Worksheet 1: Identify Community Members

<table>
<thead>
<tr>
<th>1. What is the address of the property or properties that are the focus of this engagement activity?</th>
</tr>
</thead>
<tbody>
<tr>
<td>This site is located on a former factory site on in the historic downtown. This five-acre site has played a key role in the local economy since the 1850s, and at one time was actually known as “Manufacturers Island”, when the river was diverted around it to provide waterpower for operating machinery. Environmental remediation occurred in the late 1990s under EPA Superfund (CERCLIS) authority, and in response to local stakeholders, the property was restored to become a connection point for three trails. A similar brownfield clean up occurred on property on the opposite side of the river in the 2000s, a site that was used primarily by the railroad and associated warehousing and manufacturing companies. A new steel-span pedestrian/bicycle bridge was completed in 2009 as part of a trail project, and as a result of natural synergies between the two properties, the focus of the planning effort was expanded to encompass both sites, roughly 20 acres in total.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. What is the impacted area? Describe the area surrounding the property or properties that will be impacted by the potential reuse or could impact the reuse of the property. Identify streets or physical features that define the extent of the area. This may be easiest to do by drawing the boundaries of the community on a map. Consider:</th>
</tr>
</thead>
</table>
| • Do the area’s boundaries change if you consider different impacts?  
• Has any other organization or local government defined an impact area? How does yours compare? |
The first site (approx. 5 acres) has been provided with a circular drive and parking area, walkways, a public boat access dock, and basic landscaping after the EPA remediation was completed 12 years ago. The larger second site includes a short bike path but otherwise is completely undeveloped and largely wooded, with an oxbow pond. Both properties are subject to seasonal flooding which limits the type of reuse that can be done.

Both properties are adjacent to downtown, and are considered by EPA as part of the environmental justice community on our town’s East Side. The residents of this area are plagued by flooding, industrial environmental contamination, and housing blight, but have become involved in this reuse planning effort, through the efforts of the City and non-profit entities.

A local trails foundation, an established 501c3 charitable organization dedicated to enhancement and support of recreational trails, volunteered to act as the lead agency for our project as a result of a community planning effort in 2011 and 2012. Coalition members include:

- the Trails Foundation
- a Friends of the River foundation (site concepts, design of landing and ancillary features and structures, river cleanup)
- Trail Commission for two of the trails
- the City’s Community Development Dep’t (funding, legal, liaison with outside consultants, EPA, and other agencies as required, final approval as Owner of the site)
- the Park District (technical input and approval on location and design and construction, professional guidance as a potential future owner of the site)
- the County Convention and Visitors Bureau (marketing and promotion)
- the Downtown Development Foundation (liaison with business owners)
- Representative(s) of residential/business community and other neighborhood stakeholders
3. Who currently uses the site or is affected by the site? Who could be affected by reuse of the site? Who else should participate or have representation in this engagement effort?

You may list individuals or groups without knowing their names. For instance, “the property owner.” You can also list groups who may be impacted by the site but who are not organized, for instance, “children with asthma” or “people who shop at the convenience store.”

The site currently is not used except anecdotally by walkers, fishermen, and boaters due to the lack of amenities. There are no public restrooms, running water, picnic areas, etc on the first property, and no access at all to the second property other than the short bike trail that cuts through one corner. Most casual users have said that they do not visit the site after dark at all due to the lack of lighting and perceived safety concerns.

A major factor in the underutilization of the site in the past 10 years has been the lack of connectivity to a major trail, which has dead-ended about 2 miles from the City. The funding issues are hopefully now resolved and the Trail will at long last be extended to the first site in 2013 or 2014. This will revitalize interest in the site as a bike trailhead, and will allow downtown merchants to finally enjoy some of the benefits associated with having visitors come to downtown to utilize the recreational trails.

While the trailhead was the primary driving force behind the restoration of the first site after the EPA clean up, the Coalition has articulated a much broader vision for what these properties can become for residents and visitors to the City. Some aspects of this vision include public art and performance areas, ways to present the history and culture of the area (including the history and accomplishments of African-American residents, Manufacturers Island, and the impact of the railroads on our history, educational and scientific learning opportunities such as nature trails and ecological work in partnership with a nearby school, renovation of the historic train depot on the second site as a home for small trail-oriented businesses, and utilizing the greenspace and natural beauty of the riverfront as an attraction for downtown visitors and local businesses.

For these reasons the Coalition is wide-open for public involvement by any group or organization or individual that is motivated to join in developing these natural assets for the benefit of the City and its citizens.
Worksheet 2: Develop a Plan

**Part I.** Gather the following information for each of the individuals or organizations identified on Worksheet 1:

1. Name
2. Organization (if applicable)
3. Phone
4. E-mail
5. Why might they be interested?
6. Who will contact?
7. Does the person or organization want to participate? How much?

[Respondent created a separate spread sheet with this information.]

**Part II.** Work with the partners you’ve enlisted to answer the following questions about leadership and communication.

1. Will an individual, organization (e.g., neighborhood organization, existing community organization, and coalition), steering committee, or other group oversee the effort? Describe how oversight and management of the engagement effort will be conducted.

   Our Coalition was formed for this purpose with the Trails Foundation acting as the lead agency. The group was recognized by resolution of the City Council.

2. Will there be a leader or spokesperson? If so, who?

   A member of the Trails Foundation board is acting as the facilitator/leader for the group.

3. What is the process for making decisions?

   Decision making will be by group consensus.

4. How will other partners learn what’s happening?

   By email, and the group’s website.
5. How will organizers receive feedback from members? What will they do with the feedback?

It’s a small group and small enough community that we work together and listen to each other’s concerns.

6. How will you communicate with other community members who are not partners?

Eventually, a broader communications plan will be developed, but to date we have received good coverage in local newspaper, radio, and TV media.

### Part III. What resources will you need to help the group work together?

<table>
<thead>
<tr>
<th>Resource</th>
<th>Availability (currently available, accessible, identified but availability unknown)</th>
<th>Who can provide?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductions to other partners</td>
<td></td>
<td>ALL</td>
</tr>
<tr>
<td>Labor (volunteer or paid)</td>
<td>Trails foundation, Mad Men</td>
<td>Others TBD</td>
</tr>
<tr>
<td>Meeting Space</td>
<td>Library meeting rooms</td>
<td>Larger venues may be needed for public meetings</td>
</tr>
<tr>
<td>Ways to communicate (website, email listserv, etc.)</td>
<td>website</td>
<td></td>
</tr>
<tr>
<td>Supplies (paper, access to computers, copying, etc.)</td>
<td>Donated by members</td>
<td></td>
</tr>
<tr>
<td>Technical expertise</td>
<td>Provided by members, including Park District, etc who have required technical expertise and experience</td>
<td>Specialized expertise will be required for major work such as buildings, lighting, etc.</td>
</tr>
<tr>
<td>Legal expertise</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Funding</td>
<td>TBD</td>
<td>TBD. Trails Foundation has some funding available for a shelter building</td>
</tr>
</tbody>
</table>
Worksheet 3: Identify Needs and Priorities

Part I. For all sites

1. What are the neighborhood’s most important assets or resources? Locate these assets on a map if appropriate. Are there any relationships between these assets and the site?

The greatest asset is the physical location, on the banks of the River. The river is the reason the city exists – the name is derived from a ferry that was operated by an early resident who is the namesake of the site and Coalition. The river winds for 58 miles through the County and was once the main source of outdoor recreation, but during the latter part of the 20th century, fell into disuse and was largely ignored. With a resurgence of interest in healthy outdoor activities and a desire to create landing spots for canoe/kayak access, the Friends of the River Foundation has been actively developing amenities along the river, and in securing a Water Trail designation from the State. These efforts were recognized by a Governors Hometown Award in 2011, and the Friends of the River Foundation is an active participant in the Coalition.

In addition to the river itself, we are fortunate in having a developed site as the result of the Superfund cleanup. Unfortunately, a sequence of problems and issues have made it impossible to extend the existing recreational trail to the site and as a result the property has basically been unutilized and undeveloped for the past 10 years. Two major additions occurred with a bridge and trail extension, and completion of the remediation of the second site in 2011 (pending NFR). While these delays have been aggravating, the key event is the Trail extension, which will hopefully be occurring within the next 12 months.

Aside from the river itself, the combined property comprises a 20 acre greenspace and public use area that lies only a few blocks from the heart of the downtown business district. Unlike some communities, the city did not evolve around a central “green” or “square”, and thus the downtown really has never had a central public area. Perhaps these sites can fill that need, and become one of the main reasons that people come to the downtown area and patronize the businesses there.

2. What are the neighborhood’s biggest problems? Are there any relationships between the site and these problems? Explain.
The area has many problems and issues, but nearly all of them can be addressed and improved:

1. Flooding. While the area is in a flood zone, this is common for riverside parks and trailheads. This just means that developments must be designed appropriately, for example floating docks, fishing piers, etc, that can be easily removed and reinstalled each season as presently is done at the other River landings. Likewise, all other amenities such as picnic tables, benches, signage, etc, should use appropriate materials and construction (e.g. concrete picnic tables which not only resist flooding but are virtually vandal-proof). By using natural materials (such as mulch, rock, etc) the effects of flooding should not have major economic consequences.

2. Safety and Security. Adequate lighting will be essential since the site is mostly landlocked and there are no street or other lights presently. Visitors will expect assurance that vehicles and property left in the parking lot will be safe, and video surveillance is an option that should be considered, along with police presence and a “neighborhood watch” program.

3. Health and Contamination. East Side residents have long feared that industrial waste has contaminated the soil and water, an aggressive action has been taken to mitigate these risks. Still, obesity and a lack of recreation opportunities are cited by residents as concerns, and this project hold the potential to help with these and other health issues cited in the 2011 Survey that was conducted by the City the County Health Dept.

4. Sidewalks. The Survey also indicated the need for improved sidewalks for pedestrians. Part of the plan includes a proposed trail from a Park to the second property which would provide an off-street walkway. Improving the general East Side area will help justify more investment in public improvements.

5. Jobs. Everyone is keenly aware of the high unemployment and lack of jobs for area workers. This project will be a small start toward building-up the regional tourism base, as there are approximately 15 million people within a day-trip drive of the city, and many of them have to travel some distance to access outdoor recreation areas for canoeing/kayaking, boating, fishing, biking, bird-watching, etc. In addition to tourism jobs, the goal is to stimulate downtown shopping, and to provide a new venue for events that will draw people into downtown. Anticipated passenger rail service which is part of another initiative will be a big factor as well, especially since the rail station will be adjacent to the first site.

6. Community Involvement. It is well known that people take ownership of public facilities that are a source of pride. While the intent is not to duplicate our beautiful park system, the addition of 20 acres of greenspace near downtown will complement these facilities for passive users and “silent sports”.
## Part II. For sites where no reuse is currently planned

### 3. What would help the community make their important assets more valuable?

The biggest improvement to the East Side will be to control flooding, restore viable housing stock, and remove buildings that are vacant and/or unsafe. Starting to transition the two brownfield sites to a recreational corridor will cast a new light on this neighborhood. While honoring the wishes of those who want to continue to live there, the path will be clear to remove blighted properties and return vacant, unclaimed land to a more sustainable use. Through this process, the value of those properties that are viable and in good condition should start to increase, and the overall prosperity of the neighborhood should improve as it becomes more attractive for business and other uses. The Park currently draws many people for baseball/softball games, but there are no businesses serving food and drink that benefit from this – hopefully as redevelopment helps to bring more visitors this will change and create opportunities for locally-owned businesses to develop.

Due to private ownership and neglect, the 20 acres encompassed by this project are unknown to most residents, yet with a little work, they provide an opportunity to invigorate the local economy and downtown shopping district.

### 4. What would help the community solve the problems identified in question 2?

Every item listed under #2 is a part of the project that is envisioned by the Coalition. What is needed now is the collaborative leadership and community commitment and resources to develop the details of those plans and to bring them to fruition. Specifically, VOLUNTEERS! This project can be viewed as the pilot; with good results the next step will be to restore other parts of the East Side.

### 5. How could the site be used to help the community solve problems or increase the value of assets? Rank these responses based on their ability to meet important needs.
1. The key for renewal of the East Side is economic activity through increased tourism that will benefit small businesses that in turn will create more jobs for local residents on an ongoing basis. Making it a place where people want to be and where they feel safe will open up the potential for retail and other businesses.

2. One of the Trails will be instrumental in this, as it is envisioned to transit the East Side along an abandoned corridor. This area is not part of the present project, but the City would like the Coalition to assist in planning for it. The indirect connections between the two projects are strong - success in this project will go a long way toward building support for building the new trail, and the same volunteerism/local involvement will be needed.

3. The new trail would increase opportunities for walking and biking through the East Side corridor and to the nearest metropolitan area. This will be a major investment in public infrastructure and will “walk the talk”. But it is going to take a significant investment, and strong public support.

4. Presently blighted/abandoned property can become outdoor public greenspace, such as the strip of land between Album St. and the river. Cleaning and opening-up the area would reduce its attractiveness as a target for vandalism and illegal dumping and provide encouragement for residents to report such acts.

5. Ultimately, stabilizing the value of remaining real estate on the East Side will improve the overall quality of life and turn these blighted areas to natural corridors.

6. Are there reuse ideas the community supports?

Yes. The neighboring community strongly supports improved sidewalks, lighting, recreational opportunities, and removal of dilapidated housing. On a broader scope, the county-wide Prospering Together community plan identified Economic Health, Community Vitality, and Caring About People as the most important themes, along with a strong desire for the community partners to work better together to accomplish these goals.

What is probably lacking is a strong tie between recreational trails and economic health. Many feel the trails only support a certain segment of the population and are a burden on the taxpayer. The survey efforts undertaken by the Trails Foundation will be instrumental in reversing this perception, and there are excellent examples in nearby states of the economic impact outdoor recreation can have. Completion of the last link of the trail into downtown will enable the economic impact to be felt by businesses and experienced by citizens.

Part III. For sites where a reuse is already planned
7. How could the proposed reuse support existing community assets? Are there specific designs, actions, or choices that would better support community assets?

One of the biggest community assets is the Downtown area, which has suffered from the loss of key employers and jobs. This project will stimulate new interest in “going downtown” rather than just driving through it to get somewhere else, and in walking the downtown streets which is more conducive to shopping. Amenities at the first site will serve a number of uses, for example there are presently no public restrooms in downtown (even the courthouse requires a metal detector scan to enter). Simple things like this will make the downtown more attractive and people-friendly. And unlike special events that draw crowds to the downtown for a day or two, these benefits will accrue year-round.

Another large asset is the school system, and the potential synergies for educational and recreational use of the two sites is unmatched anywhere else in the district. The sites could become a living laboratory for school science, ecology, and nature education programs, and would benefit from conservation and riparian restoration.

Other assets include the historic and cultural museums and attractions in the area. The problem is they are scattered all over town and indeed all over the county. The two sites could serve as an introduction, or a “gateway” to these other attractions for visitors who aren’t familiar with the area, but who would come here because of the bike or water trails. In this way it would compliment the Visitors Center, which is not accessible from downtown.

A possible use for part of the rail depot, after restoration, is as another venue for presenting tidbits of our fascinating history, and serving as an introduction to other museums and historic sites. Located just a few feet from the trail makes it ideal for introducing the region to out-of-town visitors who may consider the area as a location for business expansion or re-location, or as a retirement spot that offers reduce cost-of-living yet is close to urban areas.

8. How might the proposed reuse harm existing community assets? Are there specific designs, actions, or choices that could harm community assets?

Given the limited (and declining) tax base and stressed revenue channels, there is a risk of impacting ongoing programs and assets by adding yet one more “mouth to feed”. The Coalition is aware of this, and is hopeful that through “light development” and volunteerism, this project can be primarily funded with local resources, and will become self-sustaining in operation. An example came last fall when a group of Coalition volunteers removed over 10 cubic yards of mud and silt from walkways and dozens of scrub/dead trees. This collaborative effort utilized city employees only for removing and mulching the trees, which will be recycled into parks and other locations. Public employees will provide road maintenance, snowplowing, and mowing, but it is envisioned that volunteers will do the rest on an annual or ongoing basis.

One possible outcome after the Superfund cleanup in 2000 would have been a fence and “keep out” signs around the first site, as is often the case after such clean-ups are finished. In contrast, we were very fortunate to have the site prepared for reuse, and nearly anything that is done to
reuse this area must be seen as increasing the public value of the property over what it might have been. But the real challenge is now to turn a bare landscape into a vibrant and attractive downtown amenity that will make visitors go “Wow!” and which will be the first thing residents want to show first-time visitors. That is our vision, and what will be reflected in our reuse plan.

9. How might the proposed reuse solve or address community problems? Are there specific designs, actions, or choices that would help solve community problems?

Perhaps the most challenging issue is to get community members involved in solving community problems. Every consultant ends up saying the same thing, e.g. that residents suffer “meeting fatigue” and are tired of talk without action. Overall, there seems to be less concern that the wrong action or choice will be made than there is that once again, nothing will happen, nothing will change. Whether it’s the lack of jobs, youth behavior, crime, or whatever - apathy is the common enemy.

The only solution to this dilemma is to remain very results-oriented, and to communicate clearly about what will happen, and then execute as promised. A few successes will go a long way toward showing that things are indeed different this time, and that positive change is definitely happening. Hopefully then even naysayers will want to get onboard and become a part of the solution. This process has been started with the EPA’s help to solicit input from the East Side community, and through an online survey to try to capture what residents want to see. These efforts will be ongoing.

10. How might the proposed reuse make community problems worse? Are there specific designs, actions, or choices that could make problems worse?

The worst mistake we can make is to promise and not deliver. That would not only fail to realize the potential of the project, but it would reinforce the negative perceptions. It has been our goal to avoid this as much as possible, for example by not having regular meetings just for the sake of having a meeting, but only when there is an important development to communicate. Unfortunately the process of working through EPA and its contractor has been more time-consuming and slower than anticipated, yet this is part of the process. Once these hurdles have been met, the pace of the project can pick up and more results will be visible.

Developments that fail to meet the needs of users could produce negative consequences also. For example, putting amenities in place that pull more people to the site without providing for security, lighting, and restroom facilities could just feed into negative perceptions.
Worksheet 4: Identify Specific Property and Ownership Issues

1. Is the site composed of more than one parcel?  
   - Yes  
   - No  

   There are two parcels

2. Who owns the parcel(s)?
   
   The City owns both.

3. Has a reuse been identified, whether in a local plan or by the owners?

   Not entirely, this is the primary aim of the Coalition, and of the EPA and it’s contractor, which is providing assistance as part of the environmental cleanup on the second property. Preliminary site plans were drawn-up in 2000 as the first site was remediated, but these are general plans and don’t include specific details that are envisioned.

   The next step in this process will be a charrette. This hopefully will happen soon, so that the input from this process can be rolled-in with other input from team members and the public to create a draft reuse plan that is detailed and can be used for presentation and fund-raising. Hopefully the technical expertise provided by EPA and its contractor will streamline this process by creating artist conceptions, etc. that will help share the vision within the community.

4. Does reuse require the sale of the parcel(s)?  
   - Yes  
   - No  

5. Are there tax liens or other barriers to reusing the parcel(s)?
No, both are publicly owned.

6. Are there any restrictions on use of the parcel(s) designed to limit exposure to hazardous materials? (These are known as “institutional controls.”)

Yes, there are environmental restrictions on the first site that limit certain uses (such as digging) due to the environmental barrier that was put in place. These are well understood and do not present any issue for the intended re-use. In fact, additional fill was provided in the area where a public restroom is to be located, to make it possible to run water/sewer without violating the terms of these controls.

The City has not yet received a No Further Remediation letter for the second property, but basic remediation is complete and whatever restrictions exist will likely be less severe. Aside from environmental contaminants, the second property is “wild” in the sense there are wooded and wetland areas, industrial debris (concrete, brick, junk, old railroad track, etc) present that will need to be removed for safety and reuse purposes.

7. Are the parcels zoned? If so, what does current zoning allow?

Both properties are currently zoned for Heavy Manufacturing.

8. What are the site conditions? How is the site affecting the surrounding neighborhood?

<table>
<thead>
<tr>
<th>Safety:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The first site is clear of debris and the parking lot, walkways, and boat dock are being used. Fishing is hazardous at the present time since there are no fishing piers and some are fishing from the metal dockside supports which is not a safe area.</td>
</tr>
<tr>
<td>The second site is hazardous due to industrial debris, overgrowth, and lack of any kind of access roads or trails except along the paved bike path. The second site and old depot is an eyesore and unsafe for any use other than traveling on the new bridge and bike path.</td>
</tr>
<tr>
<td>Security:</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Aesthetics:</td>
</tr>
<tr>
<td>Health and Environmental:</td>
</tr>
<tr>
<td>Nuisance:</td>
</tr>
<tr>
<td>Other:</td>
</tr>
</tbody>
</table>
Worksheet 5: Set Goals

1. What is your group’s overall goal for your involvement?

The mission of the Coalition is to provide collaborative public input and guidance for planning reuse and revitalization. We also expect to engage in communications efforts to raise public awareness of the plan that is developed, and in fund-raising and volunteer activities to implement the plan over coming years.

2. Do you have any specific goals for public involvement?

Awareness and support would be the primary goals. Since we are early in the process on the second site, there has been no large-scale communications effort to date. Eventually we will need strong public support to help lobby local government officials to support plans for investing in the first Trail and other public infrastructure projects that are part of the overall vision. In the short term, we would anticipate fundraising and generating public and private support for building amenities and in supporting grant requests.

3. What do you want to achieve through the reuse of the brownfield site?

We really see these sites as a 20 acre greenspace adjacent to downtown that can become an asset rather than a liability. It can become a reason to visit the downtown area and support the merchants there, as well as an attraction for visitors and tourists to come to town for a day, a weekend, or even to retire or live. So this is really about transforming a brownfield industrial site into a tourism/outdoor recreation attraction that will improve quality of life and boost the local economy.
4. What do you want to avoid in reusing the brownfield site?

The biggest pitfall will be depending on others (i.e. government) to take care of us, and failing to make progress. Much of what is envisioned can be done with local resources and volunteers. Inaction or “analysis paralysis” is the #1 thing to be avoided.

5. Do you support any specific uses for the site?

Everyone probably has their own personal idea about which uses are more important or should be given priority. Clearly the confluence of two land and one water trail give a great deal of importance to the trailhead features. Because of the sites rich history, the potential to highlight local history and culture, including that of the African American community, the railroad, and the river which were major factors in the city’s growth should be top priorities as well.

6. Do you support any specific offsite investments to make a new use better for the neighborhood? For example, if your site is currently used as an informal park, a new park nearby would mean that the neighborhood doesn’t need to lose a place to play.

Since the site really isn’t used for anything now, whatever we do will be an improvement. But with the school just a few blocks away, it’s clear that this project can provide additional space for recreation and education without any cost to the school district.

Similarly, having a public gathering and event area in the downtown district can only help merchants who must convince customers to drive downtown and park and walk rather than shop at malls or big box stores. The downtown area should see the greatest benefit from this project, based on what has happened when recreational trails have been brought into other communities.

We will not be able to do everything that some might hope for, for a variety of reasons. For example, with a large park just down the street, we will not turn these sites into another park or playground. The biggest constraint will be flooding, as it is for the entire East Side, but we can do a lot within these boundaries.
Worksheet 6: Identifying Obstacles and Actions

Note: Be sure to focus on what your community group and its members can do to avoid or manage each obstacle you write down – don’t worry about anyone else for now!

<table>
<thead>
<tr>
<th>What obstacles has the community encountered?</th>
<th>What actions can address the obstacle?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample obstacle: Existing businesses are struggling for customers.</td>
<td>Sample action: Develop a marketing campaign to bring more people to the area.</td>
</tr>
<tr>
<td>Sample obstacle: Earlier plans to develop were opposed by neighbors.</td>
<td>Sample action: Work with neighbors and developers to build support for the next plan.</td>
</tr>
<tr>
<td>Groups focusing only on their own priorities and agenda, creating animosity with other groups who have different needs</td>
<td>The Coalition brings all the stakeholders into the process with an equal voice.</td>
</tr>
<tr>
<td>Financial barriers, e.g. lack of funding for matching train construction grants</td>
<td>This will continue to be an issue, especially with fiscal conservatives who are focused on reducing taxes and government spending. The approach will require building a strong coalition of taxpaying citizens who understand and support a solid business case that proves these investments make sense for the community, and who are willing to go fight to make it happen.</td>
</tr>
<tr>
<td>Downtown businesses resent the way TIF money has been spent.</td>
<td>The new Mayor has suggested a different approach, where “here and now” projects like this one may receive more funding, and long-term large-scale projects will be prioritized differently.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What obstacles are anticipated?</th>
<th>What actions can address the obstacle?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample obstacle: Neighbors will object to increased traffic.</td>
<td>Sample action: Work with city and developers to communicate real impacts and manage traffic on local streets.</td>
</tr>
<tr>
<td>Sample obstacle: Existing owner refuses to sell.</td>
<td>Sample action: Find out why and see if there is</td>
</tr>
</tbody>
</table>
something we can do to persuade her.

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apathy, second-guessing, naysayers, etc who vocally oppose the project no matter what</td>
<td>Good, open, consistent public communications and fact-based presentations to build public support.</td>
</tr>
<tr>
<td>Wild allegations e.g. “this is part of Agenda 21 plot for world government” etc.</td>
<td>Public Education on the facts and building public support to marginalize these criticisms.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Are there potential obstacles to your group’s effectiveness?</th>
<th>What actions can address the obstacle?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sample obstacle: No one has time to lead consistently.</strong></td>
<td><strong>Sample action: Assign leadership roles to a group and share information consistently so leadership jobs can be shared.</strong></td>
</tr>
<tr>
<td>The ability to move as fast as local groups would like to in the face of EPA needs and processes that seem to go on forever.</td>
<td>EPA is moving forward, and once their processes are complete the implementation should be under local control.</td>
</tr>
<tr>
<td>State funding priorities that affect availability of money for construction</td>
<td>Given the issues facing the State, about all we can do is wait and hope the last section of the trail extension will finally be completed.</td>
</tr>
<tr>
<td>Tying funding of this project into a larger project which may take years to develop</td>
<td>By separating the short and long-term aspects of this project, we hope to be able to move forward at our own pace using local resources regardless of the pace and resources of other projects.</td>
</tr>
</tbody>
</table>