



# THE COMMUNITY INSTITUTE

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Building strong places, communities and leaders

## Session #1

*Streets, Places and People*

Camden, Maine

October 30-31, 2014



*The Community Institute, A program of Friends of Midcoast Maine*

[www.communityinstitute.org](http://www.communityinstitute.org)

*Streets, Places and People*

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On October 30-31, Friends of Midcoast Maine launched the inaugural session of The Community Institute (TCI) in Camden, Maine. The session, entitled “*Streets, Places and People*” was designed to attract people interested in learning more about shaping their own community through place-making, design, and community activity. By design, each session of The Community Institute contains three major components: topic specific instruction with notable, skilled, national and Maine faculty members, a leadership component and a hands-on component.

## Our Faculty

*Streets, Places and People* faculty members were

- Joel Mills from the American Institute for Architects
- Gary Toth from Project for Public Spaces
- David M Nelson from Project for Public Spaces
- Carol Taylor from the Maine Development Foundation Leadership Program
- Jane Lafleur, Executive Director of Friends of Midcoast Maine.

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Carol Taylor is Program Director for Maine Development Foundation. She focuses on leadership and special projects, directing the Leadership Maine, Leadership Maine: Education Leaders Experience, and Policy Leaders Academy programs and engaging in projects that further Maine's work in food security, cultural assets and the creative economy, and entrepreneurship. Her background includes ten years of experience in areas including coaching and leadership development, human resource management, training and organizational development, community impact, strategy, communications, wellness, and entrepreneurship. She is the founder of the Institute for a Created Future, a trained coach through the Coaches Training Institute, holds a designation as a Professional in Human Resources (PHR) through the Human Resources Certification Institute, and studied Leadership and Organizational Studies at the University of Southern Maine.



Gary Toth has substantial experience in the realm of shaping public and private investments in infrastructure around the concepts of Placemaking to foster multiple purposes. He began his career as a transportation engineer 40 years ago, and has spent most of that career working to bring public agency agendas into sync with community goals. He has substantial expertise in transportation, particularly with Complete Streets implementation, Livable Street Design and the integration of transportation and land use planning. He has done extensive work in Community Based Street Typologies and Network Planning and has helped communities around North America, Brazil and Abu Dhabi rethink their approach to public investment in Transportation. He was instrumental in the creation of the Smart Transportation Guide for Pennsylvania and New Jersey, and the National Model Street Design Manual for Living Streets; each of these focus on how to use transportation to support Placemaking and build communities. The Context Sensitive Solutions and NJ Future in Transportation programs that Gary inspired focused on redirecting NJDOT's Transportation philosophy from simply moving people and goods towards the higher societal goal of improving quality of life, economics and Placemaking. He is one of the leading experts in the country on how to engage DOTs via the transportation planning, funding, project development and design processes to achieve sustainable and livable outcomes. He summarized his insight in a 2009 book – the Citizen's Guide for Engaging Transportation Professionals.



Joel Mills is Director of the American Institute for Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and participatory planning for communities. The Center has been the recipient of a numerous awards recognizing its impact. Joel's 20-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives. In the United States, Joel has worked with over 100 communities, leading participatory initiatives and collaborative processes that have facilitated community-generated strategies on a host of issues. During the past five years, this work has catalyzed over \$1 billion in new investment and built momentum for community transformations across the country.

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David Nelson is a transportation professional, physical planner, and urban designer from Nebraska. His focus is on how legible patterns of public space and transportation networks influence the cognitive image of place and on how the design of pedestrian facilities legitimizes or undermines normative behavior. At Project for Public Spaces, David works on projects ranging from street typologies to form based codes to public space programming and design. As project manager for the Federal Highway Administration's Context Sensitive Solutions Clearinghouse, he uses communication best practices to connect transportation practitioners and citizens with emerging innovations in the discipline and supporting evidence on the benefits of contextuality. Before joining PPS, David worked at the Voorhees Transportation Center at Rutgers University as a transit and bikedead researcher and graphic designer for the New Jersey Bicycle and Pedestrian Research Center and the New Jersey Safe Routes to School Resource Center. While at the City of Omaha Planning Department, David cultivated walkability and bikeability through data and design projects. His wide array of initiatives included siting bicycle parking, designing signage, and coordinating the city's inaugural bicycle and pedestrian traffic counts.



Jane Bechtel Lafleur is the Executive Director of Friends of Midcoast Maine (FMMJ), a regional smart growth, planning and civic engagement organization. FMMJ has worked recently with Rockland and Rockport Maine to develop a shared vision for the 1 1/2 mile commercial strip along Route 1. Jane grew up in Lewiston, Maine and has been a city and regional planner since 1981. She served as Town Planner in Conway, New Hampshire and as City Planner in South Burlington, Vermont, as well as a private planning consultant. Jane is a past board member of Maine Association of Planners (MAP) and the Northern New England Chapter of the American Planning Association (NNECAPA) and has served on planning boards and comprehensive planning committees. Her work has received the MAP Plan of the year award in Damariscotta and in South Burlington Vermont. Jane has been a speaker at numerous conferences: NNECAPA, APA-national conferences, New Partners for Smart Growth, Community Matters, and MAP Annual Meetings. She has recently published an article in the "Communities and Banking" magazine of the Federal Home Loan Bank of Boston as well as other publications. Jane graduated from the University of Maine at Orono and received her master's degree in City and Regional Planning from Harvard University and lives in Camden, Maine.

## Participants

Thirty people attended the session including municipal and state staff people as well as community members, lay-planners, and students, all who are interested in shaping the future of their own communities. Attendees included men and women who were business owners, planning board members, town managers, city council and select board members, retirees, non-profit organization staff people and directors, lawyers, health officials, community development officials and code enforcement officers and every day, concerned, community members.



*Figure 1: Two photos of many of the participants*

## Location

This session was held in downtown Camden, Maine on the third floor of the Camden Opera House. The hands-on work was one block away in the Camden Public Landing, a parking lot along the board walk and harbor's edge at the back of Main Street and Bayview Street shops, restaurants, hotels and offices. The indoor meeting space was generously donated by the Camden Opera House for the 1 ½ day session.



*Figure 2: The Public Landing, looking northeast*



*Figure 3: The Public Landing, looking west*

In advance of the meeting, Executive Director Jane Lafleur received unanimous approval and permission from the Camden Board of Selectmen to use a portion of the Public Landing parking lot for this demonstration project, in order to teach the class participants about place-making, leadership development, demonstration projects and shared spaces, among many other valuable lessons. The goal was to ensure the lessons learned could be replicable to other communities and community members who might be interested in developing waterfront parking lots or other parking lots into productive, inviting, safe places for people and vehicles.

In addition, in order to receive early input and to ensure some level of participation and support from the Town of Camden, Lafleur met with:

- the Camden Planning Board
- the Harbor Committee
- the Downtown Network Board
- staff of the Chamber of Commerce
- the Camden Economic Development Advisory Committee
- The Town Manager Patricia Finnegan
- The Camden Development Director Brian Hodges
- The Camden Planner/Code Enforcement Officer

Support was unanimous and enthusiastic with a suggestion for early notification of the public of the scope and intent of the project.

## Curriculum

The agenda was very full and still included time for sharing, questioning, feedback and opportunities to test ideas with peers and professional staff people.

### **Thursday, October 30, 2014**

- 8:30 a.m.      *Registration and coffee*
- 9:00 a.m.      *Welcome and Introductions - Jane Lafleur*  
*Review of day, logistics, participants' expectations and course expectations*
- 9:30 a.m.      *Principles of Leadership – Carol Taylor, MDF, and Jane Lafleur, FMM*  
*Leadership styles, facilitation techniques, from idea to action, resources available*
- 10:30 a.m.      *Brief break*
- 10:45 a.m.      *The Snowball Effect: Creating Momentum for Your Community – Joel Mills, AIA*
- 11:30 a.m.      *Place making, streets as places, planning for people, wayfinding – Gary Toth, PPS*
- 12:15 p.m.      *Lunch with discussion and problem solving – tables with all instructors*
- 1:15 p.m.      *Lighter, Quicker, Cheaper – David Nelson, PPS*
- 2:15 p.m.      *Introduction to Camden trails and public landing plans – Camden staff and Jane Lafleur*  
*Discover Camden tour and public landing plans – Public Landing tour, Return to Opera House: Develop plan for hands-on work to construct the public landing demonstration project; build teams, design and carry out the demonstration project; materials provided.*
- 4:30 p.m.      *Adjourn*

*Optional social hour at local pub 4:30 p.m. – 6:00 p.m. at 40 Paper, Washington Street. Cash Bar, Happy Hour prices, appetizers included.*

### **Friday, October 31**

- 8:00 a.m.      *Meet at public landing - Organize teams and work projects –*  
*Set up, test and dismantle demonstration project*
- 12:30 p.m.      *Debrief*

## Conditions

The demonstration project space is a very busy, town-owned parking lot that serves fishermen and lobster men, windjammer and day sailor cruise sales, the harbor master's shack, a seasonal food cart, public restrooms and the Chamber of Commerce office, as well as the front and back doors to area officers, galleries and restaurants. FMM made the agreement with the Town to not interrupt any access to the parking lot or to the water, although traffic re-routing was allowed. Eleven parking spaces were blocked off the night before with cones and bollards to reserve the space for the project.

The late October dates were intentionally chosen for the somewhat slower use of the parking areas, reducing the amount of conflict during the morning demonstration work. It was a beautiful brisk, Fall day ending on Halloween night, with temperatures in the high 40's and low 50's, with a breeze, blue sky and full sun.

FMM received advance press coverage with several press releases for a few weeks before the session and one more illustrative story in PenBay Pilot, the week of the session.

<http://www.penbaypilot.com/article/portions-camden-public-landing-be-transformed-day-green-space-chalk-sidewalks-cafe-tables>

Two on-line responses were received from the article in *Pen-Bay Pilot* and posted below the article, criticizing any change to the parking lot, criticizing the October dates, suggesting a better test for the redesign would be in the busy summer months and noting that we were trying to make Camden look like another place by adding trees.

*As much as I am against this change to the public landing I have to ask why? Why now in October and for only one day? Is the hope that a majority of people will take the time to go down and see what it looks like? Is it being done in October when there are but a few visitors here so it can be said how well it worked without disturbing parking? If you want a true sense of how this is received, perform the same exercise in July and August to get how the locals might really feel. Personally I feel it can go the same way as the plastic in the roadway by the Village Green which is a accident waiting to happen. 357hiram*

*If they try hard enough, maybe they can make it into a nice city park rather than a working waterfront. If they want trees, they only have to turn left and look up. Isn't it incredible how some people try so hard to make Camden look like "away"? GSGOFER*

## Process and Products

The session contained 4 distinct components, described below, in addition to the hands-on field work.

### Lesson 1: Leadership Styles

After introductions and discussion of each person's interest in the session, the group launched into leadership styles and how to recognize your own style, other's styles and how you can more easily work together. Lead by faculty member Carol Taylor, each person self-identified as a social style of

- Driver
- Expressive
- Analytical
- Amiable

Through small group work, participants answered the following questions, grouped according to each social style:

- 1) How do you recognize us?
- 2) What gives us life?
- 3) Best ways to work with us?
- 4) We are at our best when....
- 5) We are at our worst when...
- 6) Moto or song identifier?

This exercise helped to identify one's own strengths and weaknesses and learn to recognize and appreciate the styles of others. This training was essential in carrying out the hands-on field work project the following day.

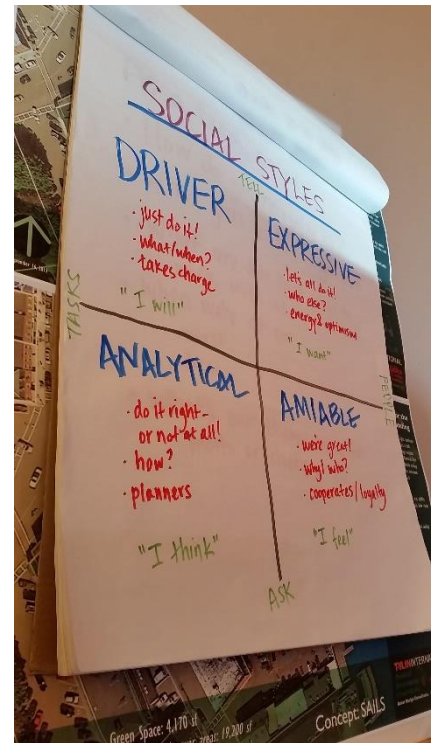


Figure 4: Leadership Training and identifying your social style

### Lesson 2: The Snowball Effect

Lead by Joel Mills from AIA's Communities by Design, the participants learned about how communities and community members can build momentum, capitalize on successes and begin with small opportunities to make a big impact. Inspired from lessons and examples around the world from large cities to very small villages, the participants discussed many examples that are applicable to their own communities.



Figure 5: Joel Mills offered alternatives to the uphill battle of community engagement

Mills noted the differences between public relations and public participation.

## The difference between PR & P2

### Public Relations

- Sponsors decide on a course of action and then attempt to sell it to the public.
- people can feel manipulated and suspicious
- often hinders them from thinking effectively about problems and challenges because it avoids exposing them to the full dialogue.
- PR seeks “buy-in”

### Public Participation

- Sponsors engage public on the front end in dialogue to help understand the pros and cons of different actions and seek input, consultation, involvement, collaboration
- Builds common understanding of the issue and decision by hearing and understanding all viewpoints and information
- P2 seeks meaningful involvement

He noted that the secret to community success is MOMENTUM. We build momentum with meaningful involvement and broad-based participation. Mills gave dozens of examples of successful community projects and the hundreds of thousands of dollars in private investment that has been leveraged through these projects. He noted that “***Every* community has the potential to develop the civic capacity for success.**”



### What can a community do?

- Articulate a Collective Vision
- Set the table for partnerships
- Position place as an attractive investment
- Mobilize volunteers
- Crowdfund
- Leverage collective capacity & Resources
- Build **Civic Momentum** through community projects, events & activities that inspire pride and can be leveraged
- Requirements: Citizens (vs. Consumers or Taxpayers) and civic leaders, vision and collaboration
- When you put it all together in a process, it can be transformative



## Lesson 3: Place-making

Lead by Project for Public Spaces transportation engineer Gary Toth, participants were introduced to place-making examples, the power of ten and other methods and principles to build strong and resilient communities.

Toth presented the definition of place-making as

*Placemaking is turning a neighborhood, town, street or city from a place that you only go to and from – and go to only because you have to, to one you makes you want to linger, spend time in and go back to. A great place is one where you can go to without a plan, because you know you will have many things to do and for each member of the family, once you get there.*



Figure 6: Gary Toth from PPS - Place-making, Streets as Places and Planning for People

Session participants outlined their ideas for successful public spaces including seating, safety, sunshine, things to do, versatile space, open to all ages and pets, accessible, appealing to a variety of people with things to do for all ages, human scale, unique, attractive, a conversation place, having a focal point with programming, a place for events, and not isolated but with connection to the community.

Toth noted that William H Whyte also listed similar attributes in *The Social Life of Small Urban Spaces*: Places to Sit, Sun/Shade, Water, Sense of Scale, Trees, Food, Triangulation, Places to People Watch, and Programming.



## Lesson 4:

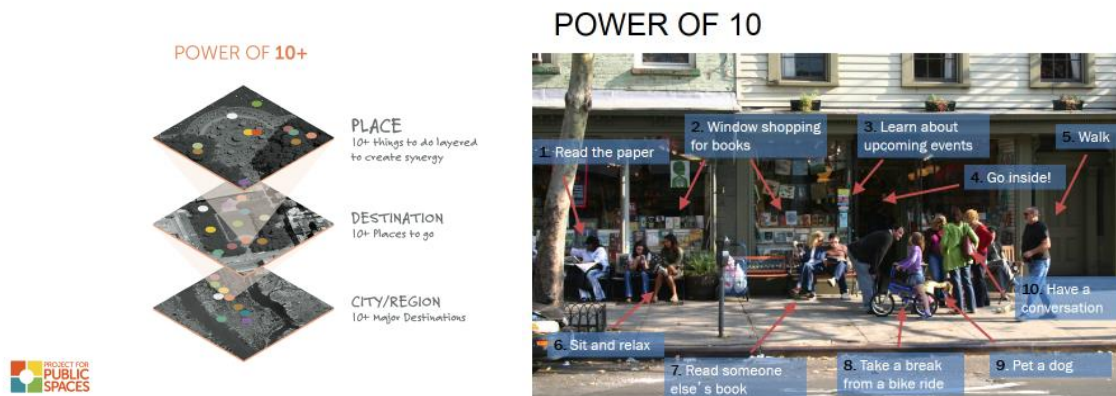
David Nelson from Project for Public Spaces presented the philosophy and economic benefits of lighter, quicker, cheaper projects, pop-up designs and place-making approaches.



Figure 7: David Nelson of PPS discusses how lighter, quicker, cheaper projects make economic sense and can change a community

Nelson presented ideas from William H Whyte.

*I end, then, in praise of 'small spaces'. The multiplier effect is tremendous. It is not just the number of people using them, or the larger number who pass by and enjoy them vicariously, or even the larger number who feel better about the city center for knowledge of them. For a city, such places are priceless, whatever the cost. They are built of a set of basics and they are right in front of our noses. If we will look."* WH Whyte



Nelson presented many additional principles including complementary activities, agglomeration, allowing latent uses to become emergent activities, having activities and amenities, central meeting spots, food trucks, programming, moveable furniture, and edge uses.



**Plan for Happiness!**



## Lesson 5: The Parking Lot Redesign

The attendees learned about Camden's public process and plans for the Public Landing from Jane Lafleur and Camden Town officials and staff. The goal was *NOT* to build one of these plans in its entirety but to try to create a shared space in the parking lot, using the leadership and place-making tools learned and the supplies that had been stockpiled. The most extensive COMPASS plan was closest to the model the group followed, although the goal was always to build a place that works on the day of construction.



Figure 8: Camden's BOARDWALKS concept plan



Figure 9: Camden's SAILS concept plan



Figure 10: Camden's COMPASS concept plan

The class then toured the parking lot and began to devise their plan for the following day. A dozen parking spaces were blocked off in the late evening and again in the early morning before sun-rise.



Figure 11: Part of the class, beginning the parking lot tour

And the next day, the work began.....



*Figure 12: The sun rose over the harbor and the work (and fun!) began....*



*Figure 13: The space, a blank slate - 14 parking spaces were reserved for the project*

Eleven parking spaces were blocked out in advance to reserve the space for the demonstration project. In the end, fourteen car (14) spaces plus one motorcycle space were used. It was interesting to note that many of the early parking lot users, were in-town employees and owners from downtown businesses who parked for the entire day, some arriving before 6 am.



*Figure 14: Moveable seating is essential*



*Figure 15: Imagining a fountain or a compass in the center*



*Figure 16: Coming along to a new vision*



*Figure 17: seating on the grass*



*Figure 18: The cafe*



*Figure 19: The living room*





*Figure 20: An early version of the living room*



*Figure 21: The play area*



Figure 22: Things to do....



Figure 24: A changeable message board



Figure 23: a fun place to be!

## Materials and Supplies List

Many materials were donated or loaned by area businesses and individuals in order to make this project a success. Donations to this session exceeded \$12,000 in value; some materials and supplies were purchased. The parking lot project materials included:

### Supplies

- 5 round café tables and 2 chairs at each (light yellow and light green)
- square teal blue table and 2 blue chairs
- 4 yellow-formica light tables and 8 chairs
- black folding chairs
- 6 (or 8) park benches
- 1 deck table with 4 green chairs and reddish flowered umbrella and base
- 1 green tarp
- 1 astro-turf rug
- seagulls cut outs with poles
- mermaid wooden cut outs with poles
- 1 blue plastic swimming pool and blue tarp
- 20 hay bales
- 2 brown planters with vertical grasses
- square cement-look planters
- 1 blue clay planter
- 1 a-frame chalk board
- 1 tri fold cardboard chalk board with mermaid picture and hole for faces
- 8 25 foot strings of café lighting
- Battery candles for tables
- 2 extension cords and 2 power strips
- 25 pounds of red chalk paint
- Board walk game for 3 people
- White bollards with chain for perimeter
- Orange cones (10)
- A boat sail
- Plants:
  - 2 -4 foot b&b emerela green arborvitae
  - 4 - 2-gallon Henry Garnet itea,
  - 2 - 5 gallon endless summer hydrangea
  - 2 - 5gallon wine and roses wiegelia



Figure 25: Stockpile of some supplies



Figure 26: Beginning to design cozy seating spaces



Figure 27: Testing the almost-final product

- 2 - 6 foot 3 gallon oat grasses

**Consumables**

- Electricity from Chamber of commerce
- Tap water for paint mix
- M&Ms, Bar mix, gorp
- 1 bushel of apples
- Beverages
- Sidewalk chalk for hop scotch, sidewalk art

**Tools**

- Hammers
- Drills
- Scissors
- Tape
- Paint buckets
- Paint rollers
- Poles for rollers
- Screws
- Ties
- 3 pick up trucks
- A leaf blower

**Donors**

- Town of Camden for meeting rooms and parking lot project space
- Camden Opera House for meeting rooms
- River House Hotel for faculty hotel rooms
- Lord Camden Inn for faculty hotel rooms
- Penobscot Bay Chamber of Commerce for staging space and electricity
- Maine Association of Planners for financial sponsorship
- French and Brawn for food delivery
- Francine Bistro, Seabright Pizza, and Brian Hill for Café tables and chairs
- Dr Douglas and Patricia Cole, Mike Tomko and Robin and Dick Mayer for pick-up trucks
- Steve Ryan for 4 planters
- Lafleur family for table, umbrella and chairs, chalk boards, and labor
- Plants Unlimited for donated plants and trees
- Hope Orchards for wooden apple crates and apples
- Aldermere Farms for 20 haybales, pick-up and delivery
- Mike and Martha Tomko for wooden seagulls and mermaids
- FMM Board members
- Anonymous donors for scholarship donations
- Maine Development Foundation for staff time
- American Institute for Architects for staff time
- Project for Public Spaces for staff time
- Friends of Midcoast Maine for staff time



Figure 28: Installing pop-up art created overnight, to use dock storage



Figure 29: Painting new red walkways with temporary chalk paint



Figure 30: New red walkways lead from the new “space” to the public restrooms, the harbor walkway, and the board walk



Figure 31: Part of the place-making class

## Feedback

In addition to survey results provided on the following pages, the following e-mail and facebook comments were received.

*It was a great 1-1/2 day. I loved the hands on, and I have a different perspective on the landing having spent that time down there. D Dodge*

*You are doing great stuff and it was our pleasure to support it. We have to change the world so that folks like you who want to make better places don't have to claw and scratch for every penny. G Toth*

*Fantastic experience at The Community Institute in Camden this past Thursday and Friday. Excellent presenters, awesome people, and an all-around great learning experience with a fun hands on component that could be applied to a variety of settings. Thanks Jane Lafleur and everyone else that contributed to and participated in Street, Places, and People! E Reinholt*

*It was a great workshop. In addition to all the learning going on, a lot of networking took place. A very worthwhile session. M Mayer*

*Thank you for the opportunity to have an experience with your group with the Community Institute. It was a wonderful experience and I learned so much from you and the participants. You're really providing something in the community that is needed and innovative. AWESOME WORK!! The photos on Facebook were very neat. Thanks for doing this for Camden and for Maine. And thanks for letting me play a role. C Taylor*

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## Participant Evaluation:

Eleven people responded to the survey by the time this report was prepared. Seven of the 11 attended both days. Four attended only on the first day. It should be noted that during the week following the session the midcoast experienced a heavy storm with loss of power and internet to thousands of Mainers. The results could have been reduced because of this condition.

*Question 1: The course was divided into three parts:1- Leadership Training2- Topic-specific training on Streets, Places and People and place-making and 3- Hands-on training. Was this three part design beneficial to you, your work and/or your community?*

Yes 90% (9) ; No 0%; I am still thinking about it 10% (1)

*Question 2: What 3 things did you learn in the leadership training part?*

- Because of my age and experience, I didn't learn as much as had prior learning refreshed. The second day it was interesting to observe the different leader types in action and relating to each other.
- Identifying the 4 social styles, How they work together and the challenges and opportunities they present
- That I was predominantly a driver, albeit a reluctant one at times. 2. That different styles can contribute to the group effort, especially if you recognize the styles of everyone involved 3. To be willing to see the +\- of your style, and to be willing to laugh at the cons, and appreciate the pluses.
- What a great amount of intelligence was in the room -- it was very encouraging to see this in those who are involved/interested in improving their communities. 2) How well people seemed to work together when we divided into groups -- would be nice if community improvement could always lend itself to such ease of working together. 3) What brings out the "good" and "bad" for each of the 4 types -- I hadn't really thought in so much detail about this, but it would be helpful to realize what helps and hurts, so one can optimize the "good" and recognized and deal appropriately with the "bad".
- People in Camden's leadership roles did not attend, of instance select board or Town Manager. It was a bit like preaching to the choir.
- Understand the community's needs and aspirations Understand the existing assets Leverage both to create an identity-affirming place
- learning about the four leadership types and which one I (mostly) am -gaining insight into how to "read" others' types as a way to work better together -thinking about how leadership comes into play in my professional role
- 1. The different "styles" of leaders 2. I learned about myself! 3. Learned about how to work better with other "working styles"
- I've done the same exercise before, so the content wasn't new to me, but it was a good reminder to be mindful about my own style and how it influences the way I work with others.

*Question 3: What 3 things did you learn in the topic specific "Streets, Places and People" part?*

- Volunteers are important component to a project; Small projects can make big differences. Again, due to age and experience, some of the information was reinforcement of prior knowledge.
- Importance of Street design and flow what parts to look for to assure a great street how to improve existing streets and places.
- 1. Talk and talk some more to the people affected by any changes and meet them in their own environment 2. 4 components of Great places: sociability, uses and activities, access and links, comfort and image. 3. Find a way to engage people in the project in a meaningful way
- 1) That vandalism can be circumvented if the neighborhood/city/people are invested in the area. 2) Got ideas for projects for Belfast 3) I like the "Plan for Happiness" idea.
- Complete streets are a great bridge between assets Engagement and interaction help people feel like an active part of placemaking You can do a lot with a little
- -the many creative examples were very inspiring in their simplicity and the relative ease of implementing them -enjoyed getting insight into the community planning process, especially the approach of personally interviewing the actual community members--vs the buy in approach of many consultants; hadn't really thought about it all that way before -was amazed at the creativity and playfulness that can be a key part of these community projects
- 1. Learned about the great work that PPS is doing - wonderful organization 2. Learned some great ideas for how to make spaces better for people, especially within small towns 3. Learned that community gardens are a great way to make spaces better for people
- The presentations were good reiterations of information I'm familiar with. I learned the most from David's presentation and the principles he shared (the only one I can remember is agglomeration).

*Question #4: What 3 things did you learn in the hands-on part?*

- Involving the whole group makes for a better end point. (2) It's valuable to try several options and not simply rely on the first idea. (3) People are willing to work to make a difference.  
11/7/2014 8:48 AM
- Better to overstock the materials than have too little on site, especially giant sections of astroturf. Could get expensive, obviously. May be some way multiple communities could take ownership and share costs.  
11/7/2014 8:42 AM
- I was not available for the actual construction but I was impressed with the apparent results in the news. 11/6/2014 10:03 AM
- 1.To be willing to be adaptable as circumstances change 2. Lighter, Quicker, Cheaper takes good advanced planning. 3. How creative Mike Tomko was! 11/5/2014 6:40 PM
- While I wasn't at the Friday hands-on session, the "hands-on" part of Thursday -- going to the parking lot to plan for Friday -- was informative. 1) I learned you can see Mt. Battie from that parking lot (have been there several times and never noticed it -- was always looking at the ships on the water or the waterfall from the river dam. 2) I was reminded that one must be careful to take everything into account -- one does not want to forget to keep the fishermen happy, or to not properly imagine how people might actually use the space or art you plan for them.  
11/5/2014 3:04 PM

- Was helpful to visualize possibilities, but using so much space in place of parking seemed insensitive to parking issues. 11/4/2014 10:03 AM
- It's good to have a plan If you don't have a plan, Experiment If you don't like someone else's idea, try not to trample over it and make them wonder why they bothered to show up 11/4/2014 7:31 AM
- you need to just try things to really see how they might work -again, simple things can make a huge difference in such projects -you can usually learn something by listening to a different perspective on something that's very familiar. 11/3/2014 5:35 PM
- How to listen and cooperate to others for the "greater good." 2. Learned some great ideas to take back to my community! 3. Learned how to essentially make a "pocket park." 11/3/2014 10:57 AM
- The importance of having a plan that's flexible so that participants can manipulate the design based on what fits the space. 2. A lot can be done with a small amount of space 3. I left feeling unsure if the lighter, quicker, cheaper approach would work in this case. It would have been interesting to observe the setup over the weekend to see how passersby interacted with the space. 11/3/2014 9:28 AM

*Question 5: What unexpected things did you learn from this session?*

- Mike is an artist. 11/7/2014 8:48 AM
- How creative Mike was, 2. Being "on the ground" can be very different from looking at the plan. The perspective is different at street level, while so many plans are from a bird's eye view. 11/5/2014 6:40 PM
- That vandalism can be circumvented by investing the community people in the project. 2) That you can see Mt. Battie from the harbor parking lot in Camden. 3) the Troll under the Bridge and the Sand Beach projects -- fun! 11/5/2014 3:04 PM
- Camden residents can be sort of mean and closed minded. I had a mythical idea about who they were and how they would receive our efforts. 11/4/2014 7:31 AM
- -again, the level of creativity one can bring to these projects; also, how being creative with whatever one's resources are can go a long way toward success 11/3/2014 5:35 PM
- Innovative and unique community based projects that led to wonderful spaces/projects made for people 11/3/2014 10:57 AM

*Question 6: How will you be a different community leader or community member because of something you learned at this session?*

- Will promote this concept in our town to involve more of the community in design development and to solicit volunteers and donors for similar projects. 11/7/2014 8:48 AM
- I will be more apt to use tactical urbanism (Gary had a softer, less anarchist word for this) methods to test and demonstrate the way any proposed improvements actually look and function on site. 11/7/2014 8:42 AM
- "IOBY" look for the project to engage with that is positive. Find away encourage our boards, officials to come down from the dias in the conference room. Take the time to think about leadership styles and op how to capitalize on them. That TU, or demo projects, or LQC's need to be responsive to a need, not just to do them because they are the "in thing". 11/5/2014 6:40 PM



- I'll be more aware of needs and wants of people and community. I now have a network of people doing the same thing I'm doing, for support, to ask (and answer) questions, and to bounce ideas off of, so this should point me toward being more helpful to the community. 11/5/2014 3:04 PM
- I will be more aware of the great things in the community and try to weave them through common interests and projects that seek to nuance the positive. I will look to guiding values and principles as I help design a plan with clear goals and programming. I will be more respectful of ideas that I don't agree with and the people who present them. 11/4/2014 7:31 AM
- I hope to integrate some of what I learned about community planning into my approach toward other types of community interfaces 11/3/2014 5:35 PM
- I will take all of the information I learned back to my community and try to implement some of my learnings! 11/3/2014 10:57 AM

*Question #7: The cost was \$125 for this session. Was this a good value for your money?*

Yes, it was a good value for the money 88.89% (8)

No, it was not worth the money 11.11 % (1)

- I appreciate the price reduction for me. The original price seemed high, especially since I was not able to get full value -- I couldn't do the second day and couldn't eat the offered food due to dietary restrictions. 11/5/2014 3:05 PM
- Because the fee came from my pocket, not an organization I work for, I found it high. 11/4/2014 10:18 AM

*Question #8: What do you think of the 1 ½ day workshop format?*

Answer Choices –	Responses –
–It was a good format and you should keep it	50.00% 4
–One day would be better	12.50% 1
–Two full days would be better	25.00% 2
–It is a challenge for people to attend for more than one day	25.00% 2
–Friday and Saturday might be better	12.50% 1

Comments:

- For the most part, the format was fine, but it really may depend on the topic. I suspect that it is difficult for some to take the time off work, particularly since there are competing programs (GrowSmart Maine). 11/7/2014 8:54 AM
- The 1-1/2 day is great if you are doing hands on but 1 day would be easier to schedule. 11/6/2014 10:05 AM
- I felt like some people chose not to attend the second day because they felt like they "got it" enough from talking conceptually, but I think the implementation of the plan was really the place where I learned the most. Not sure how to combat that, though. 11/3/2014 9:32 AM

*Question #9: How would you improve these sessions in the future?*

- The location for the lecture was not workable. In some instances, you could neither see nor hear the people talking. It was not conducive to participant involvement. 11/7/2014 8:54 AM
- It may be helpful to put a little more energy into dividing the group into specific task forces last thing on day one and to have people try to focus on their task for, say, the first hour on day two. That might accelerate the group think on site. THEN diverge from the plan all you want. 11/7/2014 8:48 AM
- More specifics on tips for engaging people. 11/5/2014 6:44 PM
- Room with a better setup so everyone can see everyone for better conversations and exchange of ideas. 11/5/2014 3:05 PM
- I would have liked my receipt of registration to restate time and place. also the agenda before hand. Food was excellent. Coffee and snack would have been nice for round up on Friday. I don't understand the reason for the mix up on my registration. It was a bother to have to go through bank statements etc. I have put a check in the mail. well I am guilty of a few mix ups myself, so all is forgiven. the sound quality in that space was terrible. I know it was free, but keep that in mind for future venues. 11/4/2014 10:18 AM
- more user-friendly space -more time with the process of the project (I.e. Maybe a smaller project but one that hasn't been through the whole community process yet, or a similar project but the opportunity to observe and interview users after the fact, to evaluate it better) 11/3/2014 5:40 PM
- 2 full days would be better - 1 day of workshops, 1 day of hands-on work 11/3/2014 10:58 AM
- Time for a formal debrief after the project portion. I would have liked some discussion on how the Lighter Quicker Cheaper tools best fit into a planning process. How can it be used as an engagement tool? 11/3/2014 9:32 AM

*Question #10: Do you have any recommendations for future sessions?*

- For a first session of a new program, it was excellent. The speakers were prepared and had interesting presentations. The topic was timely, and the weather cooperated for an outdoor exercise. The location for the exercise was good because planning for the area was already underway, thus making the exercise more "real" for the participants. To the extent that you are able to tie future sessions into work/programs already taking place in the communities selected to host such programs, and maybe inviting a local program person to address the group as part of the set up for the exercise, would make the exercises come alive for the participants. 11/7/2014 8:54 AM
- I actually really liked the room. Informal space and congenial. 11/7/2014 8:48 AM
- I think the leadership session would be helpful every time, even if it ends a little adjusting because of repeat attendees. Have more tools available for the design session before hands on. 11/5/2014 6:44 PM
- Wish there was a way to get community leaders involved. Maybe price was too high for those who do not have an organization to pay fee and time away from a desk. 11/4/2014 10:18 AM
- -would love to incorporate a conservation element into a session (now you know whose eval this is!) 11/3/2014 5:40 PM
- Coffee all day please =) 11/3/2014 10:58 AM
- Time to talk with others about how principles of the session can be applied to a challenge in my community (after the presentations or applied piece). 11/3/2014 9:32 AM

Question #11: There are two more sessions planned for the 2014-2015 year. Multi-generational communities in February, 2015 and Downtowns and Locally Owned Businesses in April. Will you attend one or both of these?

- Yes, I will attend Multi-Generational Communities	0.00%	0
- Yes, I will attend Downtowns and Locally Owned Businesses	33.33%	2
- I will attend both	33.33%	2
- I will not attend either	33.33%	2

Question #12: In what sector do you (primarily) work?

Private business	10.00%	1
Public sector	20.00%	2
Non-profit sector	40.00%	4
Volunteer	30.00%	3
Retired	0.00%	0

Question # 13: What is your job?

Town or city staff	22.22%	2
Town or city volunteer	0.00%	0
Non-profit board member	11.11%	1
Non-profit staff	33.33%	3
Private sector business owner or staff	11.11%	1
Student	0.00%	0
Community activist	11.11%	1
Retired and active in my community	11.11%	1
Total		9

Question #14: What additional comments would you like to make about any part of The Community Institute?

- Thank you for making it happen. 11/7/2014 8:49 AM
- Thank you! 11/4/2014 7:32 AM
- Thank you so much, Jane! Top notch workshop! 11/3/2014 5:41 PM
- Great work! Very impressive group of participants and presenters. Good luck with the upcoming sessions. 11/3/2014 9:32 AM

Question #15: The Community Institute is a program of Friends of Midcoast Maine, a non-profit organization that depends on donors like you to carry out its programming. How likely are you to donate to Friends of Midcoast Maine as a result of your experience at The Community Institute?

Answer Choices –	Responses	Answer Choices –
Extremely likely	12.50% 1	Slightly likely 25.00% 2
Very likely	12.50% 1	Not at all likely 0.00% 0
Moderately likely	50.00% 4	Total 100.00% 8

Press Coverage: <http://www.penbaypilot.com/article/white-stuff-there-was-emphasis-green-stuff/43455>

and <http://knox.villagesoup.com/p/public-landing-redesign-concept-tested-during-workshop/1263493>

The screenshot shows the Penobscot Bay Pilot website. The main article is titled "Before the white stuff, there was an emphasis on the green stuff" by Kay Stephens, dated Monday, November 3, 2014. The article features a photograph of a temporary pop-up park with orange chairs and a green table. A sidebar on the right contains various advertisements, including "Donate Your Boat To The Red Kettle BOAT AUCTION" and "Penobscot Bay YMCA".

The screenshot shows the The Courier-Gazette website. The main article is titled "Public landing redesign concept tested during workshop" by Kim Lincoln, dated Oct 31, 2014. The article features a photograph of a workshop in progress. A sidebar on the right contains various advertisements, including "Fuller Chevrolet/GMC" and "Rockport Diner".

For more information about The Community Institute, e-mail [info@communityinstitute.org](mailto:info@communityinstitute.org) or call 207 236-1077.



Building strong places, communities and leaders

The Community Institute, A program of Friends of Midcoast Maine  
[www.communityinstitute.org](http://www.communityinstitute.org)  
Streets, Places and People  
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