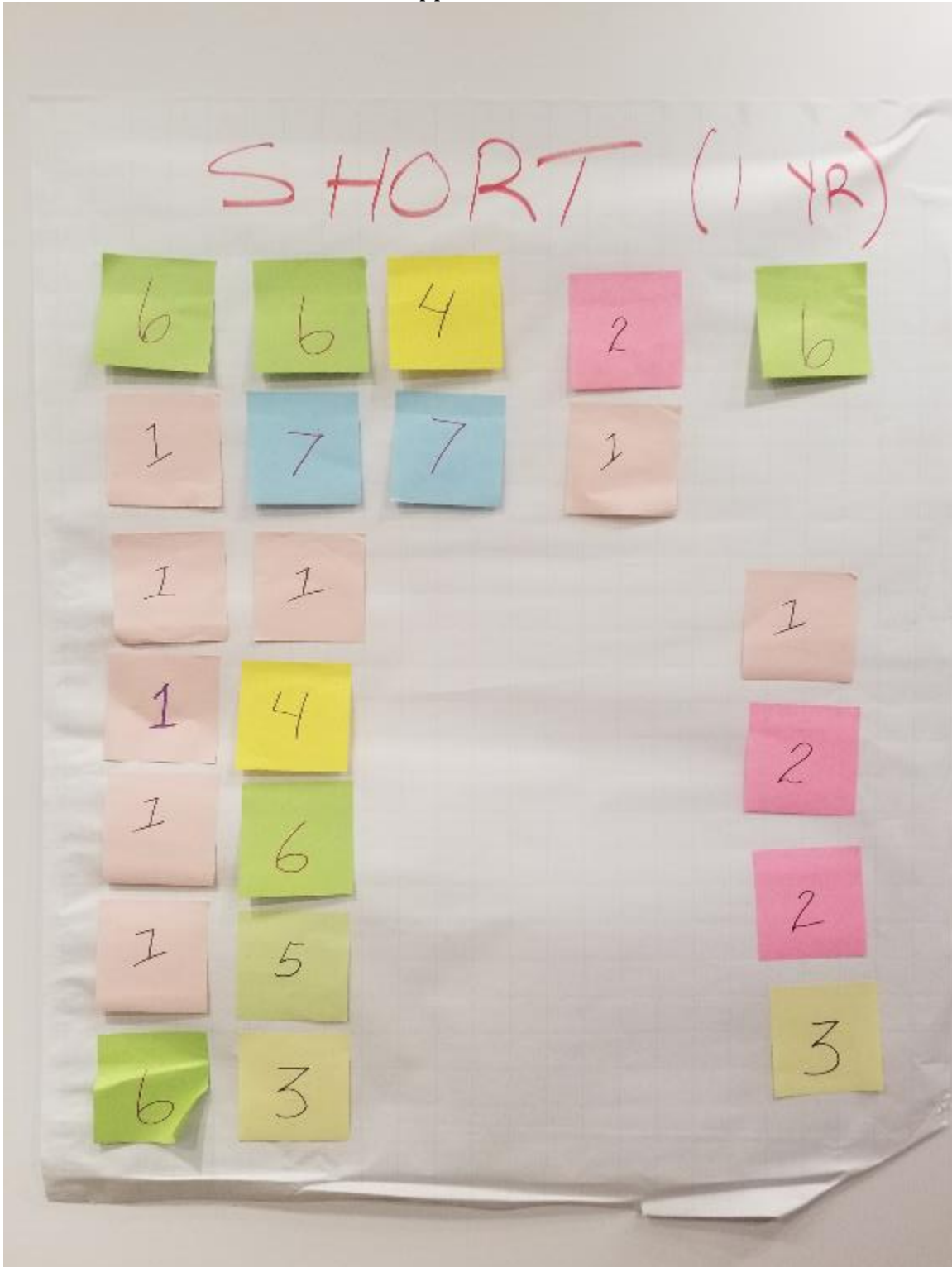


Appendix 3-E





Appendix 4-A

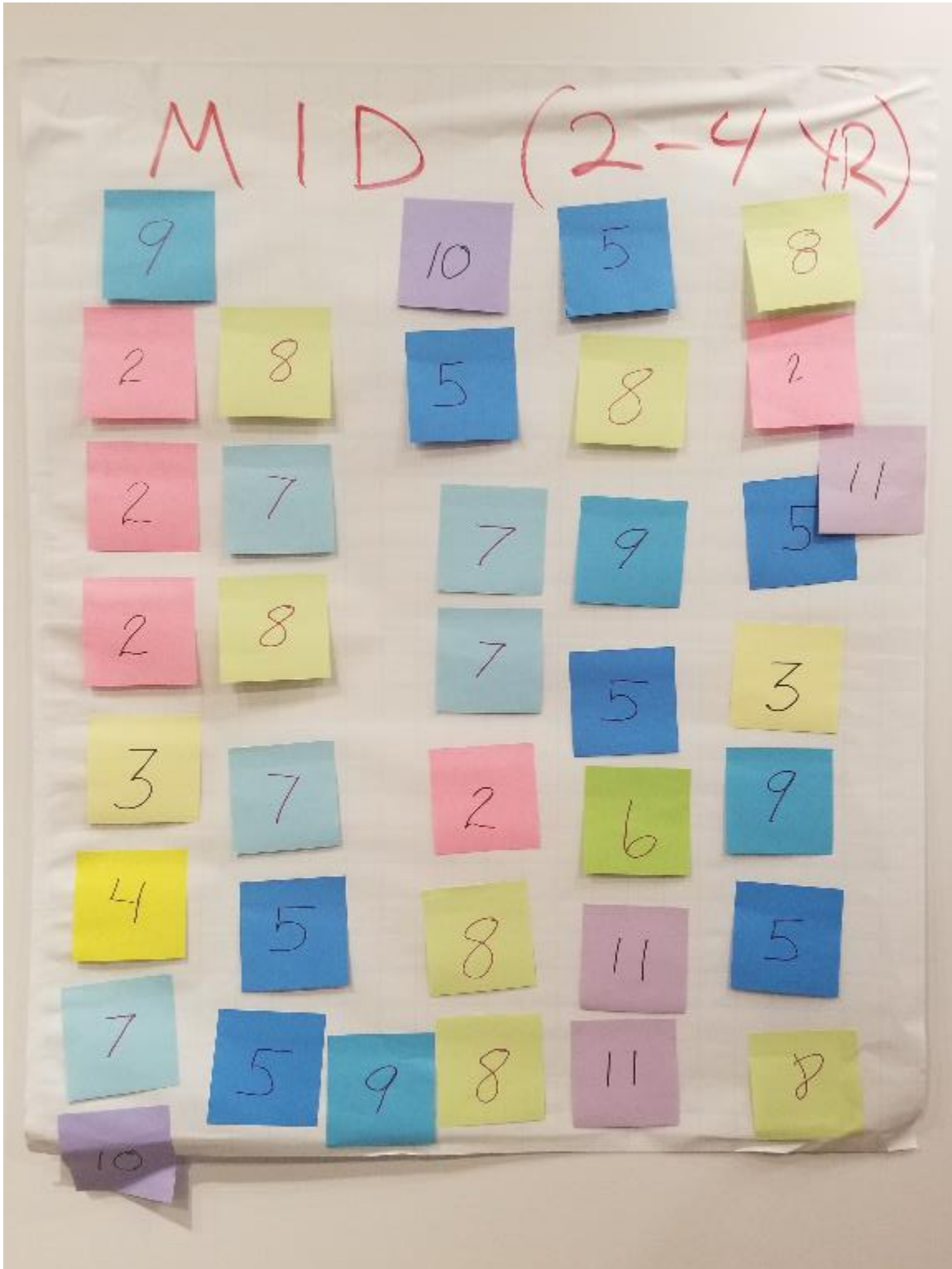




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Appendix 4-B





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Appendix 4-C

