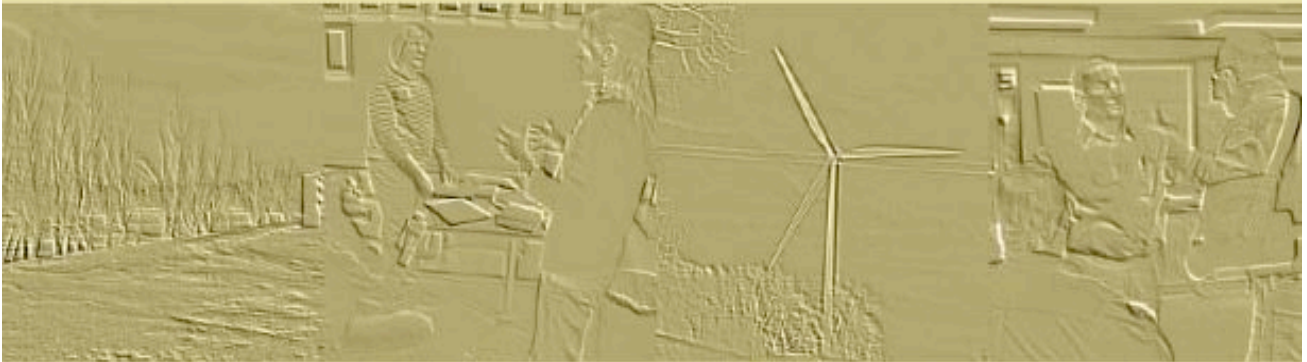


**Facilitation
Final Report**



Morris, MN

February 22, 2008

**Prepared by:
Dovetail Partners, Inc.**

Morris Facilitation Report
Prepared by: Dovetail Partners, Inc.

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Executive Summary

This report summarizes the outcomes of two facilitation meetings held in the community of Morris, Minnesota. The appendices of the report include the complete notes from both meetings. The goal of the meetings was to explore the opportunities for development of the elementary school site in the City of Morris.

The outcomes of the first meeting identified several key resources that are already present and available to support the success of the effort. These factors are referred to as “present” and include possession of the land, existing site infrastructure and services, experienced and creative project partners, a demand for housing, and a track record with green initiatives in the community. Several key resources that would enhance success if they became available were also identified. These factors are referred to as “missing” and included financial resources to support the project, completion of the City Administrative process for the site design and development, education for the community and project partners, definitions for project parameters, and a marketing plan. The first meeting concluded with the prioritization of the leading opportunities from within the list of missing factors. The priorities, in rank order, were identified as:

- City Administrative Process,
- Public Education,
- Green Education for the Project Decision-Makers,
- Funding,
- Defining Green Priorities and Cost Impacts,
- Defining Affordability Goals, and a
- Marketing Plan

The goal of the second meeting was to further refine the “conditions of satisfaction” related to the priorities identified at the first meeting. This process helps to articulate the specific interests of the participants in order to gain their commitment to the project going forward. This process also helps identify measures of success and benchmarks for the effort.

The group identified conditions of satisfaction related to the priority of “Green Education for the Project Decision-Makers.” These discussions included a desire to have education that is technical, considerate of design, non-jargon laden, visually appealing, based on research, inclusive of cost details, and inclusive of various alternative options. Participants also expressed interest in traveling to visit demonstration sites, having an introductory workshop that is small and intimate, and also having other events that are in public venues with multiple presenters and a group of up to 50 people.

In relation to the priority of “Public Education” the conditions of satisfaction included offering a large and compelling public invitation, considering an “Expo” approach, including financial details, and opportunities for what people can do in their own homes. The discussion also included an expectation that public education would be a long-term commitment in the community and that education would involve contractors, vendors, suppliers, and utility companies.

The final priority that was explored was the “City Administrative Process.” The outcomes of this discussion identified a need for City Council commitment. The participants identified an interest in having a group help pick the design, including consideration of affordability and green design, utilizing a deliberative and intentional design process, developing a multi-year plan, the use of competent individuals and designers, and a timeline for the design to be completed this summer.

To get a sense of the next steps, the second meeting concluded with a brief discussion of what participants would like to see happen with the project within one week, within one month, and within three months. The group’s expectations for the first week included submission of a grant application to support the design process for the project, completion of a meeting about the project with a local banker, the starting of a list of project resources, and the scheduling of another facilitated discussion. Within one month, the group would like to have the City Council entertain a motion to have a work session about the project, the first education event planned for decision-makers, decisions on land uses, and a third facilitation session. At the three month mark, the expectations include having completed at least one education event, having the grant approved, receiving bids to support Council budgeting, establishing a role for the Elementary Reuse Committee, and completing the planning and design work that is needed in advance of the grant.

With these two meetings, the community has explored a constructive conversation about the proposed project. This work builds upon the community dialogues, public input, and other efforts that have been undertaken over the past several years and are part of the development of the project.

Based upon the outcomes of the meetings, Dovetail Partners offers several recommendations that we believe complement the intentions and interests of the group. These recommendations are detailed in the last section of this report and are briefly described as including efforts related to:

- Awareness Raising
- Managing Expectations
- Creating Opportunities for Celebration/Ritual

Introduction and Background

The Morris community, well-known for a focus on sustainability, is in the process of exploring the redevelopment of a centrally located 17-acre site that includes the former elementary school. Project partners have expressed an interest that eco-affordable housing that incorporates green building practices and other sustainability considerations be included in the redevelopment.

Morris has a population of 5,100 and is located in western Minnesota. The community is home to the University of Minnesota, Morris (UMM) and the West Central Research and Outreach Center (ROC). Approximately 40 percent of the energy for the campus is generated by a 230 foot wind turbine run by the ROC, and a new biomass energy facility is

under construction on the campus. The UMM also has plans for a "green dorm" and recently hired a Sustainability Coordinator.

The Morris City Council, acting as the Economic Development Authority, acquired the 17.7 acre elementary school site in May of 2005. Planning efforts undertaken since that time have included exploring the potential to reuse the existing building. A volunteer committee, the Elementary Reuse Committee, completed an extensive public process to establish a redevelopment plan for the site and explored options for preserving and using the existing building. The community has also researched opportunities to provide environmentally-friendly housing at the site that could help meet local housing needs and also serve as a model for other communities. A local housing study concluded that currently 40% of the communities housing stock is rental property and that new homes are needed. The site plan could also include a community park and other uses. A master site plan compiled by the University of Minnesota's Center for Rural Design was completed in August 2006 to determine the feasibility of options based on community needs, available information, and public input.

Since 2006, the Elementary Reuse Committee has also collaborated with Dovetail Partners to identify possibilities for "green" housing development. Dovetail Partners, a non-profit environmental organization based in Minneapolis, has an Eco-Affordable Housing Program that assists rural communities that are interested in green building and the associated benefits. Dovetail's program aims to create environmental awareness, demonstrate the use of housing as an economic development tool for rural communities, and facilitate the process of obtaining and constructing eco-affordable housing so that it may be replicated easily.

In late 2007, the Elementary Reuse Committee felt it had fully explored the options and resources that are available for the project and needed to move forward with a decision-making process. To help the community move forward, Dovetail suggested that a few facilitated meetings might be helpful. The facilitations included key project partners and were held in January 2008. The outcomes of the meetings included identifying the project's current strengths and needs, and areas of greatest opportunity. The discussions also created opportunities to confirm objectives, specify commitments, and identify next steps in the process.

Facilitation Process and Objectives

Diverse opinions and varied perspectives are a potential source of creativity. The ability to incorporate new ideas and a broad array of interests into the solution of complex problems is, therefore, critically important. Achieving this can be difficult. A well-designed formal process can be very helpful for engaging diversity and creating shared vision. There are a variety of formal collaborative processes. Dovetail Partners utilizes a collaborative group process based on the personal conflict resolution research of William S. Stockton, Ph.D, and his Mobius Model^{TM1}.

¹ *The Mobius Model: A Guide for Developing Effective Relationships in Groups, Teams and Organizations*, Demarest, Ph.D. Herdes, Stockton, Ph.D. and Stockton, Ph.D <http://www.mobiusmodel.com/>

There are six basic steps to the collaborative process. These are:

1. *Assessment* of the situation for mutual understanding,
2. Identification of *possibilities*,
3. Group *commitment* to certain possibilities,
4. Development of a plan (*Ability*),
5. Selection of champions (*Responsibility*), and
6. *Evaluation* of progress and/or success.

The emphasis in the collaborative processes is less on the plan portion (steps 4-6) and more on the incorporation of diverse opinions into the assessment, idea creation, and commitment stages (steps 1-3). This emphasis is used to ensure inclusion of differing perspectives in the final plan. Basically, by spending additional time coming to a mutual, shared understanding of the broader needs of the varying groups, new possibilities arise that would not otherwise show up. Thus potential to gain commitment from diverse participants and create a shared vision is achieved.

The vision should be the driving factor behind decision-making, and clear motivating visions lead to exciting and successful projects. Many organizations fail to take the time to articulate a clear vision statement. The rapidly changing field of opportunities requires that organizations adapt to new and more diverse possibilities. Periodically committing a day or two of leadership's time to the vision is vital to ensuring success.

It is common that, if an organization is struggling in a key area (e.g. in quality performance, operational efficiency, sales, or project initiation), the culprit is the organizational vision. So, in general, if the organization is facing major challenges or issues, the first place leadership should look is at the vision. The organization should ask itself the following questions, in the following order:

- Is the vision clear to organizational leadership?
- Is it clear to all partners or stakeholders?
- Do all of the relevant programs support the vision of the organization or do some programs conflict?
- What's missing or needs to be changed to link all activities to a common vision?

To strengthen the project potential in Morris, Dovetail Partners conducted two facilitated discussions.

The discussions included a structured process for identifying the existing strengths, potential gaps, and most viable opportunities for the project. The meetings were held at the Morris Senior Community Center on the evenings of January 23rd and January 30th, 2008. Kathryn Fernholz and Alison Lindburg of Dovetail Partners provided the facilitation services each evening. The report appendices include the full list of meeting participants and complete meeting notes.

At the beginning of each meeting, the rules for the facilitator and the attendees were explained, and each person was asked to identify their reasons for agreeing to participate and attend the meetings. The facilitator outlined an agenda for each evening. On the first evening, attendees were asked to identify what was present and missing in the project. From this information, a list of priorities was identified and ranked according to the group's voting. On the second evening, attendees were asked to discuss their individual conditions of satisfaction for the top priorities, as well as identify what was present and missing for each.

The following report captures the results of those facilitations and offers some additional recommendations.

Summary of Overall Present & Missing

The first meeting identified several key resources that are already present and available to support the success of the effort. These factors are referred to as “present” and include possession of the land, existing site infrastructure and services, experienced and creative project partners, a demand for housing, and a track record with green initiatives in the community. Several key capacities that would enhance success if they became available were also identified. These capacities are referred to as “missing” and include financial resources to support the project, completion of the City Administrative process for the site design and development, education for the community and project partners, definitions for project parameters, and a marketing plan. The complete list of “present” and “missing” factors identified during the first meeting is included in Appendix A.

Summary of Priorities

The first meeting concluded with the prioritization of the leading opportunities from within the list of missing capacities. The priorities, in rank order, were identified as:

- City Administrative Process,
- Public Education,
- Green Education for the Project Decision-Makers,
- Funding,
- Defining Green Priorities and Cost Impacts,
- Defining Affordability Goals, and a
- Marketing Plan

Summary of Conditions of Satisfaction

The goal of the second meeting was to further refine the “conditions of satisfaction” related to the priorities identified at the first meeting. This process helps to articulate the specific interests of the participants in order to gain their commitment to the project going forward. This process also helps identify measures of success and benchmarks for the effort.

The group identified conditions of satisfaction related to the priority of “Green Education for the project decision makers.” These discussions included a desire to have education that is technical, design-oriented, non-jargon laden, visually appealing, based on research, inclusive

of cost details, and inclusive of a number of options. Participants also expressed interest in traveling to visit demonstration sites, having an introductory workshop that is small and intimate, and also having other events that are in public venues with multiple presenters and a group of up to 50 people.

In relation to the priority of “Public Education” the conditions of satisfaction included offering a large and compelling public invitation, considering an “Expo” approach, including financial details, and opportunities for what people can do in their own homes. The discussion also included an expectation that public education would be a long-term commitment in the community and that education would involve contractors, vendors, suppliers, and utility companies.

The final priority that was explored was the “City Administrative Process.” The outcomes of this discussion identified a need for City Council commitment. The participants identified an interest in having a group help pick the design, including consideration of affordability and green design, utilizing a deliberative and intentional design process, developing a multi-year plan, the use of competent individuals and designers, and a timeline for the design to be completed this summer.

To get a sense of the next steps, the second meeting concluded with a brief discussion of what participants would like to see happen with the project within one week, within one month, and within three months. The group’s expectations for the first week included submission of a grant application to support the design process for the project, completion of a meeting about the project with a local banker, the starting of a list of project resources, and the scheduling of another facilitated discussion. Within one month, the group would like to have the City Council entertain a motion to have a work session about the project, the first education event planned for decision-makers, decisions on land uses, and a third facilitation session. At the three month mark, the expectations include having completed at least one education event, having the grant approved, receiving bids to support Council budgeting, establishing a role for the Elementary Reuse Committee, and completing the planning and design work that is needed in advance of the grant.

Recommendations

This report includes the priorities and action steps identified by the discussion participants. These directions from the group are important and key information for planning the project’s development. In addition, based on a review of the process and outcomes, three areas of consideration are offered, including opportunities for raising awareness, managing expectations, and incorporating celebration.

Awareness Raising

A recurring theme in the group discussions was related to education. The group identified a need for the project decision-makers to engage in an education process and for the community to also commit to a long-term public education initiative. Both of these needs relate to a recommendation for general project “awareness-raising.” Given the multi-year

history of the project to-date, there appears to be a general level of community awareness. However, it appears that this awareness may be inconsistent among various stakeholders and that some strategic opportunities to engage the public could be explored further. It is recommended that the project decision-makers engage in the education priorities that have been identified and that a focus on strategic awareness building be included in the activities.

Considerations could include identifying:

- Mediums for raising awareness (i.e., websites, newspapers, organizational newsletters, public forums);
- Messages to deliver (i.e., green design principles, public engagement goals, project development process);
- Partners to develop and deliver messages and to access the communication tools (i.e., newspaper and newsletter editors, educators, community civic groups); and
- Measures of success for confirming that education and awareness-raising is being effective (i.e., public survey, online discussion board comments, attendance at events)

Expectation Management

Closely related to the awareness building consideration is the opportunity to address managing project-related expectations. Given the potential complexity and anticipated length of the proposed project, there is a reasonable likelihood that the project decision-makers and partners will need to repeatedly address questions and concerns about the project. To help proactively address the potential questions and to constructively engage stakeholders, the recommendation is that the project partners engage in developing a clear timeline and milestones related to the project. This information should be designed to help stakeholders track the project development and understand what steps have been completed, what steps are anticipated next, where they can contribute, and what can be expected along the way. This information could be communicated to the public through the awareness building process and used throughout the project to monitor progress and help stakeholders understand the project's development.

Element of Celebration/Ritual

This project includes several characteristics that make it significant to the community and a range of stakeholders. Given the size of the re-development site, its central and highly visible location, and the inclusion of the former elementary school, many stakeholders have a deep and personal interest in this project. The level of community attachment creates the need and opportunity for the project organizers to consider creating an element of celebration and ritual. In essence, to some degree the community needs to complete a “grieving process” in regards to the historic use of the site and the changes that the project will bring. There is also the opportunity to memorialize and celebrate a significant project that highlights the future and continued success of the community. Examples of elements of celebration could include a student and/or former-teacher reunion event, working with a photography or archivist to capture images and stories about the site, and planning public ribbon cutting and ground breaking ceremonies as the project moves forward.

Appendix A

Morris Facilitation - January 23, 2008

Participants

23-Jan-08

Blaine Hill	City Manager	320-589-3141	blaine_hill@ci.morris.mn.us
Jeff Miller	City Council	320-589-1832	jeff13@yahoo.com
Bill Storck	City Council	320-585-5318	
Sue Granger	Elementary Reuse Committee	320-589-3846	gemres@info-link.net
Margaret Kuchenreuth		320-589-2512	kuchenma@morris.umn.edu
Corinne S. Kirk		320-589-7672	rkirk@wildblue.net
Melanie Fohl	HRA Elementary Reuse Committee, neighbour	320-589-3142	melanie@ci.morris.mn.us
Nancy Barbour	Taught at school, on Elementary Reuse Committee, Morriss	320-585-9010	barbour@fedtel.net
Laura & Tom Carrington	Area School Board Center for Small	320-589-1999	lcarring@info-link.net
David Fluegel	Towns Economic	320-589-2903	fluegel@morris.umn.edu
Michael Haynes	Development Elementary Reuse Committee	320-585-2609	sceic@hometownsolutions.net
Sue Dieter	University of Morris	320-589-2525	morrqm@info-link.net
Troy Goodnough	Sustainability	320-585-5237	good0044@morris.umn.edu
Katie Fernholz	Dovetail Partners	612-333-0430	katie@dovetailinc.org
Alison Lindburg	Dovetail Partners	612-333-0430	alison@dovetailinc.org

Notes on Introductions from Participants

Mike: I think we have talked about it long enough and the building needs to come down. It should be a place for employees to live. My agenda is to get it developed and on the tax rolls.

Sue G.: I worked with the Elementary Re-Use Committee and we looked at all the possibilities. It was a public process for determining the future and the site as an asset.

Blaine: As City Manager I see the project as an administrative function, and I see the technical things that need to be taken care of. I have experience with development. There is value in the land, and the site is waiting to be molded. I am excited about 17 acres of prime property.

Laura: I personally have sentimental attachment to the building and the site. I taught for 30 years at the school and have seven years of experience on the school board, also involved

with the Re-Use Committee and the Preservation Alliance of Minnesota. I am interested in preserving the building, the historic parts and the site. I think the courthouse needs space and could be a possibility. It seems there is always some louder voice.

Tom: Here to listen and learn.

Troy: I am the Campus Sustainability Coordinator. I think there is an opportunity to be a model green community that means we are talking about beauty and saving money and being responsible and self-reliant. It's not just about being treehuggers, but sustainability on the prairie.

David: I am with the Center for Small towns and grew up in Stevens County. There are relationships and connections that can help the project and it can be an example of green use. The project can be high-efficiency and comfortable. There are partners at the Soils Lab, UMM, and the new County Stewardship Initiative.

Corinne: I am involved with the "Design Morris Initiative" and with saving the elementary school landmark. Morris doesn't have another building like it, and there has been 2 years of work trying to figure out a way to reuse it. Now I am interested in figuring out the best use of the 17 acres and the possibilities for the community, creating public space, and housing.

Nancy: I am on the Elementary School Re-Use Committee and a neighbor to the property.

Margaret: Conservation Biologist, UMM. I am on the Morris Planning Commission and I am interested in the information about the project and want to stay informed, see the issues addressed, and get input. There is also the issue of global climate change and we need to respond to this personally and as a society. There is the opportunity for Morris to be a model and for citizens to live in green design and for others to incorporate the ideas into their homes. I've recently remodeled my own home and did everything I could with energy-efficiency and making it a beautiful design. It was a positive experience, and I have gotten great feedback and there is interest generated.

Melanie: HRA Director experienced with managing public housing, home care, and the housing needs of the elderly. I am interested in seeing a better job done with universal design and access considerations. I know the rental property and licensing process and the associated concerns that also impact the availability of housing for families in Morris. Experience with grants and the housing study. I am interested in the project's communication and sharing information.

Jeff: I went to school at the elementary school and am ready to see things happen. The project can look at innovative water run-off management, holding ponds and using rock so that it is more attractive. Need to try to change, and it is an exciting project that we can mold and be proud of.

Bill: Retired from the City of Morris Public Works. I commend the Re-Use Team and have asked myself how the elementary school could be useable? I am excited about this project.

Want to make sure we don't just build a bunch of homes. Want to see something different, a model and a place that people want to get into.

Sue D.: It seems like forever. A bit heartbroken over the lack of money for redevelopment. We have 17 acres to do something interesting and worthwhile. The gathering of the minds is an indication of the potential.

What is "Present"?

What about the project attracts you and what existing resources, capacities, etc. can be built upon?

- Have the land
- Own it; can do whatever we want
- 4 roads around it with water, sewer, curb and gutter
- Can build and sell immediately
- Liability and cost impacts for adjacent landowners
- Economic impacts of assessment to pay for tear-down
- Easier than annexation
- Location next to school, RFC, downtown
- Church cemetery issues
- Have a City Manager with experience and interest in development process
- Raw palette for public space, mixed use, city gov't center
- Possible uses aren't limited by location
- Beautiful property with trees, residential setting, etc.
- Have a hill (topography)
- Examples of other model communities (Disney example: Celebration, Florida, http://en.wikipedia.org/wiki/Celebration,_Florida)
- Financial potential to generate revenue for other projects
- Demand for affordable housing
- Old houses in town
- Opportunity for mixed use housing for community growth
- Retired farmers to move to town
- Variety of housing demands
- Diverse rental demand; not just for students
- Lots of creative people of all kinds (UMM staff, Soils Lab technology, students, community members who are willing to try things)
- Public meetings and input for vetting the plan
- Have designers identified (landscape architects)
- Need for balanced homeowner covenants
- Progressive people
- Wind turbine, biomass, and green initiatives to fit into housing
- Rising energy costs (makes resources available for alternatives)
- Gov't programs for energy efficient programs
- Opportunity for Morris to be a demonstrate site for a "systematic approach"
- State and Federal financing potentials
- 3 step process: demolish building, City money for development, Architect
- We're not sitting here doing nothing
- Things are already in process

- We have the elementary school
- History of cooperation
- We are in the boonies and so we're desperate, motivated and not distracted
- It is a centrally located property that is near the hospital, schools, and inter-generational needs (nothing they can't get to)
- Retired people are moving to Morris (teachers, etc)
- People choose Morris for assets (i.e., University)
- Close to outdoor recreation (5 minute bike ride and you are out of town)
- We have momentum going
- Green residence hall and possibility of a second wind turbine
- We have Dovetail
- Opportunities for educational research at the site.
- Federal representatives support the project
- Gov's proposal to fund green technology in housing
- Alternative Energy Commission money for projects
- Need to grow and so need to have people and they want amenities
- Morris is a regional job center for growth
- State green building programs, LEED-ND
- Small business heating assistance program from USDA Rural Development that may also be available for rental properties?
- Solar Skies in Starbuck
- Geothermal provider in Appleton
- First Federal, Bremer Bank
- Lots of Minnesota companies with alternative materials
- Architect from Margaret's house and contractor
- Ray at the lumberyard is really good
- University is planning 3 conferences: 2008 – focus on local united of gov't . K-12, energy, local food and fuel; 2009 – international energy summit; 2010 – Morris as a destination for model alternative energy (scalable projects)
- Retiring population
- Riley Brothers developers
- MPCA grant application approved by City Council to pay for landscape architect
- County still interested in building
- People are willing to participate in community-based projects
- Design Team Effort/Master Plan
- List of accomplishments
- City administration and development process can be handed off if developer agrees
- New models of cooperative living for green building and shared living approaches
- Can do project in phases due to the size of the site
- Plan B: if no funding, do it ourselves
- Project can start with building still there
- People are assuming the building will be reused
- City competing with developers
- Citizens currently focused on building at the site
- Property owners/rental property managers say we don't need the project
- Contractors are hungry

- Newspaper coverage of project
- Green housing is confusing to residents

What is “Missing”?

What does the project lack or need to develop to be more attractive to you and to ensure success?

- Design and a Plat – then we can start
- \$800,000 to demolish building
- \$23,000 in grant application for Planning and Design process
- \$5,000 for the plat
- Architects
- Visionary developer
- Sale conditions that guide development (need covenants, incentives?)
- Complete Zoning and Planning Commission process
- Developer who sees potential of project as “feather in their cap”
- Suppliers for certain things like dual-flush toilets, inline water heaters, energy-efficient washers and dryers
- Have some architect contacts and ideas but their experience is at a different scale
- People to buy homes who understand energy saving benefits and commitment to maintain green features
- Keeping it affordable
- Reliable green technology
- Revenue for taking down the building
- Homes for people to move to Morris
- Owner for rental properties (private developers?)
- Tax abatements for homeowners
- Incentives/support for a variety of potential owners
- Public education
- Marketing plan
- Purchase agreements
- Lot prices
- Good view to the north along 7th street
- Rezoning for Highway Business adjacent land use
- Direction from Planning commission
- Education to maintain, repair, sell new technologies (service contracts)
- Engaged officials, non-local to access state and federal dollars
- Public dollars to ensure affordability
- Definition of affordability for community
- Lenders to cooperate
- Bankers to participate in first time loans
- Models of other communities with green development design
- Realtor with reasonable fees and interest in project
- \$10 million to tear down old homes
- Homes that capture imagination
- Carbon tax
- Publicly engaged officials

- Outdoor swimming pool
- Large employers as partners; untapped project resource
- Definition of green priorities and cost impacts
- Model for selling homes (spec homes?)
- City covenants for building homes
- Integration of committee with larger expertise; need higher level of expertise beyond committee
- Money for improvements
- Do “success” first, have patience and faith
- Intentional way to bring along and educate citizens and community about the project as an investment
- Newspaper coverage of green development ideas
- Webpage for the project
- City plans in the newspaper and on the radio
- Informed City Council that is talking about it
- County paying for the demolition

Priorities

From the themes drawn from the list of “missings”, where should the project focus in the next 6 months to ensure success?

1) City Administrative Process (14 votes)

- design & plat
- zoning
- project management
- covenant development
- coordination with planning commission
- city council

2) Public Education (8 votes)

3) Green Education for project decision makers (6 votes)

3) Funding (6 votes)

4) Defining green priorities and cost impacts (5 votes)

5) Defining affordability goals of project (2 votes)

6) Marketing plan for people to buy homes (1 vote)

7) Development of supplier list, contractors, developers, architects, etc. (0 votes)

Next Steps: Defining Conditions of Satisfaction for the top 3 priorities at a meeting on January 30th.

Appendix B

Morris Facilitation - January 30, 2008

Participants

30-Jan-08

Blaine Hill	City Manager	320-589-3141	blaine_hill@ci.morris.mn.us
Jeff Miller	City Council	320-589-1832	jeff13@yahoo.com
Bill Storck	City Council	320-585-5318	
Sue Granger	Elementary Reuse Committee	320-589-3846	gemres@info-link.net
Margaret Kuchenreuth		320-589-2512	kuchenma@morris.umn.edu
Corinne S. Kirk		320-589-7672	rckirk@wildblue.net
Melanie Fohl	HRA Elementary Reuse Committee, neighbour	320-589-3142	melanie@ci.morris.mn.us
Nancy Barbour	Taught at school, on Elementary Reuse Committee, Morriss	320-585-9010	barbour@fedtel.net
Laura Carrington	Area School Board Center for Small	320-589-1999	lcarrington@info-link.net
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Sue Dieter	University of Morris	320-589-2525	morrqm@info-link.net
Troy Goodnough	Sustainability	320-585-5237	good0044@morris.umn.edu
Katie Fernholz	Dovetail Partners	612-333-0430	katie@dovetailinc.org
Alison Lindburg	Dovetail Partners	612-333-0430	alison@dovetailinc.org

Welcome and Check-in

What brought you back this week and how are you feeling?

Sue D: Here because we were told to come back. I am excited by last week and the momentum.

Corinne: I am excited by the City Council Member participation and cooperating. I want to make sure the community doesn't see any reasonable reuses for the building because when it is gone it's gone.

Margaret: I am happy with the progress and as the chair of the Planning Commission I am a decision maker who needs green education. I think Priority #3 (Green Education for Decision-makers) should be Priority #1. I am not sure there is a mandate for the City.

Melanie: I think last time was constructive. I want #3 (Green Education for Decision-makers) before #2 (Public Education). Also need to recognize that #1 (City Administrative Process) is a long process that won't happen quickly and is a lot of work.

David: I appreciate starting on a path. It is a good direction and there is movement.

Troy: We can have a model green community, not just something for the east and west coasts. It is going to increase property values. It is going to be cool.

Nancy: I'm here because I was supposed to bring treats. I am pleased with last week and excited this week.

Laura: I am back because I want to do right for the community and am here to add a voice.

Blaine: I am interested in working. This week I pulled out the 3-ring binders with the plan for the property, which already had a lot of work put into it, and realized that the project may be going in a different direction. The binder has lots of property information. The Design Minnesota Team Plan leans more toward what we're looking for – no cemetery, smaller park, and more residential. There is a lot of public input already The City Council is a decision point and needs to weigh-in, on the demolition, on the cemetery, or it's going to be more difficult down the road.

Sue G.: I agree with the other statements and great notes from last week's meeting. It's going to be lots of work and we need the council on top, more green education, that needs to be the higher. For the last couple weeks I have been spending half my time writing the grant. I am concerned about the amount of work and previous efforts and council support. Education is a higher priority. We need models to make decisions. There is a good vision, but how widely held is it and are the decision-makers informed? The Design Team recommendations led to the study and now we are looking at revising the design.

(Jeff Miller and Bill Storck are at City Council Meeting and arriving at 8:30pm)

Priority #3: Green Education for Project Decision-Makers

What is "Present"?

What is available to support the success of this activity?

- Understanding of green as part of development and its relevance
- Multiple perspectives for property
- Have good government team
- Have University education system
- Visible examples of green in the community already (Ethanol, wind turbine)
- Meeting spaces
- Interest in property
- Project planning commission and city council receptive to green and manufacturers
- Scientific people
- Consultants to help
- Interested and concerned community members
- Green as a hot topic, not just in Morris
- Considered a green site already A 'green' site with lots of space and an existing building
- Skepticism and exhaustion about the project/mixed views and multiple perspectives

What is “Missing”?

What is currently not available that would enhance success if it were to become available?

- Indication from City as owner on “why bother” doing something more
- If all track homes it will be a failure
- Is the City Council progressive enough and enthusiastic?
- Do we have time and energy among competing priorities to become educated?
- Experts need to truly work with practical uses of green and not theoretical ideas
- Need plan and list of decision makers
- Consensus on defining green and local models of success

Conditions of Satisfaction

What conditions or characteristics of a “green education” activity would need to be present to meet your expectations?

- Technical things
- Time to learn things
- Definition of green
- Any new housing changes community and how does that fit?
- Time is a resource
- Design considerations: Row houses vs. Nice and Form vs. Function and considering buyer interests
- Clear decision makers and defining relationships
- Concern about getting educators to travel to Morris
- Multiple events
- Non-jargon and understandable speakers
- Most of us should be there to hear the same thing at the same time
- Very visual
- Multiple alternative products (insulation, heating options, etc)
- Options to choose from
- Presentations from 1,000 Friends of Minnesota; have a preservation organization look at the project
- Architects, Designers offering services
- Not vested interest in selling
- Avoid superficial education
- Avoid skewed info
- Research based info
- Financial info to demonstrate affordability of green
- Present Principles of green design
- Generate enthusiasm and strong support as “best way”
- Intimate meeting to start with, time for questions and answers
- Public venue at auditorium with 1 or more presenters
- Visit to a site; demonstration house, neighborhood, and hands-on
- Work session outside of regular City Council meeting time – information gathering (no media) to happen before decision-making
- On-going access to the educator(s)
- Ed Bagley, Jr.
- 1st part a “counseling” session to “relax” the group and stay open

- Summarize pros, cons, and costs by showing financial spreadsheets of traditional vs. green buildings
- Meeting that shows that it's not "green" but "responsible"
- Event at Soils Lab, conference room with 50 person capacity
- In a comfortable place
- Decision makers are a group of less than 50 people
- LHB Architect team did an event with examples and created a competition of teams to see different materials and to create a plan with trade-offs in cost and green practices. Excellent education, forced prioritizing green practices within a fixed budget. Should not be the first workshop – could be the 2nd or 3rd.
- First event should be an introductory workshop
- Have the challenge of the complexity of the "green community" concept – not just a single house
- Get away for 2 days, retreat to concentrate
- Travel to demonstration site
- Learn about how to create a demonstration site

Priority #2: Public Education

What is "Present"?

What is available to support the success of this activity?

- Many venues – newspaper, radio, library, etc.
- Good educators and speakers in community
- Smart residents
- Local interested businesses
- Pride and enthusiasm about green efforts (i.e., wind turbine)
- Access to local experts (Greg Cuomo)
- Good service club system, lobbies for displays – small enough community to be able to reach people
- Technology skills and equipment
- Population desires information
- Like to discuss and want to know
- Skepticism and self-interest
- On-going green initiatives in the community
- Track record of turn out for events
- Scattered bits of information (lacking organization)
- People upset about high energy costs

What is "Missing"?

What is currently not available that would enhance success if it were to become available?

- Plan to reach critical number or ALL (not just a few)
- Need to be practical and include information about costs and benefits
- Mutually agreed upon definition of green
- Model house
- Target audience identification

- Education before decision
- Ways to connect to ongoing green education initiatives
- Education about what's happening at property
- Time, there is a lack of time
- Effective voice in right language

Conditions of Satisfaction

What conditions or characteristics of a "public education" activity would need to be present to meet your expectations?

- Dog & Pony show to civic organizations and on public access television, radio, newspaper and website.
- Expo – not as in-depth as decision-maker education
- Ideas for people's own property and homes
- Very visual, pretty
- Lots of financial info, costs, and long-term benefits
- Explain social and moral reasons
- Big public invite and compelling
- Target Town of Morris tie-in to university – open house?
- Tie to all the different projects
- Symposium on Small Towns
- Involve building contractors, vendors, suppliers, utility companies
- Trusted educators
- Info on tax credits (Federal, State)
- Long-term; multiple venues
- Meetings
- Multiple years – i.e., 5 – 10 years of green education in the city
- Respond to changes and educate new residents
- Education can't delay project
- Near term education needs to relate to project
- Two workshops (after educating the decision makers) - #1: Talk about theory and arguments; #2: Expo
- Public education needs to be well timed
- Needs to include context and related to project and affordability
- Keep public informed with project process and progress
- Article in paper about facilitation meetings

Priority #1: City Administrative Process

What is "Present"?

What is available to support the success of this activity?

- People want to invest in Morris and are interested in the return on investment
- Distinct detailed City process is in place and City Manager
- Project area with multiple nested projects within it
- On the right track and commitment

- Will be developed (\$25,000 needed for design included in grant or can be found through other means)
- Grant provides framework for process and timeline and engaging expertise

What is “Missing”?

What is currently not available that would enhance success if it were to become available?

- Shared vision in design process
- Need “blessing” from City Council to empower group
- Decision on project breakdown
- Clarity on project team roles and responsibilities
- \$\$
- Design (#1 step)
- Covenants (zoning?)
- Shared understanding of process and City government
- Plan for “handing-off” of the project to the City to implement
- Ideas for reuse of materials
- Group plus Planning Commission should be involved in design
- Decision by City Council on direction
- Commitment by City Council to education
- Advisory Group to Council
- Meet on formal basis with full group to make decisions

Conditions of Satisfaction

What conditions or characteristics of the “City Administration Process” would need to be present to meet your expectations?

- City Council commitment continuing and willingness to invest
- Need citizen, investor interests (relates to Public Education)
- Group to help pick design
- Feasibility analysis
- Affordability of homes and green features
- 1 deliberative design with options
- Not ballpark homes
- Multiple options to choose from
- Need to balance plat and zoning process with design
- Decision-makers pick design for platting
- 1 public hearing if education happens first and is meaningful
- Public participation in design
- Plan and stick to plan with phases
- 3-5-10 year plan

Conditions of Satisfaction

What conditions or characteristics of the “Design and Design Process” would need to be present to meet your expectations?

- Intentional – not rushed
- Needs to “look planned”
- Competent individuals and designers

- Grant support for expertise
- Landscape architect evaluation of what goes where
- Water management and sun orientation considered
- Infrastructure evaluation
- Completed in June – September 2008 timeframe (as outlined in the grant)

Near Term Milestones

What do you hope to see happen to move the project forward in the next week, next month, and 3 months from now?

1) One Week Milestones

- Sue, Blaine, and Sue send in a successful grant application to the MPCA
- Talk with Bremer Bank on Jan 31st to ask for financial support
- Start list of vendors, educators, etc (led by Blaine, help from Troy, David, Margaret, Dovetail)
- Schedule another facilitated discussion about the way forward with planning
- Circulate grant application to the group

2) One Month Milestones

- Bill to make a motion at the next City Council meeting to have a work session about the project and full participation from the Council
- Schedule decision-maker education events
- Identify planning and design needs in anticipation of the grant
- Decide about land uses
- Have a 3rd session of facilitation for further planning; agenda could follow the needs of the grant
- City Council endorsement of idea of green development and a sustainable community and commitment to self-education as a prerequisite to decision making.

3) Three Month Milestones

- Regroup – another facilitation?
- Have done at least 1 education event for decision makers
- Grant approved
- Have an assignment from the City for the Elementary School Group (grant includes frequent meetings)
- Have firm bids and cost information for demolishing the building and other project work so the Council can budget for it or pursue funding. Need to explore deconstruction options.
- Accomplish planning and design work that is needed in advance of the grant

Next Steps: Final report from facilitation meetings and tracking of Milestones.

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