Office of the Great Lakes Community Water Dialogues Project Report

Kuntzsch
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Chapter 1: Project Overview

Introduction

In November 2013, the Office of the Great Lakes (OGL) and Michigan United Conservation Clubs (MUCC) contracted both Kuntzsch Business Services, Inc. (KBS) and Spectra Data and Research, Inc. to conduct 16 Community Water Dialogues throughout Michigan. The project sought to accomplish four objectives:

- Provide the Office of the Great Lakes with an understanding of sixteen communities' vision for the future of their respective water resources
- Identify challenges to implementing these visions in different community types
- Identify opportunities to address common challenges
- Provide communities with a basic jumping off point from which to leverage water resources—if desired

Identification of Communities and Participants

In order to ensure appropriate identification of communities and participants, Community Profile and Participant Profile Matrices were developed to describe the key elements of a community and participant profile to be represented through the Water Dialogues. These matrices were employed to ensure adequate representation of communities and individual participants.

Community Profile

In order to ensure a reasonable representative and actionable sample of communities in which to conduct Water Dialogues, communities were identified to meet the following criteria:

- At least three communities from each area of the state (Upper Peninsula, Northern Lower Peninsula, Southwest Lower Peninsula, and Southeast Lower Peninsula) were represented
- At least one community from each prosperity region was represented
- At least four small, medium, and large communities were represented in addition to two urban core communities
- High-capacity and low-capacity communities were represented within each community type
- Communities that represent each of the water assets (e.g. rivers, streams, inland lakes, Great Lakes) and water-based industry types (e.g., extractive, dependent, recreational) were represented within each community type and area of the state

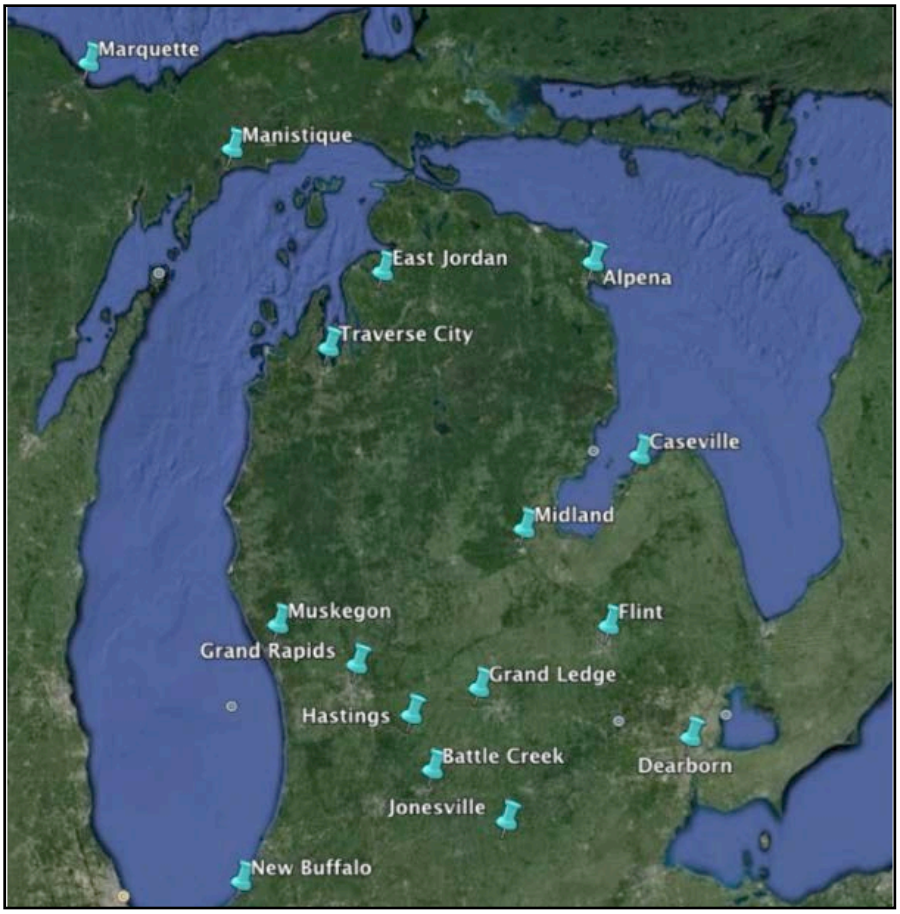
Table 1 summarizes the criteria considered when selecting communities. However, Community Capacity and Water-based Industry are not included in the table. Community Capacity is not identified in the table because it was simply too subjective to measure, especially prior to conducting sessions. Water-Dependent Industry is not listed because each industry type was found to be relevant in nearly all communities (see Chapter 2).

Table 1: Water Dialogue Session Information

Community	Area of State	Prosperity Region	Community Type	Water Assets	Date	# of Participants
Caseville	Eastern Lower	6	Small	River, Great Lakes	Mar. 14	14
Dearborn	Eastern Lower	10	Large	River	Feb. 11	11
Flint	Eastern Lower	6	Urban Core	River, Inland Lakes	Feb. 10	12
Grand Ledge	Eastern Lower	7	Medium	River	Jan. 7	12
Jonesville	Eastern Lower	9	Small	River	Feb. 18	8
Midland	Eastern Lower	5	Large	River, Inland Lake	Feb. 4	11
Alpena	Northern Lower	3	Medium	River, Great Lakes	Jan. 22	11
East Jordan	Northern Lower	2	Small	River, Inland Lake	Jan. 21	9
Traverse City	Northern Lower	2	Medium	Great Lakes, River	Feb. 5	15
Manistique	Upper Peninsula	1	Medium	Great Lakes, River	Jan. 14	5
Marquette	Upper Peninsula	1	Large	Great Lakes	Jan. 15	9
Barry County	Western Lower	4	Large	Rivers, Inland Lakes	Jan. 21	14
Battle Creek	Western Lower	8	Large	Rivers, Inland Lake	Feb. 12	8
Grand Rapids	Western Lower	4	Urban Core	River	Jan. 8	11
Muskegon	Western Lower	4	Large	Great Lakes, River	Jan. 22	17
New Buffalo	Western Lower	8	Small	Great Lakes	Feb. 12	7
					Total	**174**

Water Dialogue sessions were conducted between January 7th and March 14th, 2014 (see Map 1). Each session was planned for three hours and included a mix of presentation, individual input, and small group work. Great care was taken to ensure that participants represented community leadership in the broadest sense, and avoided participation from only the 'usual cast of characters'. The structure of each session drew from National Charrette Institute techniques as well as techniques developed by the Center for Creative Leadership.

Map 1: Water Dialogue Community Location



Participant Profile

Similar to the targeted and deliberate selection of communities, session participants were also targeted to represent specific perspectives of community leadership. Participants were sought that represented a range of characteristics, including, but not limited to:

- Diverse perspectives such as elected officials, community staff persons, tribal leaders, community residents, recreational users, industry workers, local business community leaders, faith-based leaders, regional interests, and economic development officials
- Differing levels of water-related subject matter knowledge
- Varied levels of engagement in their respective community
- Varying ages

In preparation for each Water Dialogue session, a significant amount of outreach work was conducted to engage participants with the desired characteristics. The level of outreach varied significantly with each session, but required significant targeted outreach to specific individuals given the project's short timeframe and the nature of the targeted population.

Community leaders and stakeholders identified by the project team were contacted first to gauge their interest in participating in such a session and also to provide contact information

for other community members that would have interest in the Water Dialogues. Additional follow-up was then conducted with additional community members identified by leaders and stakeholders. This preparation work set the stage for well-balanced conversations within each community and was critical to the overall success of the project.

Table 3 identifies participation by participant perspective and Figures 2 and 3 display the level of subject matter expertise and community engagement, respectively. Finally, Figure 5 details participation by age group.

Chapter 2: Survey Results

Pre-Survey

Each participant in the Water Dialogue Project was asked to complete a pre-workshop and a post-workshop exit survey. This section details results from pre-workshop surveys.

Once participants were identified (see Appendix A), they were emailed a link to an online survey and the link was again provided 24 hours prior to each Water Dialogue. Paper copies of the survey were also provided at each session. The pre-survey was designed to provide basic information about participants and their connection to community water resources.

Table 2: Respondents by Community

Community	# of Responses	# of Participants
Alpena	13	11
Barry County	10	14
Battle Creek	7	8
Caseville	6	14
Dearborn	11	11
East Jordan	8	9
Flint	8	12
Grand Ledge	12	12
Grand Rapids	12	11
Jonesville	5	8
Manistique	2	5
Marquette	10	9
Midland	7	11
Muskegon	14	17
New Buffalo	7	7
Traverse City	14	15
Total	145	174

The pre-survey set the stage for a meaningful dialogue at each session.

To begin, individuals were asked to identify which community and which perspective category they were representing. Table 2 provides the number of individuals who responded to the pre-survey for each respective community.

Table 3 displays the proportion of participants that fell into each perspective category. The categories that represented the largest proportion of individuals in the pre-survey were Community Residents (47%), Recreational Water Users (44%), and Community Leaders (26%). Please note that individuals were encouraged to check all categories that applied to them. A description of perspectives by community is included in Appendix B.

Table 3: Pre-Survey Perspective Category Totals

Perspective Represented	Pre-Survey Responses	% of Total Individuals
Community Resident	68	47%
Recreational Water User	64	44%
Community Leader	37	26%
Environmental Advocate	35	24%
Economic/Community Development Professional	26	18%

Table 3 Continued

Perspective Represented	Pre-Survey Responses	% of Total Individuals
Conservation Professional	24	17%
Appointed Official	21	14%
Local Business Owner	19	13%
Municipal Staff Person	16	11%
Elected Official	11	8%
Water-Based Industry Representative	12	8%
Active Member of Local Faith Community	11	8%
Regional or County Representative	11	8%
Industrial or Agricultural Water User	8	6%
Student	5	3%
Tribal Leader	0	0%
	Total # of Perspectives Identified	368
	Total # of Individuals Who Completed Survey	145
	Average Perspectives Per Individual	2.54

Figure 1 indicates that a large majority of participants (62%) are either currently employed in or engaged in a business or industry that depends on water resources.

As part of the pre-survey, respondents were asked to rate their knowledge of their community's water assets along with their level of engagement within the community. Responses to these questions are included in Figures 2 and 3, respectively.

Figure 1: Proportion of Individuals Dependent on Community Water Resources

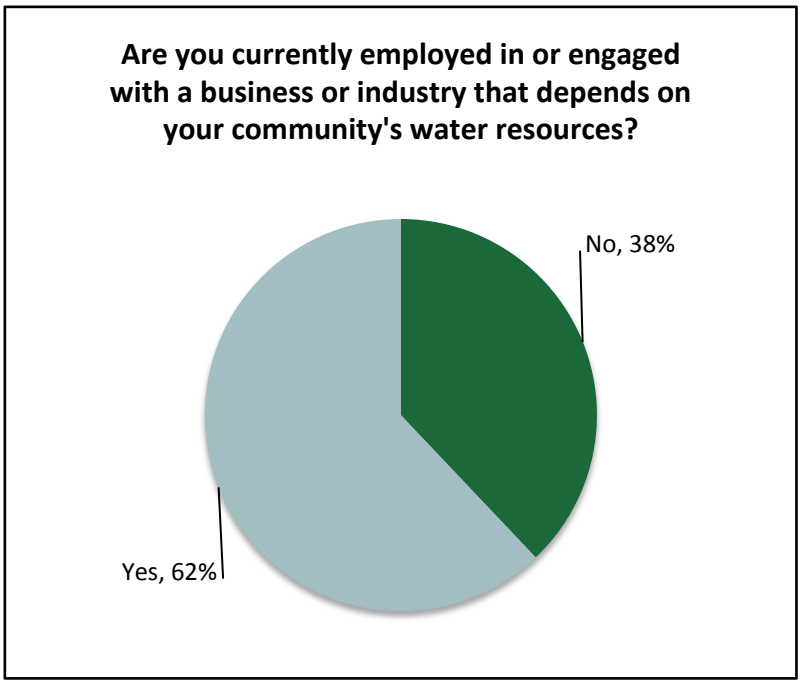


Figure 2 indicates that 77% of all survey respondents felt they were at least "Relatively Informed" when it comes to issues surrounding their community's water assets. Only 4% felt they had very limited knowledge of such issues.

When respondents were asked to classify their level of engagement within their community, 99% indicated they were at least "Somewhat Engaged". Only 1% of all respondents rated themselves as "Not Engaged".

Following these self-evaluative questions, respondents were asked to consider in what ways water is important to their respective community. Potential responses included human consumption, recreational use, agriculture, industry, tourism, business, public space, waste management, natural habitats / ecosystems, community pride, and sense of place / community character. Individuals were asked to select all uses they felt were applicable. Responses to this question are summarized in Figure 4.

Figure 2: Level of Knowledge Regarding Water Assets

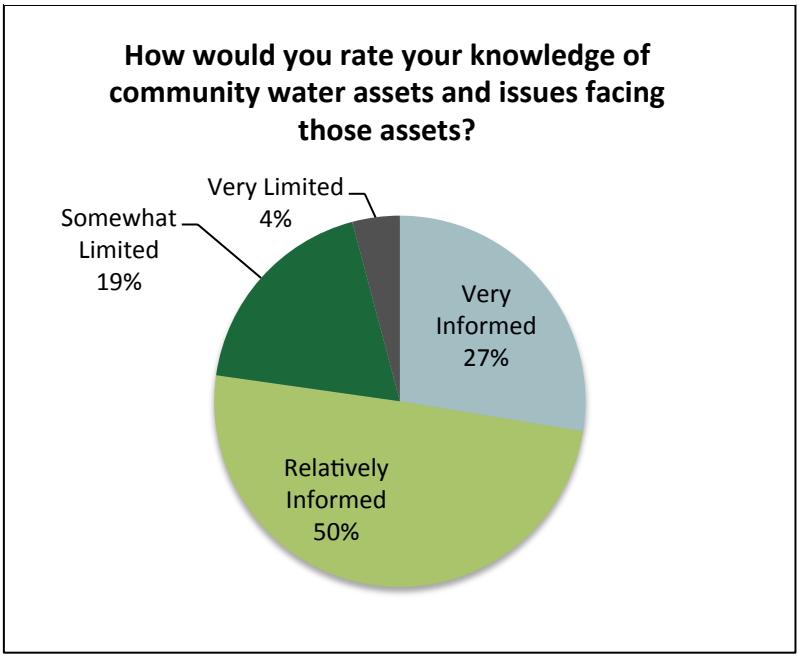


Figure 3: Level of Engagement within Community

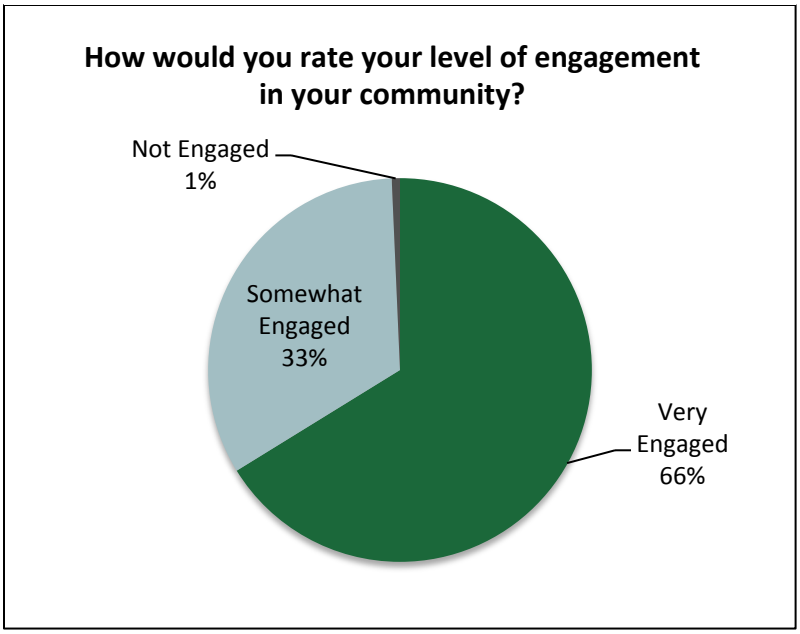
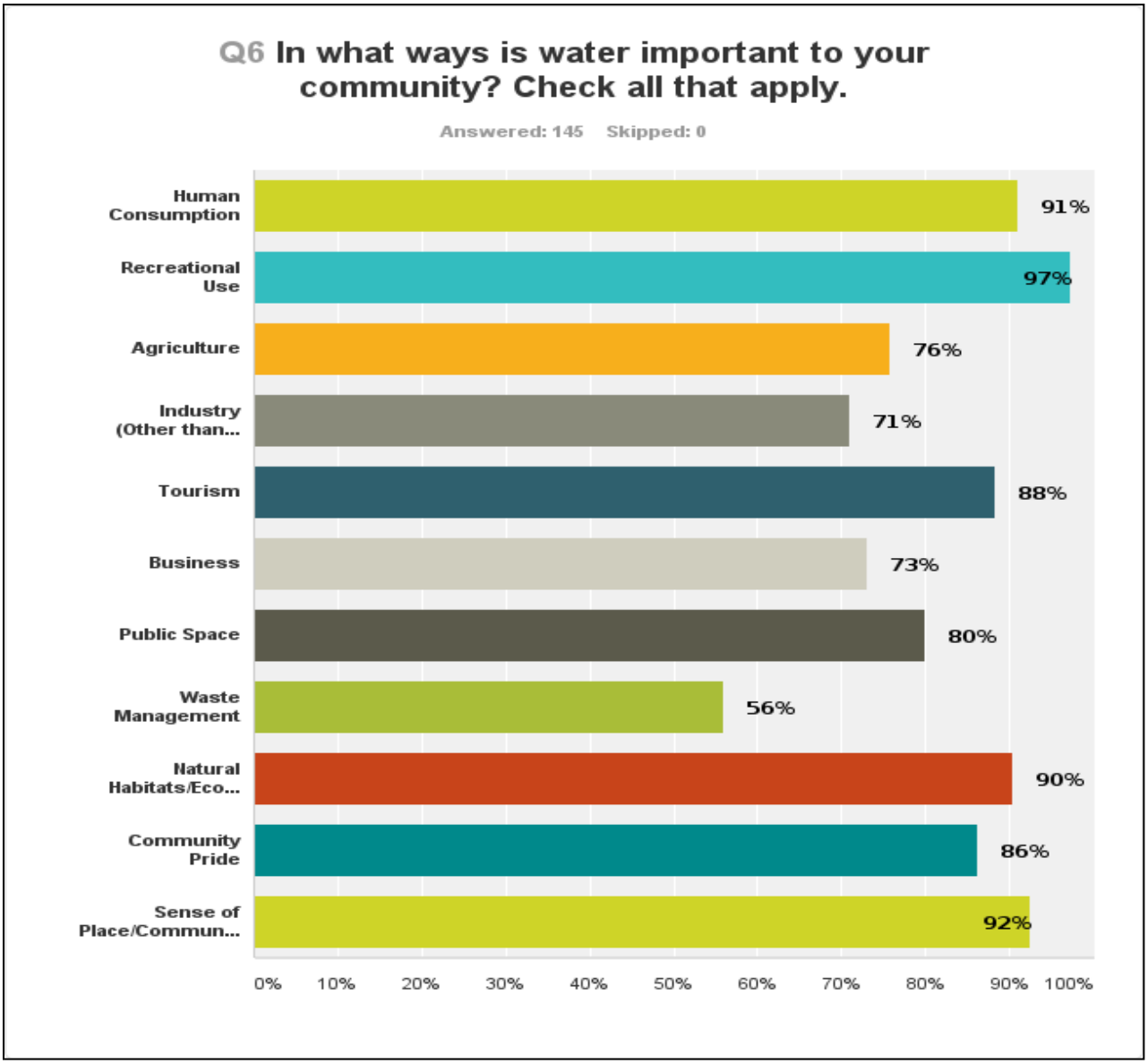


Figure 4 shows that potential uses for water identified in the pre-survey received votes from at least 50% of the respondents. Waste Management received the lowest number of responses at roughly 56%, while Recreational Use was the highest at 97%.

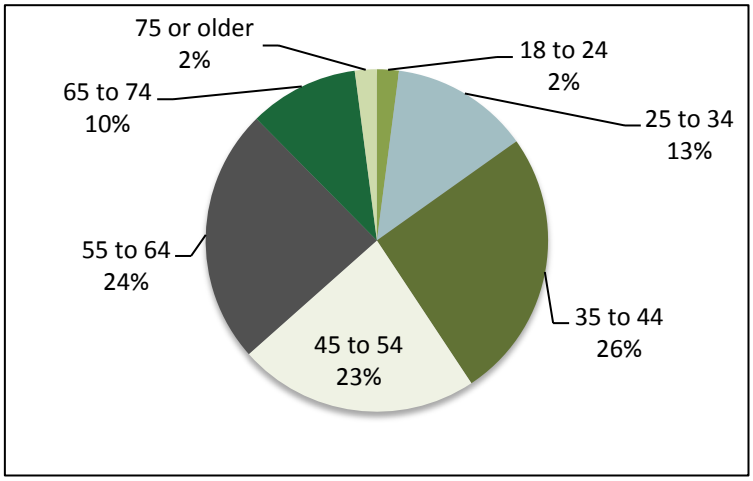
Figure 4: How is Water Important?



Finally, respondents were asked to provide their age. Figure 5 illustrates the age ranges of respondents to the pre-survey.

Approximately 75% of all respondents were between the ages of 35 and 64.

Figure 5: What is Your Age?



Exit Survey

Following the last organized activity of each session, participants were asked to provide general feedback and comments on the session. A total of 145 individuals responded to the exit survey, out of 174 total participants, giving the exit survey a response rate of 83.3%. Participants were asked the following questions:

- How satisfied are you with today's meeting?
- Was there something in particular that you wish was done differently during today's meeting?
- Are there any issues or concerns that were not identified today that you would like to identify for the group?
- On a scale of 1 to 5, 1 being not confident at all and 5 being very confident, how confident are you in your community's ability to capitalize on its water resources?

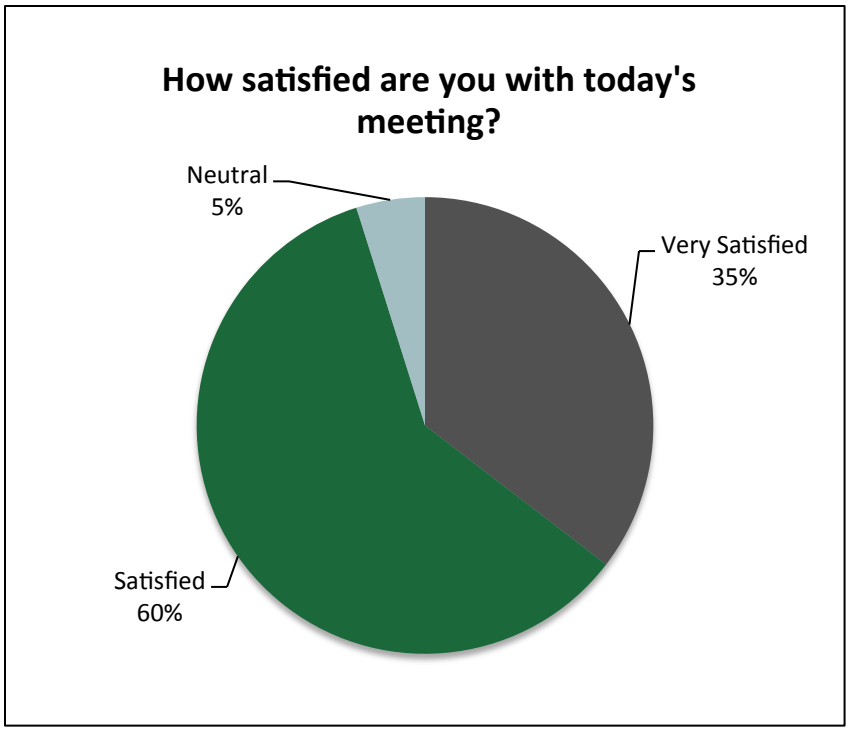
Participant Satisfaction

Figure 6 depicts the level of satisfaction of participants in all sessions. There were no responses from individuals that indicated they were "not satisfied" with the session. 95% of participants were either "satisfied" or "very satisfied' by the session.

What could be Done Differently?

Common themes from participants after completing the session were that more participants would have been beneficial to the session, many were curious how this individual session would be used to help create the statewide strategy, and many wished to see a follow-up meeting for further discussion. Detailed responses are included in each individual community report.

Figure 6: Exit Survey Level of Satisfaction



Issues or Concerns

Participants also identified common issues and concerns upon completion of the session. Many were concerned with the next steps to move from conversation to action. There was hope that the Office of the Great Lakes

would be able to provide implementation best practice resources.

Comparing Confidence: Before and After the Dialogue

The question "On a scale of 1 to 5, 1 being not confident at all and 5 being very confident, how confident are you in your community's ability to capitalize on its water resources?" was asked in both the pre-survey and exit survey. The purpose of this question was to measure any change in confidence as a result of the Water Dialogue session. Table 4 displays pre- and post-session confidence by community.

Table 4: Comparing Confidence

Community Name	Pre-Survey Average Confidence	Exit Survey Average Confidence	Difference
Alpena	3.54	4.00	+0.46
Barry County	3.60	3.75	+0.15
Battle Creek	3.57	3.57	0.00
Caseville	3.00	3.45	+0.45
Dearborn	3.82	4.15	+0.33
East Jordan	3.38	4.00	+0.62
Flint	3.13	3.75	+0.62
Grand Ledge	3.58	3.92	+0.34
Grand Rapids	4.08	4.50	+0.42
Jonesville	3.40	3.83	+0.43
Manistique	3.00	4.80	+1.80
Marquette	3.30	4.13	+0.83
Midland	3.57	4.00	+0.43
Muskegon	3.62	3.91	+0.29
New Buffalo	3.71	3.71	0.00
Traverse City	3.62	3.92	+0.30
All Communities, Average	3.50	3.96	+0.47

Session participants tended to feel more confident in their community's ability to capitalize on its water resources following the Community Water Dialogue. No communities were less confident after the session had occurred and community confidence increased an average of 0.47 points from pre-survey to exit survey. The community that experienced the greatest jump in confidence was Manistique, increasing from a 3.0 average in the pre-survey up to an average of 4.8 in the exit survey. Two communities saw no change from before to after the session; Battle Creek and New Buffalo.

Chapter 3: Water Dialogue Results

This chapter summarizes the data gathered during all 16 Water Dialogues. A representative from KBS or Spectra Data & Research, Inc. facilitated each session. Information is presented in the same order as it was gathered during each Water Dialogue session.

Vision

As a warm-up for other activities, participants were initially asked to complete the statement, "When I hear the words *[Insert Community]* and *water,* what I think of is…" KBS then categorized the responses as shown in Table 5. Responses to this question are displayed in Table 5:

Table 5: When I hear the words *[Insert Community]* and *water*

Response Category	Occurrences	Communities
Recreation	7	Barry Co, Caseville, East Jordan, Jonesville, Manistique, Midland, Muskegon
Pollution	5	Dearborn, Flint, Marquette, Midland, Muskegon
Beauty	5	Barry Co, Caseville, Manistique, Marquette, Muskegon
Drinking Water	5	Barry Co, Battle Creek, Caseville, Manistique, Midland
Fishing	5	Caseville, Flint, Marquette, Muskegon, New Buffalo
Quality	5	Barry Co, Caseville, Marquette, Midland, Traverse City
Economy	4	East Jordan, Manistique, Marquette, Muskegon
Tourism	4	Barry Co, Caseville, East Jordan, Muskegon
Opportunity	3	Alpena, Manistique, Traverse City
Accessibility	2	Jonesville, New Buffalo
Connectivity	2	Dearborn, Grand Rapids
Identity	2	Muskegon, Traverse City
Industry	2	Dearborn, Flint

Following the preliminary association exercise, participants were asked to think more fully about a vision for their community's water resources. Participants were asked to reflect on their first responses and consider the following: "Keeping your responses in mind, imagine you have been gone from this community for 20 years and have just returned. With the best hopes in mind for the community's water resources, how would you imagine your community's water resources as compared to today?" Participants were then directed to select a Visual Explorer (VE) Card that best represented their vision. Figure 7 depicts an example of VE Cards selected by participants at the Grand Rapids session.

Once a collage of images describing the vision for the future was established, participants were divided into small groups to identify the key elements of their vision. For example, most collages included pictures of recreational boaters and/or fishing, making *recreation*al *use* a key

element of these visions. Elements were then categorized into the common definitions identified in Table 6.

Figure 7: VE Cards selected in Jonesville

Table 6: Vision Element Definitions

Vision Element	Definition
Accessibility	Water resources must be accessible for all users; whether it is for recreation, industry, agriculture, or education
Recreation	Use of water for entertainment, including swimming, kayaking, boating, hiking, water trails, and going to beaches or harbors to enjoy the water resources
Balance	No single use for water should override the others. Everyone has a right to use the water and so compromises must be reached to accommodate all users.
Connectivity	Creating processes for bridging the gap between potential water users and water-related actions
Destination	A unique sense of place for a community based on an identity related to water
Economy	Agriculture, industry, tourism, and recreation related economic activity
Education	K-12 school programs, along with higher education and general education for residents related to water
Health	Water resources should provide for active lifestyles. Pollution should not be a concern.
Preservation & Protection	Ensure long term viability of community water resources
Quality & Quantity	Water should be clean and the supply adequate to support community needs
Sustainability	Ensuring that future generations have the ability to utilize water-related resources to meet their needs

Table 7 provides an overview of common vision categories across each community. Water quality and quantity were discussed most often, appearing in 12 community vision discussions. Accessibility and recreation were next, appearing in ten and eleven communities, respectively. All of the remaining categories were cited relatively equally, appearing in three to seven community vision discussions.

Table 7: Key Elements of Each Community's Vision

Community	Response Category										
	Access-ibility	Recrea-tion	Balance	Connec-tivity	Destin-ation	Economy	Education	Health	Preser-vation & Protection	Quality & Quantity	Sustain-ability
Alpena		X	X	X				X		X	X
Barry County	X		X			X		X	X	X	
Battle Creek	X	X		X						X	
Caseville		X							X	X	
Dearborn	X	X	X	X	X	X		X	X	X	
East Jordan		X	X						X	X	
Flint	X				X			X			
Grand Ledge		X					X			X	X
Grand Rapids	X	X			X					X	
Jonesville		X					X			X	
Manistique	X								X		
Marquette	X	X				X				X	
Midland	X	X								X	X
Muskegon	X		X	X		X	X		X	X	X
New Buffalo				X			X	X			
Traverse City	X	X		X		X			X		
Total	**10**	**11**	**5**	**6**	**3**	**5**	**4**	**5**	**7**	**12**	**4**

Throughout visioning exercises participants expressed surprise that developing consensus around a vision for the future of community water resources was relatively simple. Many political issues and differences between individuals were non-issues. As an overarching theme, there was a sense that a balance of uses was critical. In addition, it was clear in most communities that water presents an opportunity for both economic development and recreational tourism, both of which represent missed opportunities in many communities. With this understanding in mind, the session turned its focus toward transforming vision into action.

Generating Community Actions

Following development of a common vision for water resources, participants were asked to identify specific actions to be taken to implement the vision. First, participants identified ways that they, as individuals, could implement the vision. Next, participants identified ways that

other community members, as individuals, could alter their respective actions. Finally, participants identified ways that the community, collectively, could begin to implement the vision.

Individual responses to each of these questions were summarized into 18 common categories.[1] Table 8 provides a definition and example for each category.

Table 8: Categories for Community Action

Category	Definition	Example
Advocate	Devote skills to water-related causes in the community	Advocate for new funding sources, for government action, for local legislative change, or for water-based action
Be Open	Understanding that new ideas or change within the community is not always a negative	Be open minded to innovative funding discussions
Collaborate	Work with other entities to aggregate potential impact	Government and nonprofit organizations working together on water-related projects
Communicate	Encourage dialogue between interested parties	Discuss the importance of water resources with coworkers
Connect	Work to join stakeholders that may have mutual interests	Connect business and conservation efforts
Donate	Give money to causes or groups that support the vision	Donate to a water-based nonprofit
Educate	Inform children, friends, family, or interested community groups about water-related issues	Send water-related research to community leaders
Engage	Participate in community events to make your voice heard	Engage students to participate in a river cleanup
Find Funding	At a community scale, be proactive in seeking out new funding opportunities	Create a new storm water fee to increase community revenue
Legislate	When a need is identified within the community, act swiftly to address it via appropriate local legislation	Implement zoning changes to match Master Plan vision
Listen	Be open to the viewpoints of others and try to reach compromises	Listen to a fellow community member's idea that may be in opposition to yours

[1] Approximately 10% of all individual responses from the "Generating Community Actions" section (You, Others, and Community) and the "Developing an Action Strategy" section (How, Who, Funding, Barriers, Continued Success) were eliminated during the analysis phase because they were either not applicable to that category or illegible.

Table 8 Continued

Category	Definition	Example
Market	Devote time and resources to "selling" water-related programs or events	Develop a branding strategy associated with community water resources
Proactive	Identify and address potential problems before there are negative consequences	Improve waste treatment systems to avoid water quality problems
Promote	Spread the word about positive change within the community or to potential visitors	Use networking channels to inform others about potential uses of community water resources
Reduce Pollution	Do not contribute to contamination of community water resources	Do not dump harmful cleaning chemicals down the drain
Support	Ensure that organizations, programs, or projects have the resources they need to succeed	Help a community event with fundraising efforts
Use the Resources	Spend time using the community's water resources	Go kayaking with family
Volunteer	Donate personal time to community-based efforts	Offer to join a water-based nonprofit

What can You do Differently?

Participants were asked to consider what actions they could change, at the individual level, in order to have a positive impact on their community's water resources. Table 9 summarizes the main categories from these responses. Educating oneself or others was the overarching principle, while promoting interests and engaging more in the community was common as well.

What can Others, as Individuals, do Differently?

Next, participants discussed what other community members, as individuals, could do differently. Table 10 provides a summary of the common ideas from these discussions. Similar to Table 9, the common categories were educating oneself or others and engaging in the community.

Table 9: What can You do differently?

Category	Occurrences	Communities
Educate	25	Barry Co, Caseville, Dearborn, East Jordan, Grand Ledge, Grand Rapids, Jonesville, Manistique, Marquette, New Buffalo, Traverse City
Promote	15	Alpena, East Jordan, Midland, Muskegon, Traverse City
Engage	13	Alpena, Battle Creek, Dearborn, Flint, Grand Ledge, Grand Rapids, Midland, Traverse City
Volunteer	13	Alpena, Caseville, Dearborn, Grand Ledge, Flint, Traverse City
Stop Polluting	13	Barry Co, Caseville, Marquette, New Buffalo, Traverse City
Advocate	12	Barry Co, Battle Creek, Caseville, Flint, Muskegon, Traverse City
Connect	11	Caseville, Jonesville, Traverse City
Use the Resources	8	Battle Creek, Dearborn, East Jordan, Flint, Midland
Communicate	7	Alpena, East Jordan, Flint, Muskegon, Traverse City
Be Open	5	Grand Ledge, Grand Rapids, Manistique, Midland
Listen	4	Barry Co, Dearborn
Donate	1	Flint
Total	127	

Table 10: What can others do differently?

Category	Occurrences	Communities
Educate	17	Barry Co, Caseville, Dearborn, East Jordan, Grand Ledge, Grand Rapids, Jonesville, Muskegon, New Buffalo, Traverse City
Engage	16	Alpena, Barry Co, Flint, Grand Ledge, Jonesville, Midland, Muskegon, Traverse City
Stop Polluting	13	Barry Co, Flint, Grand Ledge, Jonesville, Marquette, Midland, Muskegon, New Buffalo
Connect	11	Alpena, Caseville, Dearborn, East Jordan, Flint, Grand Rapids, Jonesville, Marquette, Muskegon, Traverse City
Be Open	7	Barry Co, Grand Rapids, Marquette, Traverse City
Promote	7	East Jordan, Flint, Grand Rapids, Muskegon, New Buffalo
Use the Resources	6	Barry Co, Battle Creek, Grand Rapids, Marquette, Traverse City
Volunteer	6	Battle Creek, Dearborn, Jonesville, Manistique, Marquette, New Buffalo
Communicate	6	Battle Creek, East Jordan, Flint, Jonesville, Traverse City
Listen	6	Barry Co, Grand Ledge, Grand Rapids, Traverse City
Donate	5	Barry Co, Caseville, Marquette, Midland, Muskegon, Traverse City
Support	4	Flint, Grand Ledge, Jonesville, Muskegon
Total	104	

What can the Community, Collectively, do Differently?

Finally, session participants were asked to consider in what ways the community, collectively, could change its behavior. Table 11 summarizes the common responses in all sessions. The category that was discussed most often was "Legislation". Increased collaboration and innovative engagement were the next most common categories.

Table 11: What can the Community do differently?

Category	Occurrences	Communities
Legislate	21	Alpena, Barry Co, Battle Creek, Caseville, Dearborn, East Jordan, Flint, Grand Rapids, Jonesville, Marquette, Midland, Muskegon, New Buffalo, Traverse City
Collaborate	16	Alpena, Battle Creek, Caseville, Jonesville, Manistique, Marquette, Muskegon, New Buffalo, Traverse City
Engage	15	Alpena, Barry Co, Battle Creek, Caseville, Flint, Grand Rapids, Jonesville, Midland, Muskegon, New Buffalo, Traverse City
Marketing	12	Alpena, Barry Co, Battle Creek, East Jordan, Jonesville, Marquette, Midland, Muskegon
Proactive	11	Alpena, Barry Co, Battle Creek, Caseville, Jonesville, Manistique, Marquette, Muskegon, Traverse City
Find Funding	10	Alpena, Battle Creek, Grand Ledge, Grand Rapids, Jonesville, Manistique, Midland, Muskegon
Educate	10	Alpena, Caseville, East Jordan, Grand Ledge, Midland, Muskegon, New Buffalo, Traverse City
Be Open	8	Barry Co, Flint, Grand Ledge, Manistique, Midland, Muskegon
Stop Polluting	8	Barry Co, Caseville, Grand Ledge, Jonesville, Marquette, Muskegon, Traverse City
Support	5	Flint, Grand Ledge, Midland, Traverse City
Listen	1	Marquette
Total	117	

Developing an Action Strategy

After generating community actions for individuals and the community as a whole, participants were asked to identify one community action to discuss in greater detail. Each group was tasked with answering the following questions for each action selected:

- How would you implement this idea?
- Who would be responsible?
- How would it be funded?
- What are potential barriers to success?
- How would you ensure continued action / success?

Table 12 indicates which projects were identified and discussed in greater detail for each community. Please note that sessions with more participants were split into groups, and each group selected an individual action to discuss so the number of actions varies by community.

In total, 30 different actions were selected across the 16 communities. The selected actions varied on a community-by-community basis, although there were recurring themes. The main topics for action tended to fall into the following project types (the number in parenthesis indicates how many out of the total 30 actions fell into each category):

- Community engagement, awareness, education, and events (17)
- Regional collaboration efforts (6)
- Support for policies and plans (4)
- Incentives or funding efforts (3)

The above list is color-coded to match the projects identified in Table 12.

Table 12: All projects identified, by community

Community	Projects Identified
Alpena	Develop activities and businesses that incorporate water resources, Reduce plastic pollution in the community
Barry County	Engage individuals in water awareness, Increase community engagement
Battle Creek	Community festival / events on the water
Caseville	Encourage homeowners to pump septic fields annually to protect groundwater
Dearborn	Engage the community to create a vision for Rouge River, Increase public access for Rouge River, Incentivize green infrastructure implementation
East Jordan	Create a Lake Charlevoix Watershed Protection Plan
Flint	Start a "Community Jumps In" program, Trust in the Master Plan
Grand Ledge	Generate Dam funding, Support existing plans / development
Grand Rapids	Collaborate on efforts to improve efficiency, Increase community engagement and collaboration
Jonesville	Expand "Riverfest" to include discussions of water resources
Manistique	Maximize land and water usage
Marquette	Encourage outreach, education, and promotion to increase investment, Establish a regional water authority
Midland	Engage to develop a water resources plan, Promote community awareness of water resources
Muskegon	Regional water quality sampling and monitoring, Engage all communities in the Muskegon Region, Assess potential for regional water transportation opportunities
New Buffalo	Educate visitors on the value of water resources, Implement school system water education programs
Traverse City	Set community standards for environmental protection, Create a regional brand around water resources, Create a devoted funding mechanism for water resources

How would you implement this idea?

Table 13 summarizes responses to the question "How would you implement this idea?" by identifying common themes in implementation actions. Community events were mentioned the most often as an implementation strategy. Every time a community event was mentioned it was for a project that fell into the Community engagement, awareness, education, and events category. Marketing programs and education were the next most common action categories. Each of the six most common responses are directly related to community engagement.

Table 13: How would you implement this?

Action Category	Occurrences	Project Types			
		Community Engagement	Regional Collaboration	Support Policies & Plans	Incentives & Funding
Events	13	X			
Marketing	11	X		X	
Educate	10	X	X		
Identify stakeholders	8	X	X		
Collaborate	8	X	X		
Community Support	8	X	X	X	
Meetings	7	X	X	X	
Legislation	6	X			X
Funding	6			X	X
Find facilitator	3	X	X		
Volunteer	3	X			
Invest	2	X			X
Rebates / Discounts	2	X			X
Be Open	1	X			
Total	88				

Who would be responsible?

Table 14 summarizes to the question of who should be responsible for implementing each proposed project. The most common groups identified were local government, regional entities, and nonprofits or foundations.

Table 14: Who would be responsible?

Stakeholder Category	Occurrences	Project Types			
		Community Engagement	Regional Collaboration	Support Policies & Plans	Incentives & Funding
Local Government	16	X		X	X
Regional Entity	13	X	X		
Nonprofits	12	X		X	
Foundations	8	X			X
Citizens	7			X	
State Agency	6			X	
Colleges / Universities	5	X	X	X	
Local Businesses	5	X			X
Downtown Development Authority	4	X		X	X
K-12 schools	4	X	X		
Community Leader	4	X			
Chamber of Commerce	4	X		X	X
Convention & Visitors Bureau	3	X			
Parks & Recreation	3	X		X	
Tribal Groups	2	X			
Media	2	X			
Volunteers	1	X			
Total	99				

How would it be funded?

After discussing how the project would be implemented and who should be the responsible entity for implementation; session participants discussed how their respective projects could be funded. Table 15 contains the common funding mechanism categories along with the types of projects associated with each funding strategy. State Agency funds and private foundations were most common, with grants in general and community groups close behind.

What are potential barriers to success?

Session participants were asked to consider the barriers that could impede the progress of their potential project. The responses from each session were condensed into common barrier categories, included in Table 16. Funding and participation were the most commonly discussed barriers, with the political process also cited as a common barrier.

Table 15: Identified funding sources

Funding Category	Occurrences	Project Types			
		Community Engagement	Regional Collaboration	Support Plans & Policies	Incentives & Funding
State Agency	10	X	X		X
Foundations	10	X		X	
Grants	9	X	X	X	X
Community Groups	8	X	X		
Local Government	7	X		X	X
Additional Tax	7	X		X	X
Private Corporations	6	X	X		
Fundraisers	5	X			
Public-Private Partnership	4		X	X	
User fees	3	X			X
Federal Agency	3		X		X
Colleges / Universities	2	X			
Crowd-Sourcing	1			X	
Parks & Recreation	1	X			
Convention & Visitors Bureau	1	X			
Bond	1				X
Total	78				

Table 16: Barriers to success

Barrier Category	Occurrences	Project Types			
		Community Engagement	Regional Collaboration	Support Policies & Plans	Incentives & Funding
Funding	17	X	X	X	X
Participation	17	X			
Political Process	14			X	X
Marketing / Communication	8	X	X	X	X
Public Perception	8	X	X		X
Personnel	6	X			X
Education	5	X	X		X
History	4	X			
Safety	3	X			
Total	82				

How would you ensure continued action / success?

Finally, session participants were asked to consider what was necessary for their project to enjoy long-term success. Table 17 highlights the common categories from these discussions. Continued commitment and leadership are the top items that individuals believed would allow for continued success.

Table 17: Strategies for continued success

Continued Success Category	Occurrences	Project Types			
		Community Engagement	Regional Collaboration	Support Policies & Plans	Incentives & Funding
Continued Commitment	8	X	X		X
Leadership	7	X	X	X	
Education	4	X			X
Prioritize	3	X	X	X	
Communication	3	X			
Collaborate	2	X			
Transparency	1			X	
Funding	1		X		
Total	29				

Chapter 4: Findings and Recommendations

This section summarizes findings and offers recommendations related to each portion of the Community Water Dialogues project. Findings are based on input received through the Water Dialogue sessions as well as survey results. Input from each community was summarized into categories,[2] with vision elements, actions to implement the vision, and tactics to accomplish each action categorized separately (see Chapter 3). Even though input topics were categorized separately, the same themes are reflected in each (e.g., community engagement).

Pre-Survey and Exit Survey

Participants in Water Dialogues were asked to complete a survey prior to the session in their respective community and also completed an exit survey following their session.

Findings

- Participants in the Water Dialogues were satisfied with the sessions. 95% of respondents to the exit survey were satisfied or very satisfied with the session and the remaining 5% were neutral.
- The most common perspectives represented in the sessions were community resident (47%) and recreational water user (44%). Following these, the most common perspectives were community leader (26%) and environmental advocate (24%). Overall, participation from students, members of the faith community, and tribal leaders was lower than desired. Tribal leaders attended three sessions (Traverse City, Battle Creek and New Buffalo), but did not complete the pre-survey.
- Participants tended to be of career age (73% were between the ages of 35 and 64) and many had a professional stake in their community's water resources (62%).
- Participants in Water Dialogue sessions were asked to rate their level of confidence in their community's ability to capitalize on its water resources in the pre-survey and exit survey. The two largest increases from pre-survey to exit survey confidence belonged to Upper Peninsula communities (Marquette and Manistique). Marquette's confidence increased by 0.83 points, and Manistique increased by 1.80 points. The next closest communities were East Jordan and Flint, both increasing by 0.62 points.

Community Vision

Participants in Water Dialogues were guided through an individual visioning exercise using Visual Explorer images and then instructed to identify three to five key elements of a common

[2] Due to the various sizes of groups in each community, and the relatively small size of each Water Dialogue group (the largest group was 17), the scale of support for individual ideas was not analyzed. Analyzing this information could be misleading, as a relatively small group of people in an individual community or communities could greatly influence the overall support for a particular idea over another. Instead, the focus is on common ideas identified across communities.

vision in groups of four to six individuals. Vision elements from each community were then tabulated.

Findings

- **Consistency of Vision:** Overall, the vision for the future of water resources in the 16 communities was relatively consistent.
    - Three themes were pervasive when participants were asked to identify key elements of their community vision for water: 1) Accessibility of water resources, 2) Recreational use of water, and 3) Ensuring adequate quantity and improved quality of water. At least one of these themes was expressed in 15 of the 16 communities and total, they account for over 40% of the vision elements identified in all communities.
    - Remaining vision elements were identified by between three and seven communities, and evenly dispersed between community types.
    - Some combination of maintaining the health of water resources, preserving and protecting water resources, and/or ensuring quantity and quality of water resources was cited in every community vision.
- **Ease Developing a Common Vision:** Agreeing to a common vision for water resources was not particularly challenging for participants. In most sessions, participants were surprised at the consistency of individual visions for the future of water resources and the relative ease of the exercise.
- **Little Focus on Economic Opportunity:** The potential for pure economic benefit from water was not a strong theme throughout the sessions. While there is similarity between the ideas of using water resources to create a destination and bolster the economy, even when combined these ideas were only sighted in approximately ½ of all communities. Furthermore, when economy was cited as a vision element, the idea of balance—ensuring that economic and industrial needs are balanced with environmental and recreational needs—was also cited 80% of the time.
- **Urban Core Communities Strive to be a "Destination":** Only three communities identified being recognized as a "Destination" as critical to their vision. Both urban core communities, Flint and Grand Rapids, were in this category.
- **Upper Peninsula and Economy:** When asked what participants thought when they hear the words "*[Insert Community]* and *water"*, participants in both Upper Peninsula communities, Marquette and Manistique, indicated they thought of the economy as associated with their respective community. This was the only geographic association of communities in the visioning exercise.

Recommendations

- **Visioning as Conflict Resolution:** An important first step for communities struggling with a particular water issue is to establish a common vision for community water resources. Often, participants on opposite sides of a current water-related issue (e.g., dam removal versus repair) found their respective visions to be relatively similar. This new common

ground allowed them to approach issues with an eye toward impact on a shared vision for the future, rather than immediate actions and political ramifications.

- **Economic Potential of Water Resources:** More opportunities must be presented to communities to create positive sum solutions for generating economic benefit from water resources. In many communities, participants were uncomfortable with the idea of focusing on water resources as an economic engine in their vision due to fear of degrading the resource. More must be done to communicate opportunities to create new economic opportunity around Michigan's water resources while simultaneously enhancing community connection to resources and opportunities for preservation and protection.

Generating Community Actions

Following development of a common vision, participants were asked to respond to three questions:

1. What can you do differently to achieve the vision?
2. What can others do differently to achieve the vision?
3. What can the community, collectively do differently to achieve the vision?

Each individual responded to all three questions and responses were summarized within each small group into three separate action types (individual, others, and community). Responses to each question were then tabulated by community.

Findings

- **Individual Actions Focused on Advocacy:** When the question, "What can you do differently to achieve the vision?" was developed, it was anticipated that responses would focus on individual behavior change (e.g., use less water). However, participants in the Water Dialogues overwhelmingly identified advocacy activities rather than individual behavior change. Fifty-seven percent of all responses were categorized as educate, promote, engage, advocate, and communicate. In contrast, individual behavior changes (volunteer, stop polluting, use the resources, and donate) account for only 28% of responses.
- **Actions of Others were Mixed Between Behavior Change and Community Engagement:** When asked "What can others do differently to achieve the vision?" the focus was on community engagement, connecting with others, and education (42% of responses), which reflects a common theme in the sessions that the general public should be more engaged, but also that professionals must be more effective in community engagement. In response to this question, behavior changes were identified with a similar frequency as in the previous question, accounting for 29% of responses.
- **Community Actions Focused on Local Government and Nonprofit Organizations:** When asked "What can the community, collectively do differently to achieve the vision?" the focus was on the actions of local government and nonprofit organizations. The most common response was to legislate local change (18% of responses). There was also a focus on effective collaboration between organizations as well as pursuit of funding

(combined, 22% of responses). Again, the focus on outreach and engagement was repeated, with engagement, marketing, and education accounting for 32% of responses.

Recommendations

- **Water Resources Must be Promoted More Effectively:** Special attention must be paid to improving awareness and use of water resources as well as creating new opportunities for community engagement around water resources. This was a common theme throughout all action types (individual, others, and community) and was noted in all communities. There was a strong sense that community members were not fully aware of water resources within their community, which was often true of Water Dialogue participants as well.
- **Entities within Communities Must Collaborate More Effectively:** Implementing a long-term vision for water resources, even in a small community, requires involvement of many stakeholder organizations and levels of government. There must be a concerted effort to orient these groups around water to ensure community water resources are leveraged in a manner that balances economic opportunity with environmental protection and recreation.

Developing an Action Strategy

After identifying actions to be taken to achieve the vision, participants were asked to select, within small groups, at least one community action to develop more fully. Often, the action selected was a combination of two or more actions identified previously or a more refined version of an individual action. After the action was identified, participants were asked to respond to five questions:

1. How would you implement this idea?
2. Who would be responsible?
3. How would it be funded?
4. What are potential barriers to success?
5. How would you ensure continued action / success?

Findings

- **Community Engagement Actions were Most Common:** The actions selected to be developed more fully fit easily into four broad categories: 1) Community engagement, awareness, education and events; 2) Regional collaboration efforts; 3) Incentives or funding efforts; and 4) Support for policies and plans. A total of 30 distinct actions were identified in the Water Dialogue communities, of which 17 (57%) were categorized as community engagement. In many communities, this activity was not necessarily viewed as having the highest impact, but it was commonly seen as a necessary first step to moving toward more impactful actions that require community support. Community engagement related to water resources was also often seen as an action that is currently lacking in communities.

- **Other than Community Engagement, Actions are Inter-Related:** The other three actions commonly identified (regional collaboration, incentives and funding, and support for policies and plans) are strongly related. For example, regional collaboration creates opportunities for new funding and incentive mechanisms that can support implementation of existing policies and plans.
- **Community Actions by Community Type:** Medium sized communities (Alpena, Grand Ledge, Manistique, and Traverse City) were much less focused on Community Engagement actions when compared to the group as a whole. These communities identified eight total actions, and only three of these (37.5%) were community engagement related. Across all communities, 17/30 (56.7%) actions identified were tied to community engagement.
- **Recreation, Access, and Connectivity were Lost:** While these ideas were universally identified as vital in community visioning, they were not a point of emphasis when developing action strategies. In a few communities these actions were seen as longer-term and participants chose to focus on immediate actions in the Water Dialogue session. However, this represents a significant opportunity for communities to implement a vision that aligns directly with existing State programs and initiatives.
- **Community Engagement is a Key Element of Most Actions:** Holding events, identifying stakeholders, holding meetings, education, and marketing account for 56% of all responses to the question, "How would you implement this idea?"
- **Responsibility for Implementation is Diverse:** While local government was the most common response, the groups identified as responsible for implementation were diverse. Most actions included many responsible parties, but generally each included potential funders, potential leaders of the action, and key stakeholders.
- **Individuals are Willing to Participate, but Hesitant to Lead:** One of the major challenges for communities was determining who would be a champion for a given action. Participants could easily identify others and even volunteer to be engaged, but there was a great deal of hesitancy in identifying a champion for a project or initiative. This is partially due to the nature of the Water Dialogue sessions, but also reflects a lack of time and resources among participants and organizations.
- **Outside Funding is Necessary, but Communities are Willing to Develop Local Funding Sources:** The majority of potential funding sources identified are external (state agency, federal agency, grants, and foundations account for 41% of responses). However, many communities identified local sources of funding, including corporations or businesses, user fees, and community groups. A fair number of communities (7) also identified additional taxes as a funding source.
- **The Most Common Barriers to Success are Funding and Participation:** Funding and participation were identified as the most common barriers to success each was a barrier to success for 17 of the 30 actions identified.
- **Communities Must Address Local Barriers:** Participation, political process, and public perception account for 48% of barriers identified and were included in nearly every action. These are barriers that must be addressed at the individual community level, and

relate directly to the need for more effective community engagement around water resources.

- **Leadership is Needed to Ensure Continued Success:** Leadership, continued commitment, and prioritization account for 62% of all responses to ensuring continued success. This is especially important considering the challenge communities had in identifying a champion for actions.

Recommendations

- **Take Advantage of Opportunities for Community Engagement:** Many communities identified existing festivals and events that take place related to water resources, but do not necessarily focus on water resources as an opportunity for engagement and/or education. Support for more efforts of this type could have a significant impact on public perception of the importance of water resources and also serve to increase use of water resources. In general, support for community engagement efforts will be critical to ensure water resources are perceived as a critical community asset.
- **Focus Efforts on Re-Connecting Communities with Water Resources:** The common theme throughout all aspects of the Water Dialogue project was a need to re-connect communities with their water resources. Different communities are at various stages relative to this effort, but it was a unifying theme. Current State programs present excellent opportunities to help communities make these connections, both physically and psychologically. For example, focusing placemaking efforts on community water resources will ensure that residents have better access to water resources and take advantage of recreational opportunities. This in turn creates a stronger connection to water resources and builds a sense of stewardship.
- **Community Members Must be Encouraged to be a Champion:** Without a dedicated local champion, especially in smaller communities, many actions will not be possible and/or struggle to sustain over time. Individuals in communities, both in their professional or personal capacities, must be encouraged and incentivized to be a champion.
- **Align State Funding Resources to Support Water Resources:** State resources will be a critical element of implementation for building upon water resources. However, the activities necessary are not traditional activities funded by regulatory agencies. For example, placemaking and community engagement efforts are equally important to implementing community visions as water quality testing. Different state agencies must coordinate efforts around water resources to ensure funding is invested in a targeted manner to help communities effectively leverage water resources.
- **Use Water Resources as a Unifying Theme for Building Community Capacity:** Water Dialogue communities had remarkably consistent visions for the future of their water resources. This presents an opportunity for communities to unify around a common goal as a means of addressing local barriers (e.g., political process).
- **Develop Best Practice Examples of Local Funding Resources:** Communities are willing to fund efforts locally, but generally do not have a great deal of experience or strong examples to follow. Developing a few examples of successful community funding efforts

to support water resources would empower communities to implement their own vision.

Appendices

Appendix A: Full List of Participants

The table below showcases a full list of Water Dialogue session participants, along with the community name of the respective session each individual attended. In total, 174 individuals attended the sessions.

Name	Community
Matt Waligora	Alpena
Charles Wiesen	Alpena
Jackie Krawczak	Alpena
Jim Klarich	Alpena
Samuel Prentice	Alpena
Roger WItherbee	Alpena
Andrea Ania	Alpena
Hannah MacDonald	Alpena
Jeff Gray	Alpena
Richard Deuell	Alpena
Paul Rogers	Alpena
Andy Helmboldt	Battle Creek
Christine Hilton	Battle Creek
Doug Grosso	Battle Creek
Homer Mandoka	Battle Creek
Kevin Smith	Battle Creek
Susan Anderson	Battle Creek
Susan Scalabrino	Battle Creek
Tiffany Eichorst	Battle Creek
David Bouck	Caseville
David Bowman	Caseville
Tonya Harrinton	Caseville
Greg Renn	Caseville
Jamie Learman	Caseville
Jeff Smith	Caseville
Kenneth Rathje	Caseville
Larry Moss	Caseville
Nancy Moss	Caseville
Rich Bass	Caseville
Lakon Williams	Caseville
David Quinn	Caseville
Erpiz Krybie	Caseville
Roger Gauther	Caseville
Amy Mangus	Dearborn
Dave Norwood	Dearborn
Jim Ridgeway	Dearborn
John O'Reilly	Dearborn
Lila Amen	Dearborn

Name	Community
Orin Gelderloos	Dearborn
Rachel Viola	Dearborn
Sally Petrella	Dearborn
Sean Galloway	Dearborn
Tom Green	Dearborn
Liz Hendley	Dearborn
Kalmin D. Smith	Grand Ledge
Karla Chamberlain	Grand Ledge
Christopher Chamberlain	Grand Ledge
Tammy Foster	Grand Ledge
Bill Kane	Grand Ledge
Rev. Cindy Skutar	Grand Ledge
Terrance Augustine	Grand Ledge
Bob Doty	Grand Ledge
Pat Harrington	Grand Ledge
Amee King	Grand Ledge
Fred Cowles	Grand Ledge
Erin Campbell	Grand Ledge
David McGhee	Flint
Derrick Mathis	Flint
Jack Stock	Flint
Janet VanDeWinkle	Flint
Jennifer Acree	Flint
Jumana Vasi	Flint
Michael Freeman	Flint
Patrick Ryals	Flint
Rebecca Fedewa	Flint
Adrian Walker	Flint
Pardeep Toor	Flint
Katie Ross	Flint
Tom Cannon	East Jordan
Thurlow McClellan	East Jordan
Dr. John Richter	East Jordan
Tim Goodwin	East Jordan
Kay Harper	East Jordan
Mary Faculak	East Jordan
Rev. Bar Adams	East Jordan
Kelly Martin	East Jordan
Chris Yonkey	East Jordan
Rachel Hood	Grand Rapids
Mike Lunn	Grand Rapids
Carrie Rivette	Grand Rapids
Wendy Ogilvie	Grand Rapids
Kristi Klomp	Grand Rapids
Steve Faber	Grand Rapids
Karen McCarthy	Grand Rapids
Mike DeWilde	Grand Rapids
Joshua Lunger	Grand Rapids

Name	Community
Kelly Rice	Grand Rapids
Michael Posthumus	Grand Rapids
Joanne Barnard	Barry County
Emily Wilke	Barry County
Rachel Zergerius	Barry County
Michelle Skedgell	Barry County
Jim WIncek	Barry County
Jane Herbert	Barry County
Bonnie Hildreth	Barry County
Mark Hewitt	Barry County
Jim McManus	Barry County
Jeff Garrison	Barry County
Lori Phalen	Barry County
Dr. Sarah Syswerda	Barry County
Tim Girrbach	Barry County
Ben Geiger	Barry County
David Steel	Jonesville
Don Germann	Jonesville
Grant Bauman	Jonesville
Jerry Drake	Jonesville
Stuart Welden	Jonesville
Tim McLean	Jonesville
Ray Leising	Jonesville
Buddy Soash	Jonesville
Paul Garber	Manistique
Alan Barr	Manistique
Corey Barr	Manistique
Sheila Aldrich	Manistique
Julie Roscioli	Manistique
Bob Stafford	Midland
Carol Miller	Midland
Dan Cline	Midland
Dick Touvell	Midland
Doug Koop	Midland
Mike Hayes	Midland
Mike Kelly	Midland
Mike Quinnell	Midland
Noel Bush	Midland
Wally Mayton	Midland
Zack Bell	Midland
Kim Arter	Muskegon
Frank Peterson	Muskegon
Dennis Kirksey	Muskegon
Jill Emery	Muskegon
Ron Matthews	Muskegon
Cindy Larsen	Muskegon
John Koches	Muskegon
Joshua Croff	Muskegon

Name	Community
T. Arnold Boezaart	Muskegon
Terry Sabo	Muskegon
Greg Mund	Muskegon
Kathy Evans	Muskegon
Ed Garner	Muskegon
Bob Lukens	Muskegon
Ben Cross	Muskegon
Rich O'Neal	Muskegon
Delphine Hogston	Muskegon
Buzz Lail	New Buffalo
H. Jason Auvil	New Buffalo
Patrick Donnelly	New Buffalo
Robert Kemper	New Buffalo
Viki Gudas	New Buffalo
Matthew Bussler	New Buffalo
Marcy Colclough	New Buffalo
Brad VanDommelen	Traverse City
Brian Haas	Traverse City
Derek Bailey	Traverse City
Don Coe	Traverse City
Douglas DeYoung	Traverse City
Gary Howe	Traverse City
Harry Burkholder	Traverse City
Kathy Huschke	Traverse City
Megan Olds	Traverse City
Mike Wills	Traverse City
Phil Loew	Traverse City
Sarah Uren	Traverse City
Warren Call	Traverse City
John Noonan	Traverse City
Jonathan Campbell	Traverse City
Brad Neumann	Marquette
Michelle Jarvie Eggart	Marquette
David Stensaas	Marquette
Rhiannon Haller	Marquette
Caralee Swanberg	Marquette
Carl Lindquist	Marquette
Curt Goodman	Marquette
Heidi Gould	Marquette
Kevin Taylor	Marquette

Appendix B: Pre-Survey Perspectives by Community

Alpena		
Perspective Represented	# of Responses	% of Individuals
Elected Official	3	23%
Appointed Official		0%
Municipal Staff Person		0%
Tribal Leader		0%
Community Resident	7	54%
Recreational Water User	7	54%
Water-Based Industry Representative	2	15%
Industrial or Agricultural Water User	1	8%
Local Business Owner		0%
Community Leader	2	15%
Active Member of Local Faith Community		0%
Regional or County Representative		0%
Economic/Community Development Professional	3	23%
Conservation Professional	1	8%
Environmental Advocate	1	8%
Student	2	15%
Total Perspectives Identified	29	
# of Individuals That Completed Survey	13	
Average Perspectives Per Individual	2.23	

Battle Creek		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official		0%
Municipal Staff Person	3	43%
Tribal Leader		0%
Community Resident	4	57%
Recreational Water User	1	14%
Water-Based Industry Representative		0%
Industrial or Agricultural Water User		0%
Local Business Owner		0%
Community Leader	1	14%
Active Member of Local Faith Community	1	14%
Regional or County Representative		0%
Economic/Community Development Professional		0%
Conservation Professional	2	29%
Environmental Advocate	1	14%
Student	1	14%
Total Perspectives Identified	14	
# of Individuals That Completed Survey	7	
Average Perspectives Per Individual	2.00	

Caseville		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official	1	17%
Municipal Staff Person		0%
Tribal Leader		0%
Community Resident	3	50%
Recreational Water User	4	67%
Water-Based Industry Representative	1	17%
Industrial or Agricultural Water User		0%
Local Business Owner	1	17%
Community Leader		0%
Active Member of Local Faith Community		0%
Regional or County Representative		0%
Economic/Community Development Professional		0%
Conservation Professional	1	17%
Environmental Advocate		0%
Student		0%
Total Perspectives Identified	11	
# of Individuals That Completed Survey	6	
Average Perspectives Per Individual	1.83	

Dearborn		
Perspective Represented	# of Responses	% of Individuals
Elected Official	1	9%
Appointed Official	3	27%
Municipal Staff Person		0%
Tribal Leader		0%
Community Resident	3	27%
Recreational Water User	3	27%
Water-Based Industry Representative	1	9%
Industrial or Agricultural Water User	1	9%
Local Business Owner		0%
Community Leader	2	18%
Active Member of Local Faith Community	1	9%
Regional or County Representative	1	9%
Economic/Community Development Professional		0%
Conservation Professional		0%
Environmental Advocate	3	27%
Student	1	9%
Total Perspectives Identified	20	
# of Individuals That Completed Survey	11	
Average Perspectives Per Individual	1.82	

East Jordan		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official	3	38%
Municipal Staff Person	2	25%
Tribal Leader		0%
Community Resident	5	63%
Recreational Water User	4	50%
Water-Based Industry Representative	1	13%
Industrial or Agricultural Water User		0%
Local Business Owner	2	25%
Community Leader	1	13%
Active Member of Local Faith Community	1	13%
Regional or County Representative		0%
Economic/Community Development Professional	1	13%
Conservation Professional	1	13%
Environmental Advocate	4	50%
Student		0%
Total Perspectives Identified	25	
# of Individuals That Completed Survey	8	
Average Perspectives Per Individual	3.13	

Flint		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official	1	13%
Municipal Staff Person	1	13%
Tribal Leader		0%
Community Resident	3	38%
Recreational Water User	3	38%
Water-Based Industry Representative		0%
Industrial or Agricultural Water User		0%
Local Business Owner	1	13%
Community Leader	4	50%
Active Member of Local Faith Community	1	13%
Regional or County Representative		0%
Economic/Community Development Professional	1	13%
Conservation Professional	1	13%
Environmental Advocate	2	25%
Student	1	13%
Total Perspectives Identified	19	
# of Individuals That Completed Survey	8	
Average Perspectives Per Individual	2.38	

Grand Ledge		
Perspective Represented	# of Responses	% of Individuals
Elected Official	2	17%
Appointed Official	3	25%
Municipal Staff Person	1	8%
Tribal Leader		0%
Community Resident	8	67%
Recreational Water User	6	50%
Water-Based Industry Representative	2	17%
Industrial or Agricultural Water User		0%
Local Business Owner	3	25%
Community Leader	5	42%
Active Member of Local Faith Community	2	17%
Regional or County Representative	2	17%
Economic/Community Development Professional	1	8%
Conservation Professional		0%
Environmental Advocate	3	25%
Student		0%
Total Perspectives Identified	38	
# of Individuals That Completed Survey	12	
Average Perspectives Per Individual	3.17	

Grand Rapids		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official		0%
Municipal Staff Person	2	17%
Tribal Leader		0%
Community Resident	4	33%
Recreational Water User	5	42%
Water-Based Industry Representative		0%
Industrial or Agricultural Water User	1	8%
Local Business Owner		0%
Community Leader	3	25%
Active Member of Local Faith Community		0%
Regional or County Representative		0%
Economic/Community Development Professional	3	25%
Conservation Professional	3	25%
Environmental Advocate	3	25%
Student		0%
Total Perspectives Identified	24	
# of Individuals That Completed Survey	12	
Average Perspectives Per Individual	2.00	

Jonesville		
Perspective Represented	# of Responses	% of Individuals
Elected Official	1	20%
Appointed Official	3	60%
Municipal Staff Person		0%
Tribal Leader		0%
Community Resident	3	60%
Recreational Water User	1	20%
Water-Based Industry Representative		0%
Industrial or Agricultural Water User		0%
Local Business Owner	2	40%
Community Leader	3	60%
Active Member of Local Faith Community		0%
Regional or County Representative	1	20%
Economic/Community Development Professional	1	20%
Conservation Professional		0%
Environmental Advocate		0%
Student		0%
Total Perspectives Identified	15	
# of Individuals That Completed Survey	5	
Average Perspectives Per Individual	3.00	

Manistique		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official		0%
Municipal Staff Person	1	50%
Tribal Leader		0%
Community Resident	2	100%
Recreational Water User	1	50%
Water-Based Industry Representative		0%
Industrial or Agricultural Water User		0%
Local Business Owner	1	50%
Community Leader	1	50%
Active Member of Local Faith Community		0%
Regional or County Representative		0%
Economic/Community Development Professional	1	50%
Conservation Professional		0%
Environmental Advocate	1	50%
Student		0%
Total Perspectives Identified	8	
# of Individuals That Completed Survey	2	
Average Perspectives Per Individual	4.00	

Marquette		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official	1	10%
Municipal Staff Person	2	20%
Tribal Leader		0%
Community Resident	5	50%
Recreational Water User	4	40%
Water-Based Industry Representative		0%
Industrial or Agricultural Water User		0%
Local Business Owner		0%
Community Leader	1	10%
Active Member of Local Faith Community	2	20%
Regional or County Representative	1	10%
Economic/Community Development Professional	4	40%
Conservation Professional	3	30%
Environmental Advocate	4	40%
Student		0%
Total Perspectives Identified	27	
# of Individuals That Completed Survey	10	
Average Perspectives Per Individual	2.70	

Midland		
Perspective Represented	# of Responses	% of Individuals
Elected Official	1	14%
Appointed Official		0%
Municipal Staff Person	1	14%
Tribal Leader		0%
Community Resident	5	71%
Recreational Water User	3	43%
Water-Based Industry Representative		0%
Industrial or Agricultural Water User	1	14%
Local Business Owner		0%
Community Leader	3	43%
Active Member of Local Faith Community		0%
Regional or County Representative		0%
Economic/Community Development Professional	2	29%
Conservation Professional	2	29%
Environmental Advocate		0%
Student		0%
Total Perspectives Identified	18	
# of Individuals That Completed Survey	7	
Average Perspectives Per Individual	2.57	

Muskegon		
Perspective Represented	# of Responses	% of Individuals
Elected Official	2	14%
Appointed Official		0%
Municipal Staff Person	1	7%
Tribal Leader		0%
Community Resident	3	21%
Recreational Water User	6	43%
Water-Based Industry Representative	3	21%
Industrial or Agricultural Water User		0%
Local Business Owner	2	14%
Community Leader	2	14%
Active Member of Local Faith Community	1	7%
Regional or County Representative	2	14%
Economic/Community Development Professional	4	29%
Conservation Professional	4	29%
Environmental Advocate	5	36%
Student		0%
Total Perspectives Identified	35	
# of Individuals That Completed Survey	14	
Average Perspectives Per Individual	2.50	

New Buffalo		
Perspective Represented	# of Responses	% of Individuals
Elected Official		0%
Appointed Official	2	29%
Municipal Staff Person	1	14%
Tribal Leader		0%
Community Resident	2	29%
Recreational Water User	4	57%
Water-Based Industry Representative	1	14%
Industrial or Agricultural Water User		0%
Local Business Owner	2	29%
Community Leader	2	29%
Active Member of Local Faith Community		0%
Regional or County Representative	3	43%
Economic/Community Development Professional	1	14%
Conservation Professional	1	14%
Environmental Advocate	2	29%
Student		0%
Total Perspectives Identified	21	
# of Individuals That Completed Survey	7	
Average Perspectives Per Individual	3.00	

Traverse City		
Perspective Represented	# of Responses	% of Individuals
Elected Official	1	7%
Appointed Official	3	21%
Municipal Staff Person	1	7%
Tribal Leader		0%
Community Resident	6	43%
Recreational Water User	6	43%
Water-Based Industry Representative	1	7%
Industrial or Agricultural Water User	3	21%
Local Business Owner	4	29%
Community Leader	3	21%
Active Member of Local Faith Community	1	7%
Regional or County Representative		0%
Economic/Community Development Professional	3	21%
Conservation Professional	2	14%
Environmental Advocate	3	21%
Student		0%
Total Perspectives Identified	37	
# of Individuals That Completed Survey	14	
Average Perspectives Per Individual	2.64	