



The Dunkley Avenue Redevelopment Project

Master Plan Report

Project Team

South Haven City Council
South Haven City Staff
The Abonmarche Planning Group

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I. Introduction

Project Summary

The City of South Haven commissioned Abonmarche to complete a Master Plan for the Black River Park Area in August 2005. The Black River Park Area is city owned and includes land on Dunkley Avenue. Some areas of review in the completion of the Master Plan include the boat launch, wastewater plant, East Triangle, Riverfront and Boardwalk. The City's goal for the Master Plan was to determine the "highest and best" use of the land under consideration. In addition, the plan was to incorporate waterfront planning, a "first class" park and an extensive public participation process.

Process Summary

Abonmarche and the City went through the following 7 step process in the development of the Master Plan for the Dunkley Avenue Redevelopment Project.

- Step 1. City Council Visioning/Framework (9/14/05)
- Step 2. City/Community Boards Workshop (9/26/05)
- Step 3. Project Concepts Developed by Abonmarche
- Step 4. Public Workshop (11/02/05)
- Step 5. Preliminary Plan Revised by Abonmarche
- Step 6. Council Review (12/19/05)
- Step 7. Final Master Plan Developed by Abonmarche

Step 1. Due to Abonmarche's familiarity with the City of South Haven and the project area, Abonmarche completed a brief existing conditions analysis utilizing a map and photographs of the project site. Then, the entire project team met to discuss the goals and objectives of the Master Plan. Utilizing a Questions and Answer format and note cards, Abonmarche obtained information from each attendee regarding 11 questions. These answers were then displayed on poster boards to allow a comparison and prioritization of the project issues. It was determined that the top six issues were:

- 1) Public Access: pedestrian, bike
- 2) Increase Taxable Value
- 3) Enhance Existing Park, restrooms, boat launch
- 4) No Increase in Park Space
- 5) Put in Channel Cut-for Celery Pond access/marina development
- 6) Kal Haven Trail Connection

In addition to the above priorities, the planning area was divided into Areas A and B for future review, with Area A considered Parkland and Area B possible development areas.



Step 2. In this step, identified City and Community Boards met with Abonmarche to review Step 1 and further identify the most important/beneficial uses of land within the project area. Abonmarche utilized a Nominal Group Technique to obtain input, review responses and prioritize goals while developing the “project concept” For both Area A, Parkland and Area B that includes potential development property. More information on the Nominal Group Technique can be found in the Appendix.

Step 3. Following the Boards Workshop, Abonmarche developed conceptual plans utilizing all the information obtained in Steps 1 and 2.

Step 4. Next, the project team held a public workshop in order to present the preliminary concepts for Areas A and B and receives public input. Information from this meeting was documented and utilized in improving the Master Plan. New ideas, refinement, and negative feedback were accepted during this meeting.

Step 5. Abonmarche then developed 2 Preliminary Master Plan drawings, utilizing all information obtained up to this point.

Step 6. In this step, the Preliminary Master Plan drawings were presented to City Council for review and direction.

II. Preliminary Master Plan

In the Preliminary Master Plan, Abonmarche broke the project area down into several parcels as follows:

- a) *Black River Park*
- b) *Residential Area*
- c) *Wastewater Treatment Plant*
- d) *City Owned Parcel-Old Maintenance Garage*
- e) *Future Wetland Park*
- f) *Dunkley Avenue*
- g) *Destination Restaurant Parcel*
- h) *Recreation Channel Improvements*
- i) *Circulation- Pedestrian and Vehicular*

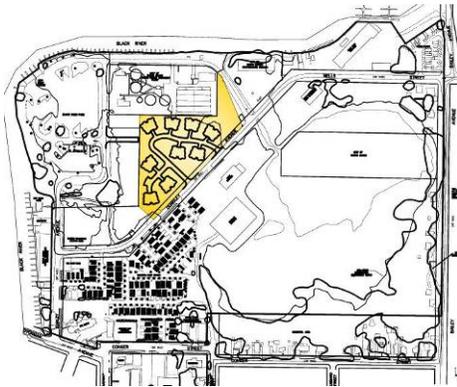
Each parcel was evaluated and utilizing the process outlined above, Abonmarche developed two Preliminary Master Plan options. The Preliminary Master Plans, Concept “A” and “B” are found in the Appendix and are detailed next.



Concept “A”

Black River Park

Improvements within the Black River Park Parcel include a potential park space, which would require removing asphalt to increase useable space. Within the potential park space, restrooms and shower facilities for boaters can be added. In Concept A, the existing parking is to remain and there is an additional location for proposed parking, which can be shared by park visitors, boaters, and restaurant. Playground improvements would include the addition of playground equipment, a picnic pavilion and improved landscape plantings.

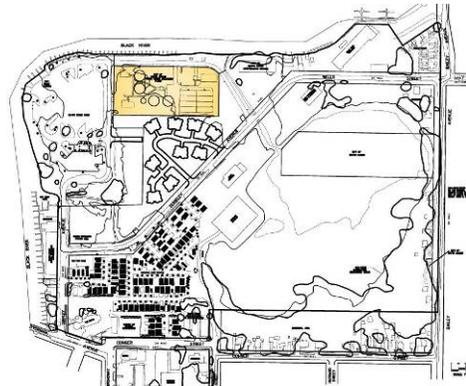


Residential Area

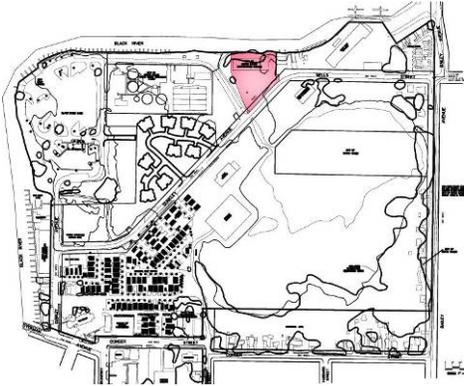
Expansion of the residential area is possible by utilizing unused WWTP drying beds. It was determined that up to 144 units could be possible in this area with a private development.

Wastewater Treatment Plant

The existing Wastewater Treatment Plant will be buffered with a decorative brick wall and landscape plantings. This will provide a separation from the residential area to the east of the plant. There is also a location for future WWTP expansion as needed.



City Owned Parcel-Old Maintenance Garage

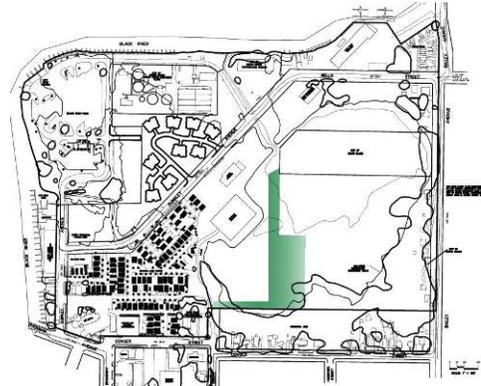


This city owned parcel is 1.5 acres. Possible options for this location include sale for a commercial marina, residential use or commercial/retail use.

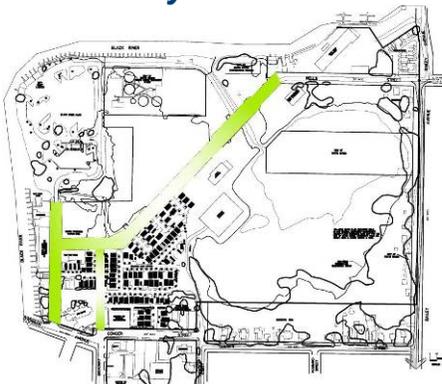
Future Wetland Park

Within the area (2.7 acres) of the Celery Pond the general goal is to develop a wetland park area. This could include a boardwalk and lookout nodes. Trail connections to the Kal-Haven Trail would also be included. In addition, a potential marina with a channel connecting the Black River is included on the plan.

It is important to note that the potential marina and new channel near the Celery Pond area, are not part of the Dunkley Avenue Redevelopment Plan. These items are listed in this Master Plan because permits are currently under review by appropriate agencies for this work as it exists apart from this project. Because of this uncertain future of the land in this area, alternates are included in this Master Plan in the event that the channel and marina project is or is not completed.



Dunkley Avenue

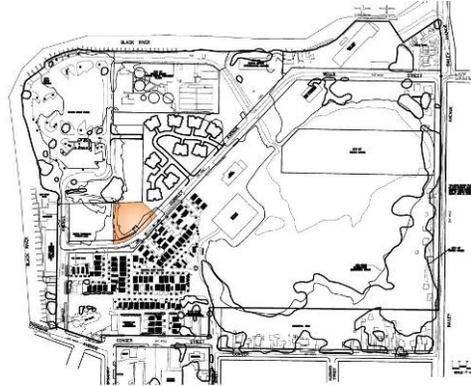


The Master Plan includes several physical improvements to Dunkley Avenue itself. These improvements include improving the condition of the road as well as adding a focal point or traffic circle. In addition, closing Dunkley at its intersection with Dyckman will improve safety at this dangerous intersection. In order to allow this closure to occur, it would be necessary to extend Broadway from Conger Street to Dunkley Avenue.

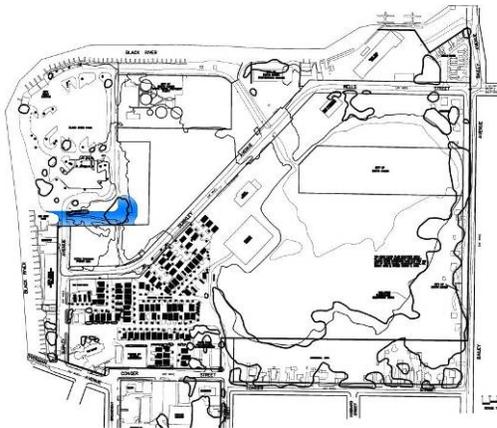


Destination Restaurant Parcel

This Parcel is approximately 0.92 acres in size and following its sale, could be the potential location for a commercial property, such as a destination restaurant.



Recreation Channel Improvements

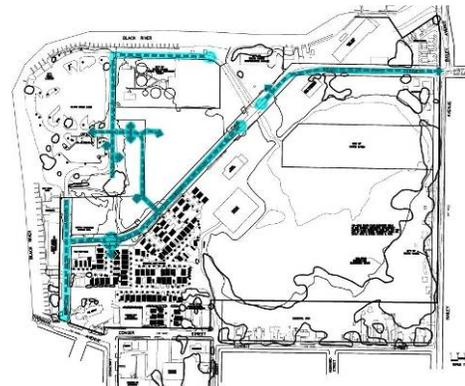


Near the location of the Slip Away Cove, the Master Plan proposes to add a channel which would extend to the east. This channel would provide increased waterfront views for Black River Park visitors and would aid in making the restaurant a destination for visitors and residents alike. In addition, the channel could serve as a potential location for a kayak and canoe launch. A pedestrian bridge is proposed to cross the channel and connect the Black River Park with Dunkley Avenue.

Circulation- Pedestrian and Vehicular

Improved circulation is a broad category of improvements for the Dunkley Avenue Redevelopment Plan. This includes the addition of a waterfront trail/boardwalk which would connect with the Harbor Walk and cross the pedestrian bridge over the new channel.

There is also an area that includes a possible connection to the residential parcel allowing increased connectivity and access to the waterfront for pedestrians. On the east side of the project area, improvements include a connection of the river trail with the Kal-Haven Trail Head. Improvements to Bailey Avenue extended to Phoenix Street are considered part of the effort to increase vehicular circulation.



Concept “B”

Concept “B” is similar to Concept “A” with the exception of alternates in the Black River Park Parcel and the City Owned Parcel-Old Maintenance Garage. These alternates are described below.

Black River Park

Concept “B” proposed a “greener” Black River Park area. Existing Parking is removed and the boat launch is relocated. Playground Improvements from Concept “A” are maintained in Concept “B” with additional public restroom facilities. Parking for the park is found on the southeast end of the park that would be shared with restaurant visitors as proposed in Concept “A.”

City Owned Parcel-Old Maintenance Garage

Within and adjacent to the City Owned Parcel, two alternate sites for relocating the boat launch were detailed in Concept “B.” Alternate location “A”, 2.75 acres in size, would be in the location of the old maintenance garage. Parking spaced for boat trailers would have to overflow into an area across Dunkley Avenue. The additional parking area is not currently owned by the City. This location is possible with or without the proposed channel/marina project.

Alternate location “B”, 3.2 acres in size, is found southeast of the garage location north of the future wetland park area. This area is not currently owned by the city and is only possible if the channel/marina project is completed. However, if that project occurs, Alternate “B” is the better choice as the launch would then be found in the marina and both the marina and launch visitors could utilize parking.

III. Final Master Plan

Project Update Summary

Between December 2005 and May 2006 the City deferred action on the Dunkley Avenue Master Plan. At the May 15, 2006 City Council meeting, the Master Plan project was put back on schedule and efforts to work towards completion were initiated. A July 10, 2006 meeting was scheduled for this purpose.

July 10, 2006 Council Meeting

The July 10, 2006 workshop was held in order to obtain clarification from the Council on the direction and goals of the Final Master Plan for the Dunkley



City of South Haven – Dunkley Avenue Redevelopment Project

Avenue Redevelopment Project. The following is a summary of the July 10 Meeting as it pertained to the Master Plan.

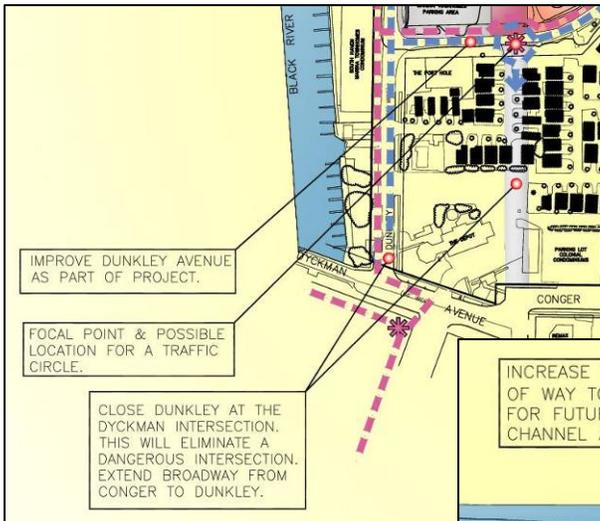
1. The drying beds of the WWTP will remain in the plan as land that can be utilized for sale and development, subject to evaluation of long term WWTP use in its current configuration and/or location.
2. The boundary of the Black River Park will remain defined as it is in the Master Plan Concept A.
3. The Broadway extension to Dunkley and its associated improvements will remain as shown in Concept A.
4. The parcel defined, as “Destination Restaurant” will remain in the plan for sale and commercial development understanding that its final private use will be further defined thru an RFP process.
5. The parcel defined as “Residential Development” will remain in the plan in its current configuration for future sale thru an RFP process.
6. The parcel defined as “City Owned Parcel” will be enlarged to include the channel area. This property will be held by the City pending future developments but may ultimately be sold for development depending on future circumstances.
7. The roadway (Dunkley Ave.) as it passes over the celery bog drainage ditch will show a defined Right of Way large enough to accommodate the implementation and construction of a channel and cul-de-sacs on either end of the roadway in the event the channel were constructed at some future date .
8. The channel will be deleted from the plan.
9. The small recreation channel shown on the plan for use in conjunction with the new kayak/canoe launch area will remain on the plan in its current configuration.
10. The proposed parking areas to be shared by park, boaters, and future development users will remain on the plan in its current configuration.
11. The 2.7-acre parcel designated, as “possible wetland park and trail/boardwalk” will remain in its current form with consideration that it could be a possible alternate link to the Kal-Haven trailhead.



Final Master Plan

Concept “A” was finalized based on the clarification provided by the Council. The Final Master Plan is found in the Appendix and is detailed below in a prioritized phasing order:

1. Dunkley Avenue Road Improvements/Wastewater Treatment Plant



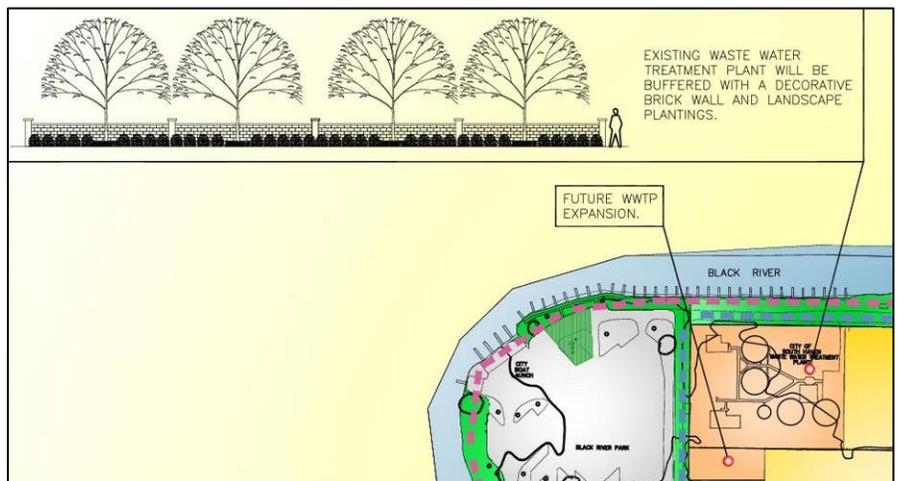
As detailed in the above Preliminary Master Plan discussion, infrastructure improvements are a significant part of the project. These improvements include improving the condition of the road as well as adding a focal point or traffic circle. In addition, closing Dunkley at its intersection with Dyckman will improve safety at this dangerous intersection. In order to allow this closure to occur, it would be

necessary to extend Broadway from Conger Street to Dunkley Avenue.

In addition to this, the Right-of-Way over the celery bog drainage ditch will be widened to accommodate future improvements (cul-de-sac or channel) in the event channel improvements are undertaken.

Once the land necessary to make the road improvements is acquired and construction plans are completed, Request for Proposals

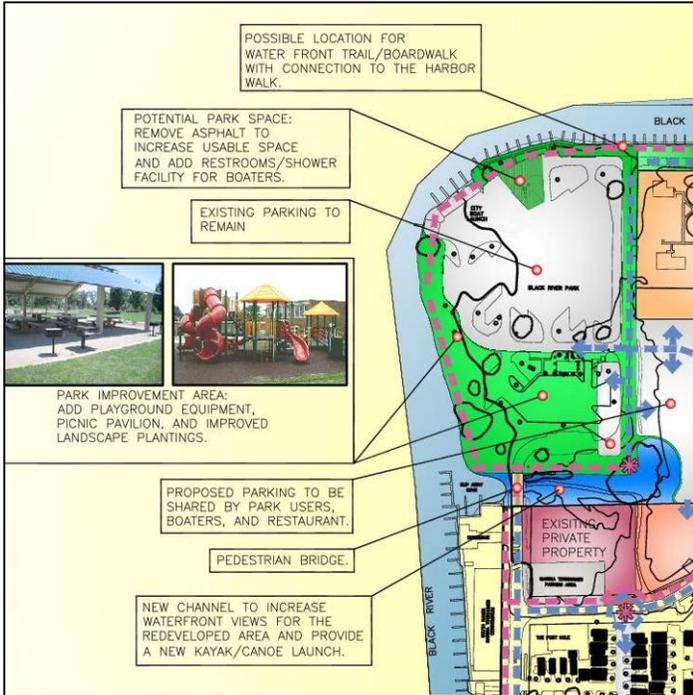
(RFP) can be advertised for the other project items on a schedule discussed in this report. The construction necessary for these road improvements can be completed at the same time as the other items with scheduling based on the availability of Tax Increment Financing Funds (TIFF).



City of South Haven – Dunkley Avenue Redevelopment Project

At the time of this report, the Wastewater Treatment Plant (WWTP) is undergoing a feasibility evaluation to determine its long term usage at the current location. The outcome of this study will impact several project tasks. Once the feasibility is determined, the phasing/completion of the impacted project tasks can be further developed.

2. Black River Park



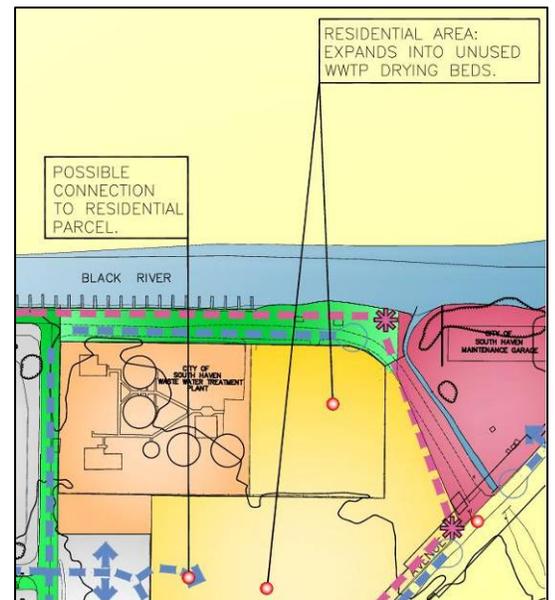
The boundary of the Black River Park in the Final Master Plan is as shown in Concept “A,” west of the wastewater treatment plant and north of the proposed small canoe/kayak channel. This channel’s layout also remains the same as described in Concept “A.” The parking proposed south of Black River Park will be shared by park users, boaters and potentially future development users. Its configuration remains the same as Concept “A.”

The schedule for completion of the Black River Park improvements will be determined after the road improvements are finished. Permits from the Michigan Department of Environmental Quality (DEQ), the

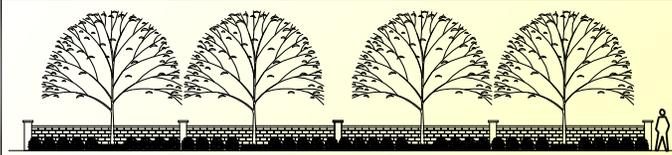
US Army Corps of Engineers (USACE), and approval from the Harbor Board will be necessary for definition and completion of the small canoe/kayak channel.

3. Residential Area

The residential area will remain in the plan with the configuration shown in Concept “A.” It is expected that the drying beds can be utilized as part of the residential development. The sale of this land -for development through the RFP process can occur once infrastructure plans are complete. This sale can generate taxable value to fund other improvements.



LAND PROJECTS R2/ENG PROJECTS\M50985-Dunkley.dwg/Dunkley-Final MP.dwg, plan A, 8/16/2006 1:40:54 PM, cbassetti, 1:3,97342



EXISTING WASTE WATER TREATMENT PLANT WILL BE BUFFERED WITH A DECORATIVE BRICK WALL AND LANDSCAPE PLANTINGS.

RESIDENTIAL AREA: EXPANDS INTO UNUSED WWTP DRYING BEDS.

CITY OWNED PARCEL, 1.5 AC. POSSIBLE OPTIONS.
1. COMMERCIAL MARINA
2. RESIDENTIAL
3. RETAIL/COMMERCIAL

INCREASE RIGHT OF WAY TO 88' FOR FUTURE CHANNEL ACCESS

CONNECT RIVER TRAIL TO KAL-HAVEN TRAIL HEAD.

POSSIBLE LOCATION FOR WATER FRONT TRAIL/BOARDWALK WITH CONNECTION TO THE HARBOR WALK.

FUTURE WWTP EXPANSION.

POSSIBLE CONNECTION TO RESIDENTIAL PARCEL.

POTENTIAL PARK SPACE: REMOVE ASPHALT TO INCREASE USABLE SPACE AND ADD RESTROOMS/SHOWER FACILITY FOR BOATERS.

EXISTING PARKING TO REMAIN



PARK IMPROVEMENT AREA: ADD PLAYGROUND EQUIPMENT, PICNIC PAVILION, AND IMPROVED LANDSCAPE PLANTINGS.

PROPOSED PARKING TO BE SHARED BY PARK USERS, BOATERS, AND RESTAURANT.

PEDESTRIAN BRIDGE.

NEW CHANNEL TO INCREASE WATERFRONT VIEWS FOR THE REDEVELOPED AREA AND PROVIDE A NEW KAYAK/CANOE LAUNCH.

RESTAURANT PARCEL, .92 AC: POSSIBLE SITE FOR A DESTINATION RESTAURANT. FURTHER DEFINITION OF USE WILL BE DETERMINED BY THE RFP PROCESS.

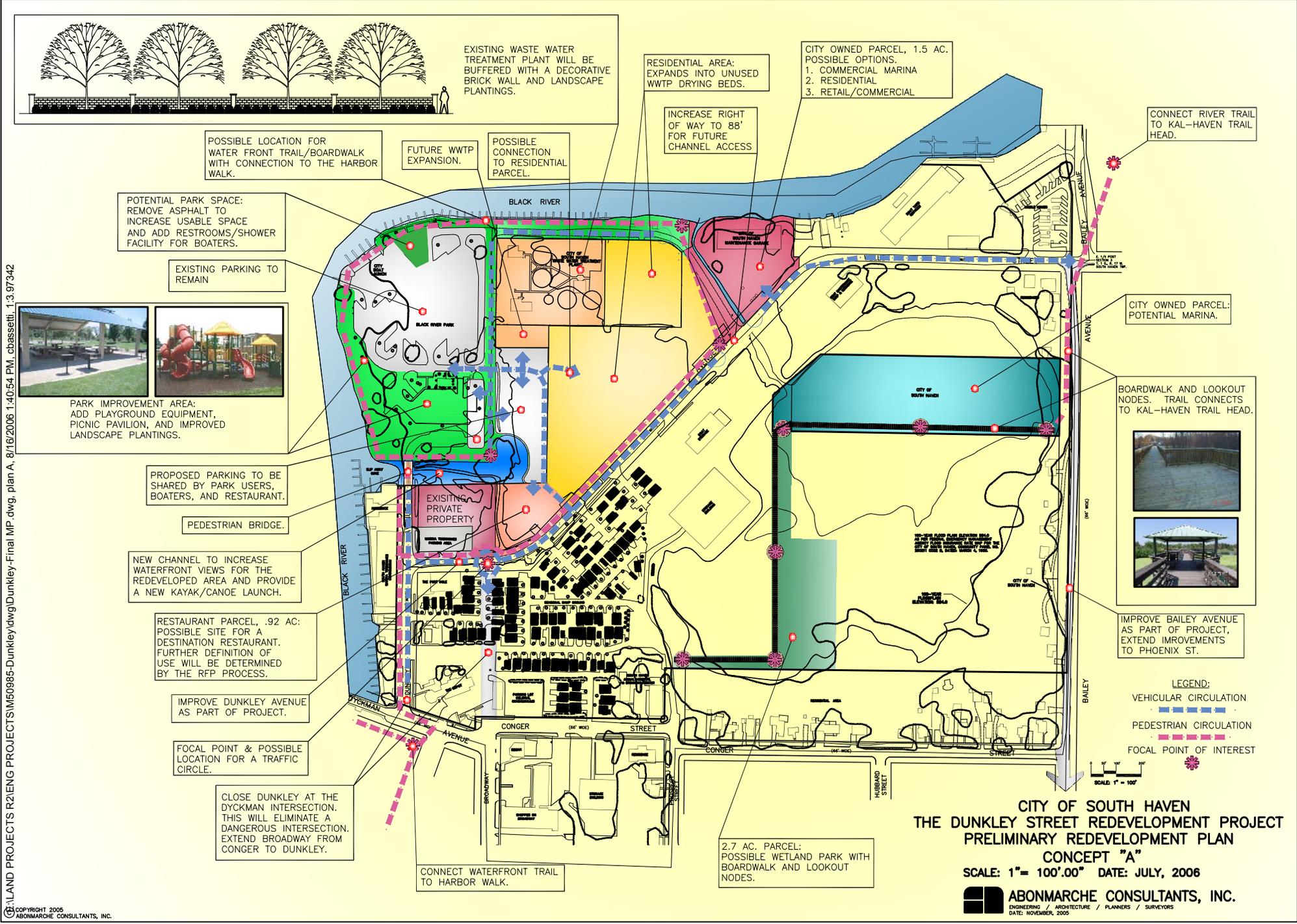
IMPROVE DUNKLEY AVENUE AS PART OF PROJECT.

FOCAL POINT & POSSIBLE LOCATION FOR A TRAFFIC CIRCLE.

CLOSE DUNKLEY AT THE DYCKMAN INTERSECTION. THIS WILL ELIMINATE A DANGEROUS INTERSECTION. EXTEND BROADWAY FROM CONGER TO DUNKLEY.

CONNECT WATERFRONT TRAIL TO HARBOR WALK.

2.7 AC. PARCEL: POSSIBLE WETLAND PARK WITH BOARDWALK AND LOOKOUT NODES.



CITY OWNED PARCEL: POTENTIAL MARINA.

BOARDWALK AND LOOKOUT NODES. TRAIL CONNECTS TO KAL-HAVEN TRAIL HEAD.



IMPROVE BAILEY AVENUE AS PART OF PROJECT. EXTEND IMPROVEMENTS TO PHOENIX ST.

LEGEND:
VEHICULAR CIRCULATION
PEDESTRIAN CIRCULATION
FOCAL POINT OF INTEREST

SCALE: 1" = 100'

CITY OF SOUTH HAVEN
THE DUNKLEY STREET REDEVELOPMENT PROJECT
PRELIMINARY REDEVELOPMENT PLAN
CONCEPT "A"

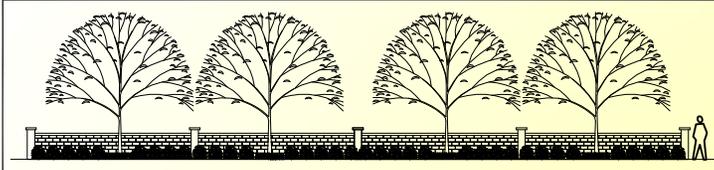
SCALE: 1" = 100'.00" DATE: JULY, 2006

ABONMARCHÉ CONSULTANTS, INC.
ENGINEERING / ARCHITECTURE / PLANNERS / SURVEYORS
DATE: NOVEMBER, 2005



Appendix

LAND PROJECTS R2/ENG PROJECTS\M50985-Dunkley.dwg/Dunkley-Plan A.dwg, plan A, 8/16/2006 11:42:59 PM, C



EXISTING WASTE WATER TREATMENT PLANT WILL BE BUFFERED WITH A DECORATIVE BRICK WALL AND LANDSCAPE PLANTINGS.

RESIDENTIAL AREA: EXPANDS INTO UNUSED WWTP DRYING BEDS. 3 STORY TOWNHOMES. 12 UNITS PER BUILDING. 144 TOTAL UNITS.

CITY OWNED PARCEL, 1.5 AC. POSSIBLE OPTIONS:
1. COMMERCIAL MARINA
2. RESIDENTIAL
3. RETAIL/COMMERCIAL

POSSIBLE LOCATION FOR WATER FRONT TRAIL/BOARDWALK WITH CONNECTION TO THE HARBOR WALK.

FUTURE WWTP EXPANSION.

POSSIBLE CONNECTION TO RESIDENTIAL PARCEL.

POSSIBLE CHANNEL LOCATION.

CONNECT RIVER TRAIL TO KAL-HAVEN TRAIL HEAD.

POTENTIAL PARK SPACE: REMOVE ASPHALT TO INCREASE USABLE SPACE AND ADD RESTROOMS/SHOWER FACILITY FOR BOATERS.

EXISTING PARKING TO REMAIN



PARK IMPROVEMENT AREA: ADD PLAYGROUND EQUIPMENT, PICNIC PAVILION, AND IMPROVED LANDSCAPE PLANTINGS.

PROPOSED PARKING TO BE SHARED BY PARK USERS, BOATERS, AND RESTAURANT.

PEDESTRIAN BRIDGE.

NEW CHANNEL TO INCREASE WATERFRONT VIEWS FOR THE REDEVELOPED AREA AND PROVIDE A NEW KAYAK/CANOE LAUNCH.

RESTAURANT PARCEL, .92 AC: POSSIBLE SITE FOR A DESTINATION RESTAURANT.

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FOCAL POINT & POSSIBLE LOCATION FOR A TRAFFIC CIRCLE.

CLOSE DUNKLEY AT THE DYCKMAN INTERSECTION. THIS WILL ELIMINATE A DANGEROUS INTERSECTION. EXTEND BROADWAY FROM CONGER TO DUNKLEY.

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2.7 AC. PARCEL: POSSIBLE WETLAND PARK WITH BOARDWALK AND LOOKOUT NODES.

CITY OWNED PARCEL: POTENTIAL MARINA.

BOARDWALK AND LOOKOUT NODES. TRAIL CONNECTS TO KAL-HAVEN TRAIL HEAD.



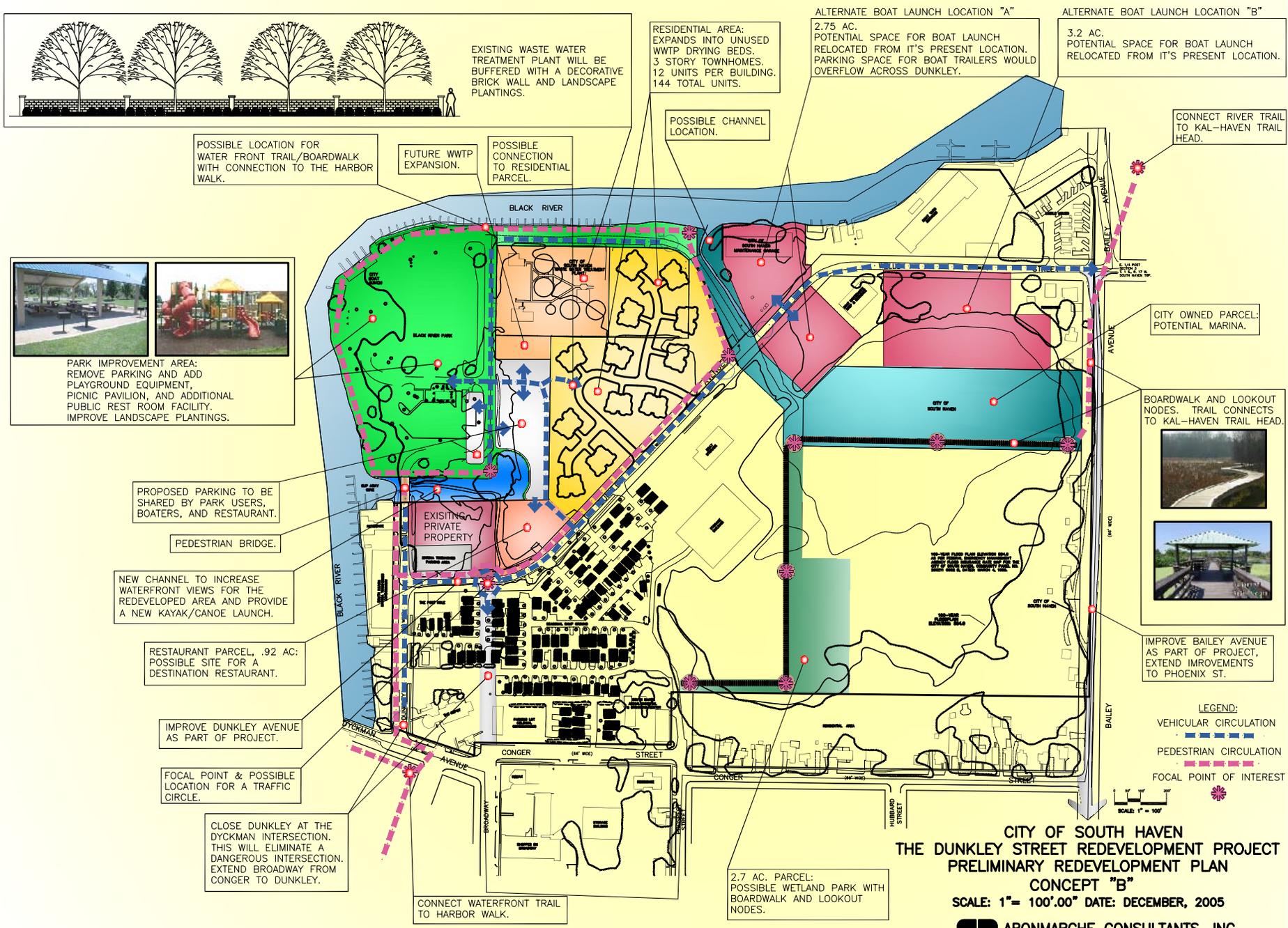
IMPROVE BAILEY AVENUE AS PART OF PROJECT. EXTEND IMPROVEMENTS TO PHOENIX ST.

LEGEND:
VEHICULAR CIRCULATION
PEDESTRIAN CIRCULATION
FOCAL POINT OF INTEREST

SCALE: 1" = 100'

CITY OF SOUTH HAVEN
THE DUNKLEY STREET REDEVELOPMENT PROJECT
PRELIMINARY REDEVELOPMENT PLAN
CONCEPT "A"
SCALE: 1" = 100'.00" DATE: DECEMBER, 2005

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DATE: NOVEMBER, 2005



PARK IMPROVEMENT AREA:
 REMOVE PARKING AND ADD PLAYGROUND EQUIPMENT, PICNIC PAVILION, AND ADDITIONAL PUBLIC REST ROOM FACILITY. IMPROVE LANDSCAPE PLANTINGS.

PROPOSED PARKING TO BE SHARED BY PARK USERS, BOATERS, AND RESTAURANT.

PEDESTRIAN BRIDGE.

NEW CHANNEL TO INCREASE WATERFRONT VIEWS FOR THE REDEVELOPED AREA AND PROVIDE A NEW KAYAK/CANOE LAUNCH.

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CONNECT WATERFRONT TRAIL TO HARBOR WALK.

2.7 AC. PARCEL: POSSIBLE WETLAND PARK WITH BOARDWALK AND LOOKOUT NODES.



Organizational Behavior

P R O F E S S O R R A N D A L L B . D U N H A M

University of Wisconsin
School of Business

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NOMINAL GROUP TECHNIQUE*: A USERS' GUIDE

Randall B. Dunham, Ph.D.

University of Wisconsin

This document is designed to identify the circumstances under which use of the Nominal Group Technique (NGT) is appropriate and examine the strengths and weaknesses of the method.

INTRODUCTION

This document and its associated demonstration are designed to teach you the use of the Nominal Group Technique (NGT) for organizational decision making and problem solving. In using the NGT, we are not concerned with routine decisions or decisions in which negotiation or bargaining occurs. Rather, we are concerned with *judgmental* decision making where creative solutions are sought.

The NGT technique will take advantage of pooled judgments. That means that the judgments of a variety of people with varied talents, knowledge, and skills will be used together. By doing this, the resulting ideas are likely to be better than those that might be obtained by other methods.

In this document, we will:

1. Provide a brief overview of NGT.
2. Describe the use of the NGT technique detailing the exact process at each step.
3. Discuss some of the most commonly asked questions about the NGT method.
4. Summarize the NGT method so that you will be ready and able to use it after reading this document and participating in the associated demonstration.

OVERVIEW

Procedures

1. **Generating Ideas:** Each individual in the group silently generates ideas and writes them down.
2. **Recording Ideas:** Group members engage in a round-robin feedback session to concisely record each idea.
3. **Discussing Ideas:** Each recorded idea is then discussed to obtain clarification and evaluation.
4. **Voting on Ideas:** Individuals vote privately on the priority of ideas, and the group decision is made based on these ratings.

*This exercise is based heavily on the ideas presented in Delbecq, A. L., Van de Ven, A. H., and Gustafson, D. H., *Group Techniques for Program Planning: A Guide to Nominal Group and Delphi Processes*, (1975), Scott, Foresman and Company.

Benefits

1. Balances participation across members.
2. Balances influence of individuals.
3. Produces more creative ideas than interacting groups.
4. Produces a greater number of ideas than do traditional interacting groups.
5. Results in greater satisfaction for participants.
6. Reduces the conforming influence common to most face-to-face group meetings.
7. Encourages participants to confront issues on a problem-solving basis rather than on a personal assault basis.
8. Leads to greater sense of closure and accomplishment.

Limitations

1. Requires extended advance preparation, which means that it cannot be a spontaneous technique.
2. Tends to be limited to a single-purpose, single-topic meeting; it is difficult to change topics in the middle of the meeting.
3. Needs agreement from all participants to use the same structured method, which some people might resist.

PREPARATORY TASKS

The Meeting Room

Choose a room large enough to accommodate participants in groups of five to nine members at individual tables. Space tables far enough apart so noise from tables does not overlap and prove distracting. It is usually best to set each table in a U-shape, with a flip chart at the open end of the U.

Supplies

Provide the necessary supplies, which means that for each table you will need a flip chart, a roll of masking tape, a pack of 3 x 5 index cards (five cards per person), one large felt-tip pen for marking on flip chart, and paper and pencil for each participant.

Opening Statement

This statement must clarify member roles and group objectives and should include a warm welcome, a statement of the importance of the task, mention of the importance of each member's contribution, and an indication of how the group's output will be used. The following is a sample opening statement:

I would like to thank each of you for attending this meeting to identify ways to deal with _____ [at this point, a statement would be inserted on whatever the focal problem is]. I welcome you to this meeting and want you to know that I am very happy to have each of you with us today. Our objective is an important one. At the conclusion of this meeting, we will have mapped a potential strategy for dealing with _____ [the focal problem].

In our meeting, it is important that each of us fully participate. Indeed, success will depend on our equal and full participation. Each of us is here as an important group resource. There are no status differences between us in this particular meeting. Our success depends on every member fully sharing the insight from his or her own work experience perspective. I appreciate, therefore, the willingness of every one of you to fully share your ideas and work intensely during the next 90 minutes we are together. The ideas which you generate in this meeting will become the basis for organizational planning for _____ [the focal problem].

CONDUCTING THE SESSION

Step 1: Silent Generation of Ideas in Writing

The first step of the NGT meeting is to have group members write key ideas silently and independently. This is done to:

Provide:

- A. adequate time for thinking and reflection
- B. social facilitation from seeing others working on the same task
- C. sufficient time for generation of ideas
- D. the benefit of remaining problem-centered

Avoid:

- A. interruptions
- B. an undue focusing on a small number of ideas
- C. competition, status pressures, and conformity pressures
- D. choosing between ideas prematurely

To accomplish this step, the leader must:

- Present the question or problem to the group in written form.
- Verbally read the question to the group.
- Direct the group to write ideas in brief phrases or statements.
- Ask the group to work silently and independently.

The following is an example of how the leader might start Step 1 of the NGT process:

The following is the organizational issue identified for today's session. [The leader would then read the problem statement to the group.] I would like each of you to take five minutes to list your ideas in response to this question. Describe each idea in a brief phrase or a few words on the worksheet in front of you. Please work independently of other members. During this period of independent thinking, I ask that you not talk to other members, interrupt their thinking, or look at their worksheets. Since this is an opportunity for each of us to prepare his or her contributions to the meeting, I would appreciate intense effort during the next five minutes. At the end of the five minutes, I will call time and suggest how we proceed to share our ideas. Are there any questions? Let's proceed then with our individual effort for the next five minutes.

Here are some suggestions for the leader during this first step of the NGT process:

1. Be a model of good behavior by writing your own ideas in silence.
2. Sanction individuals who disrupt the process.
3. Avoid detailed clarification of the task that would suggest solutions.
4. Be a working participant just as any other member.

Step 2: Round-Robin Recording of Ideas

The second step of NGT is to record the ideas of group members on a flip chart visible to the entire group. Round-robin recording means going around the table and asking for one idea from one member at a time. The leader writes the idea of a group member on the flip chart and then proceeds to ask for one idea from the next group member, and so on.

Some of the advantages of this approach include:

- Equal participation in the presentation of ideas.
- An increase in "problem-mindedness."
- Depersonalization (the separation of ideas from personalities).
- An increase in ability to deal with a large number of ideas.
- Tolerance of potentially conflicting ideas.
- Encouragement of hitchhiking. (An idea listed on the chart by one member might cause another member to think of a new idea. When this occurs, the second member should add the new idea to his or her personal worksheet to be presented to the group when his or her turn for presenting an idea arrives.)
- Provides a written record and guide.

To accomplish this step, the leader will behave as outlined in the following statement which should be made by the group leader:

During the last five minutes, each of us has used our worksheets to list ideas for dealing with today's issues. Now I would like to have each of you share your ideas with the other members of the group. This is an important step because our list of ideas will constitute a guide for further discussion, help us understand the richness of ideas we have to work with, and stimulate additional ideas. To accomplish this goal as quickly and efficiently as possible, I am going to go around the table and ask individuals, one at a time, to give me one idea from their worksheet, summarized in a brief phrase or a few words. After the entire list is on the board, we will have the opportunity to discuss, clarify and dispute the ideas. If someone else in the group lists an idea which you also had on your worksheet, you need not repeat the idea. If, however, in your judgment the idea on your worksheet contains a different emphasis or variation, we would welcome the idea. Variations on a theme are important and will help us to be creative. [Turning to the first person in the group, the leader now asks:] Would you please give me one idea from your list?

The following are some suggestions for the leader to follow at this stage:

1. Number and record each idea on the flip chart.
2. Allow a person to "pass" if they have no new ideas (but allow them to reenter later, if they wish).
3. Record ideas as rapidly as possible.
4. Record ideas in the exact words of the group member.

5. Make the entire list of ideas visible to the entire group.
6. Allow only a listing of ideas, not a discussion or debate.

Step 3: Serial Discussion

The purpose of the third step of the NGT method is to discuss each idea in turn for the purpose of clarification. Advantages of this step include:

- Avoids focusing unduly on any one idea or subset of ideas.
- Provides an opportunity for clarification and elimination of misunderstanding.
- Provides an opportunity to present the logic behind an idea or disagreement.
- Allows for recording of differences of opinion without undue argumentation.

The leader's responsibilities at this stage are shown in the following example of comments which should be made by the leader:

Now that we have listed our ideas on the flip chart, I want us to take time to go back and briefly discuss each idea. The purpose of this discussion is to clarify the meaning of each item on our flip chart. It is also the opportunity to express our understanding of the logic behind the idea and the relative importance of the item. We should feel free to express varying points of view or to disagree. We will, however, want to pace ourselves so that each of the items on the chart receives the opportunity for some attention, so I may sometimes ask the group to move on to further items. Finally, let me point out that the creator of the idea being discussed need not feel obliged to clarify or explain an item. Any member of the group can play that role. [Going to the flip chart, the leader points to the first item and says:] "Are there any questions or comments group members would like to make about this first item?" [This is then repeated with each idea.]

Step 4: Preliminary Vote

The purpose of this step is to aggregate the judgments of individual members to determine the relative importance of individual items. The procedure for Step 4 is clearly shown in the directions given by the leader as follows:

- Step 4a

We have now completed our discussion of the entire list of ideas, have clarified the meaning of each idea, and have discussed the areas of agreement and disagreement. At this time, I would like to have the judgment of each group member concerning the most important ideas on the list. To accomplish this step, you should each take five index cards. I would like you to select the five most important items from our list of items. This will require careful thought and effort on your part. As you look at the flip chart sheets and find an item which you feel is very important, please record the item on an index card.

[At this point, the leader goes to the flip chart and draws an index card.] Please place the number of the item in the upper left-hand corner of the card. For example, if you feel Item 13 is very important to you, you would write 13 in the upper left-hand corner. [At this point, the leader should write 13 in the upper left-hand corner of the card s/he has drawn on the flip chart.] Then, write the identifying words or phrase on the card. [At this point, the leader writes the phrase for Item 13 on the card s/he has drawn.] Do this for each of the five most

important items from our total list. When you have completed this task, you should have five cards, each with a separate phrase written on the card and with identifying numbers using the numbering system from our list of ideas on the flip chart. Do not rank-order the cards yet. Spend the next few minutes carefully selecting the five items. We will rank-order the cards together. Are there any questions?

- Step 4b

[After each member of the group has selected five items and written them on separate cards, the leader says the following]: Please spread out your cards in front of you so you can see all five at once. Looking at your set of five cards, decide which one card is the most important. Which card is more important than the other four cards? [At this point the leader gives the group time to study their cards.] Please write a number "5" in the lower right-hand corner of the card. Turn that card over and look at the remaining four cards. Of the remaining four cards, which is the least important? Write a number "1" in the lower right-hand corner. Now choose the most important of the remaining three cards and write the number "4" in the lower right-hand corner. Now choose the less important of the remaining two cards and write the number "2" in the lower right-hand corner. Now write the number "3" in the lower right-hand corner of the remaining card.

- Step 4c

The remaining parts of Step 4 are as follows:

1. A. The leader makes a tally sheet on the flip chart with numbers down the left-hand side of the chart corresponding to the ideas from the round-robin listing.
2. B. The leader has all of the cards from all participants placed into one large pile which he or she then shuffles.
3. C. The leader then asks one group member to read the idea number and number of points from each index card while the leader records the scores on the tally sheet.
4. D. The leader sums the scores for each of the ideas to identify those ideas which are most highly rated by the group as a whole. These constitute the most favored group actions for dealing with the problem which was the focus of the exercise.

Optional Steps

If desired, two additional steps can be added to the process. *Step 5* adds a brief discussion held after the group sees the ratings of the entire group. This discussion focuses on those ideas that were most highly rated during the preliminary vote and again concentrates on clarification of the issues. After this discussion, the leader proceeds to *Step 6*, in which a new (final) vote is taken. The final vote is then tallied to identify the group's most favored actions.



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Nominal Group Technique: An Alternative to Brainstorming

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Extension educators have for a long time used various techniques in the hopes of ensuring involvement and commitment of 'fair and their client/ consumers. Many of these techniques are group oriented, Brain storming, for example. has the objective of giving Participants an opportunity to engage in creative Problem solving. Another approach, the nominal group technique (NGT), uses a more structured format to obtain multiple inputs from several people on a particular problem or issue. Each technique may be appropriate given a specific situation; however, NGT is probably not used as often as it should be.

Brainstorming

In one research experiment, individuals working alone. and then in groups were asked to brainstorm a list of ideas using procedures that encouraged creativity and discouraged criticism and evaluation. The scores of the individuals who worked alone were combined. averaged, and compared with the scores of the groups. The results indicated that " individuals not only produce more Ideas when working alone but they do this without sacrificing quality."¹ One possible explanation is that people. fear they'll look foolish or stupid, and ,therefore censor themselves. This may occur despite instructions in how brainstorming is to be done (that is, without criticism or evaluation)

Nominal Group Technique

A possible alternative to brain storming is NGT. This technique was originally developed by Delbecq and VandeVen² and has been applied to adult education program planning by Vedros³. This technique is a structured variation of small group discussion methods. The process prevents the domination of discussion by a single person, encourages the more passive group members to participate, and results in a set of prioritized solutions or recommendations. The steps to follow in NGT are:

1. Divide the people present into small groups of 5 or 6 members, preferably seated around a table.
2. State an open-ended question (" What are some ways we could encourage participants to car pool?").
3. Have each Person spend several minutes in silence individually brainstorming all the possible ideas and jot these ideas down.
4. Have the groups, collect the ideas by sharing them roundrobin fashion (one response per person each time), while all are recorded in key term, on a flipchart. No criticism is allowed, but clarification in response to questions is encouraged.
5. Have each person evaluate the ideas and individually and anonymously vote for the best ones (for example, the, best idea gets Points, next best 4 Points, etc).
6. Share votes within the group and tabulate. A group report is prepared, showing the ideas receiving the most points.
7. Allow time for brief group presentations on their solutions.

NGT Advantages and Disadvantages

As with any technique, there are advantages and disadvantages. NGT Is no exception. Some of the obvious advantages are that voting is anonymous, there are opportunities for equal participation of group members and distractions (communication "noise") inherent in other group methods are minimized. As to disadvantages, opinions may not converge in the voting process, cross-fertilization, of ideas may be constrained, and the process may appear to be too mechanical.

NGT can be one more tool for Extension Educators to use in helping staff, volunteers, clients, and consumers improve their ability to make sound decisions.

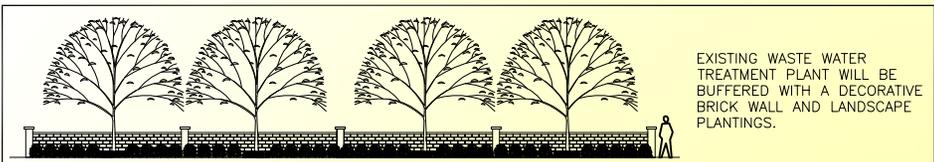
Footnotes

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LAND PROJECTS R2/ENG PROJECTS\M50985-Dunkley.dwg-Dunkley-Final MP.dwg, plan A 11x477-025/2006-03-27-4:41 PM - abonmarche, 1:3.95807



EXISTING WASTE WATER TREATMENT PLANT WILL BE BUFFERED WITH A DECORATIVE BRICK WALL AND LANDSCAPE PLANTINGS.

POSSIBLE LOCATION FOR WATER FRONT TRAIL/BOARDWALK WITH CONNECTION TO THE HARBOR WALK.

FUTURE WWTP EXPANSION.

POSSIBLE CONNECTION TO RESIDENTIAL PARCEL.

RESIDENTIAL AREA: EXPANDS INTO UNUSED WWTP DRYING BEDS.

INCREASE RIGHT OF WAY TO 88' FOR FUTURE CHANNEL ACCESS

CITY OWNED PARCEL, 1.5 AC. POSSIBLE OPTIONS:
1. COMMERCIAL MARINA
2. RESIDENTIAL
3. RETAIL/COMMERCIAL

CONNECT RIVER TRAIL TO KAL-HAVEN TRAIL HEAD.

POTENTIAL PARK SPACE: REMOVE ASPHALT TO INCREASE USABLE SPACE AND ADD RESTROOMS/SHOWER FACILITY FOR BOATERS.

EXISTING PARKING TO REMAIN



PARK IMPROVEMENT AREA: ADD PLAYGROUND EQUIPMENT, PICNIC PAVILION, AND IMPROVED LANDSCAPE PLANTINGS.

PROPOSED PARKING TO BE SHARED BY PARK USERS, BOATERS, AND RESTAURANT.

PEDESTRIAN BRIDGE.

NEW CHANNEL TO INCREASE WATERFRONT VIEWS FOR THE REDEVELOPED AREA AND PROVIDE A NEW KAYAK/CANOE LAUNCH.

RESTAURANT PARCEL, .92 AC: POSSIBLE SITE FOR A DESTINATION RESTAURANT. FURTHER DEFINITION OF USE WILL BE DETERMINED BY THE RFP PROCESS.

IMPROVE DUNKLEY AVENUE AS PART OF PROJECT.

FOCAL POINT & POSSIBLE LOCATION FOR A TRAFFIC CIRCLE.

CLOSE DUNKLEY AT THE DYCKMAN INTERSECTION. THIS WILL ELIMINATE A DANGEROUS INTERSECTION. EXTEND BROADWAY FROM CONGER TO DUNKLEY.

CONNECT WATERFRONT TRAIL TO HARBOR WALK.

2.7 AC. PARCEL: POSSIBLE WETLAND PARK WITH BOARDWALK AND LOOKOUT NODES.

CITY OWNED PARCEL: POTENTIAL MARINA.

BOARDWALK AND LOOKOUT NODES. TRAIL CONNECTS TO KAL-HAVEN TRAIL HEAD.



IMPROVE BAILEY AVENUE AS PART OF PROJECT, EXTEND IMPROVEMENTS TO PHOENIX ST.

LEGEND:
VEHICULAR CIRCULATION
PEDESTRIAN CIRCULATION
FOCAL POINT OF INTEREST

SCALE: 1" = 100'

CITY OF SOUTH HAVEN
THE DUNKLEY STREET REDEVELOPMENT PROJECT
PRELIMINARY REDEVELOPMENT PLAN
FINAL MASTER PLAN
NOT TO SCALE DATE: JULY, 2006

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