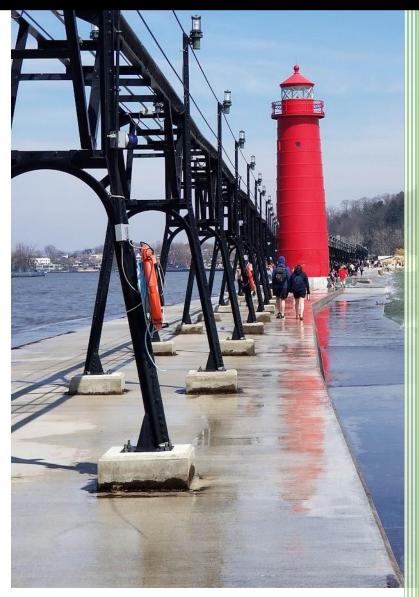# Envisioning Our Community's Future

2023
Tuesday Forum Series:

Session Summaries &
A Transcript of
Community Thinking

Grand Haven Area community foundation

the **Chamber**
Grand Haven
Spring Lake
Ferrysburg

February 28, 2023
Matt Dunsmore: The Infinite Game
Excerpts from *The Infinite Game Workbook**

How do you win a game that has no finish line?

Finite games, like football or chess, have known players, fixed rules, and a clear endpoint. The winners and losers are easily identified.

In *infinite* games, like business, politics, or life itself, the players come and go, the rules are changeable, and there is no defined endpoint. There are no winners and losers in an infinite game; there is only ahead and behind.

Finite	Infinite
Known players	Known and unknown players
You have to play by the fixed rules	No fixed rules; play however you want
Has a finish line	No end to this game
Winners & losers	Only ahead and behind

Every organization has finite goals; these are perfectly valid and good. Problems arise, however, when we rely on these same metrics and standards to measure our health in a game that has no end.

The infinite game is not the absence of finite games; it is the context within which those finite games exist (think about having a fitness goal: lose X pounds by a certain date, the context is to be healthier). Finite metrics still have utility in the infinite game, but we also need to understand the standards by which to be better players in an infinite game so that we can stay in the game as long as possible and perpetuate the game itself.

In order to lead with an infinite mindset, we must adopt five essential practices:

Advance a Just Cause: A specific vision of a future that does not yet exist; a future state so appealing that people are willing to make sacrifices in order to help advance towards that vision.

Build Trusting Teams: An environment in which people can operate at their natural best.

Study Worthy Rivals: A worthy rival is another player in the game worthy of comparison. Studying them reveals us to our own areas to improve.

Prepare for Existential Flexibility: the capacity to initiate an extreme disruption to an operating model or strategic course in order to more effectively advance your just cause.

Demonstrate The Courage to Lead: A willingness to take risks for the good of an unknown future.

Matt Dunsmore: The Infinite Game

How does **what I just heard support or confirm** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Get better organized for the greater good: where does it start: create a collective understanding of what the "greater good" means for our community and county and region.
2. Inclusive: open doors to those that are different/not born and raised here; build for the better of the whole and not the opinions of a few; get people involved.
3. Equality, diversity, inclusion; live the culture; if you want to create this type of culture, be intentional!
4. Set goals of where we want the community to go or what we want our community to be; recognize the people who are doing things for the community.
5. Diversity - inclusive - people, religions, and political.
6. Focus on what we want to be as a community; find a common ground/goal that can benefit all.
7. This supports my thinking that the community needs to focus more on becoming leaders and stepping up to change based on the good of the community not just so we can be better than another community.
8. Defining the appealing vision/future/community pillars; be affirming, inclusive of diversity: more ways than one. Who defines this? One department/entity leading to intentional community champions and stakeholders. What is a trusting, natural self?
9. Creating spaces to have civil dialogue about important issues; creating opportunities for me to see/hear new perspectives; default to "yes" instead of "no," avoid echo chambers.
10. Determine what our community is trying to build (hopefully separate from a political climate,) encourage/utilize our natural landscape to create community.
11. Ask ourselves the questions: What are we trying to build together? What is it that we all have/hold in common? (Getting back to the idea or a common destination though we may have different vehicles.)
12. Unite communities together, BLP, East, West; diversity: focus on the best overall.
13. Community engagement activities, even with small goals or unexpected outcomes; deep studies, empowering others.
14. More community conversations about the future; who are we and why is not everyone contributing?
15. Get more people engaged in and aware of local government challenges and actions; people are busy and sometimes seem uninterested in civic affairs until planning has advanced in a direction they don't support; would be very helpful to keep folks informed so they can understand local government's choices.
16. Do more: Understand how my just cause aligns with yours; understand how our organizations align with others; understand how my neighbors align with our communities; understand how our donors align with our organization. Sacrifice time and talent for the just cause.
17. Looking toward the future; living in the present and beyond.

18. Not just identify a just cause but build the environment of trust to activate it: city accepts diversity, but the community tends to rally against it; need courage to speak up and uplift diverse voices.
19. I think we need to be thinking less about others and more on ourselves; I think that everyone can be their own leader and have an infinite mindset; with that mindset, I think we as a community can be more accepting of others.
20. Working *toward* things instead of *away from*; having a clear cause of "what do we need ten years from now: not only us but future generations and not only yourself.
21. Create a just cause: create positive change using specific vison; fostering change; affirmations: focus on common community pillars
22. Our community needs to continue working towards acting as a community instead of competing against one another.
23. What is our just culture? How are we living up to this: great place to live/raise families; attractive place for 18–30-year-olds.
24. Recognize positives; appreciative inquiry/safe spaces; training/learning/understanding other views.
25. What is getting in the way of achieving our goals? Keep the close "knitness" together; include more diversity.
26. Determining our just cause; just talking about whether we agree with the elements is a just cause.
27. Just cause in the affirmative – vision for the future vs. being against something. What's our "lost cause?"
28. We need to more clearly define what we want or aspire to be, rather than focusing on people or groups of people that are opposed to our vision.
29. Defining the values of the region.
30. Building trusting teams: community leaders need to build each other up; not tear each other down; advance a just cause: what are we "for" in the community? Is it inclusive?
31. Be more open and visual with policy, communicate more, be open to change, listen to the residents and their needs and wants from our leaders and town; focus on a just cause – what is this for our cities? Are we focused on anything for the long term? Does our just cause reflect the current culture and bring people into the collective vision? What do we want the future to be?
32. Support common learning/language to build conversation and understanding common to all; inspire success through sharing what works within a business to inspire other business' future growth; common vision established.
33. In order to thrive, our community needs to have more affirmative goals or "just causes," especially as it pertains to culture or diversifying. Many groups or individuals are afraid of changes in our language, inclusivity, or education – but instead of avoiding/discrediting/opposing diverse changes in thought, we should consider how else we will reach a positive environment for all.
34. Have more community conversations and community building events to get people together and build a sense of thriving community.

35. Do more of bringing future generations to the table- beyond YAC – to provide insights for the future. (Central H.S. students as an example.) Start creating opportunities for healthy community conversations around future visioning.
36. Acceptance of diversity and thought, unite internal and intercommunity conversation; build trust/safety; define values of the region; identify what we are building together; what do we both/all want?
37. Start thinking more in the affirmative; create a circle of safety as a whole and within leadership; need to increase candor with care.
38. I think we need to work on common goals; I think people are stuck in their idea of what the community should be instead of having other ideas.
39. Become curious in approach to each group or person.
40. Include others, warmth and kindness, curiosity; consistency of values in leadership modeled and encouraged.
41. Doing the right thing, increased flexibility with shifting priorities.
42. Intentional/group learning; planning for success – what success looks like; empower our youth; use strengths of generations.
43. Build trusting teams; clearly define our just cause; make it affirmative; what is best for our future (past your lifespan)? Reframe thinking; more curious community assessment; step up our own voice – not media (musical fountain – would it happen today?).
44. Define our just cause; think broadly, inclusively, collaboratively; support all that supports our just cause and create a circle of safety for diverse perspectives.

How does **what I just heard support or confirm** my thinking about what our community needs to *stop doing or do* less *of* in order to thrive?

1. Sheltered thinking: that's how it's always been; setting hard lines between communities.
2. Talk is cheap: stop saying you want this if you aren't going to prove it! Again, be intentional.
3. Listing what we don't want.
4. Be less tribal - we vs. them - others aren't bad ("I only vote Republican. I only vote Democrat") Be less afraid of differences.
5. Looking for the "win."
6. I think we need to stop comparing ourselves to others and improve ourselves instead of knocking yourself down.
7. Excluding values or language
8. Looking for the "win," making extreme pendulum swings, identifying ourselves by our labels; asking "Well, what about me?" with getting more benefits.
9. Generate what our community is trying to build on political climates.
10. Operating out of fear, particularly fear of "the other side" and what they will do.
11. Arguing over trivial things.
12. We need to understand why; what are the stopping points?
13. Do more: build a circle of trust. Do less: erode trust by misalignment of values and actions.

14. Step rehashing the past: learn from it, yes, but focus to build rather than taint the new opportunities.
15. Not have one mission statement, instead, create and focus on several just causes.
16. Competition with unworthy rivals; studying businesses that make you feel insecure and *learning* from them and *not* comparing.
17. Forward thinking; common ground; norms of dialogue/curiosity, rewarding win/win thinking; leaning into community.
18. Less competition – more towards a common goal.
19. Infighting with city commission/government
20. Less anger
21. Focus on nothing; apathy, disengagement; othering; "knowing" vs. curiosity.
22. Stop being afraid of differences.
23. Demonizing, competing, defensiveness, needing to "win."
24. Change is going to happen; embrace it.
25. Stop playing the finite game with those with whom we have disagreements.
26. Stop focusing on barriers – geographic and economic.
27. Stop finding where we are different and allowing it to divide; appreciate diversity of thought and experiences.
28. Stop comparing our city with others who are worthy rivals; not us vs. them; setting exclusive policy; focus on "no" or "don't": acting out of fear.
29. Stop comparing ourselves to other communities that may not be worthy; mindset of "us vs. them," need more inspiration vs. compare/compete.
30. Holding an either/or mentality and understanding that the gain or success of one community aren't attacks or losses of others; let go of the credit.
31. Shaming and judging each other.
32. Stop having preconceived ideas of others; be less fearful of change.
33. Us vs. them mentality; stop viewing each other as different; being unwelcoming; focusing on differences.
34. Stop focusing on "winning" and internal focus; stop creating divisiveness between communities; we can build each other/our communities together.
35. Let go of pride and old ideas; be more respectful of others' ideas and foster an environment where people feel comfortable giving an opinion.
36. Stop trying to "repair" or "fix."
37. Judge, exclude, tribes.
38. Judgement of others' beliefs.
39. Worrying about mistakes and failure; living in the past; ignoring underprivileged – hidden weakness.
40. Stop thinking of rivals (people who think differently) as competition; it's a distraction; looking at the past to relive it; stop thinking people have to think like me to thrive; stop looking for winners/losers – it's about a variety of thought.
41. Negativity, close-mindedness, division.

How does **what I just heard challenge or change** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Have vulnerable conversations to create trusting relationships; keep climbing and stop camping.
2. Ask ourselves the question: What is it I want my kids to learn from growing up here?...the fundamentals that make this place an exceptional place – we need to focus on that; the importance of a diverse workforce as it pertains to the ability to be resilient; need diversity of thought. I'm challenged to really think through a process of better defining who we are as a community and using that definition as a guiding star for decision-making in the future.
3. Being vulnerable; enlarge the circle of trust.
4. How to identify worthy rivals; may not always be attained.
5. Better communication from accurate sources about what's happening.
6. I wonder if our community values truly align with the values of the community; let's start doing more to build trust among all parts of our community.
7. Identify a just cause: may never be attainable.
8. Perhaps instead of just rallying against Ottawa Impact, study their success and try to learn how to rally the same impact without losing our cause; not "us vs. them" or "us vs. poor."
9. We can learn from other communities similar to us and use their strategies and techniques to help our own community.
10. Circles of safety within business/vulnerability with all instead of keeping things professional without sharing.
11. Dismantle challenges, creating safe space to create strategy; study worthy rivals: who makes you insecure, why? How do we come on the same team?
12. It challenges my original perspective on competition in the public sector; it also adds to my knowledge as a grant maker: a reminder of our common goal and values.
13. Study worthy rivals: seek out communities that are winning and see what we can learn from them.
14. Identify "worthy rivals."
15. Do we have a common community just cause? More examples of/highlighting community common ground; presume positive intentions.
16. How can we get more people involved? Always have the same people attend "these" events.
17. Bring in more diversity to solicit different opinions.
18. Use candor with care; keep education a priority; be curious and open to change.
19. The "game" will never be won or lost; it goes on forever.
20. Be more patient and slow down to learn other's perspectives; find the worthy adversary: who's doing it better?
21. Whose voices we should be listening to when looking at the just cause/vision for the future; partnering better with communities in our area (find our worthy rivals,) building culture of acceptance, inclusivity in all areas for open communication, safety, etc.
22. Continue to be proud of our history; identify our just cause.

23. More collaboration, especially in spaces like here, with diverse perspective of age, race, socio-economic class; there's infinitely many points of views that need to be lifted up; also to really "live the culture" meaning having the intention and dedication to be inclusive, to be welcoming, live our community values.
24. Focus on saying what we do want.
25. More candor with care: having important conversations; start looking beyond the existing generations to future generations.
26. Encourage thinking about what's best for the whole; think about what do I want my kids to learn from living here.
27. Start focusing and initially develop our community just cause so we know where we are going and create a trusting environment.
28. The need for a common just cause.
29. Study worthy rivals, prepare for disruption; identify challenges. How do we engage with rivals that aren't worthy (yet very present)?
30. More and larger circles of trust need to be created in order to further discussions and vulnerability.
31. Support diversity; welcome newcomers; value youth and their ideas.
32. Advance the just cause; how good is our quality of listening? Did we have collaboration because we thought the same? Continuing conversation about diversity.
33. Always use just cause as filter; admire and learn from worthy rivals; prepare for existential flexibility.

How does **what I just heard challenge or change** my thinking about what our community needs to *stop doing or do less of* in order to thrive?

1. Letting go of the "wanting to win."
2. Thinking short term.
3. Stop being afraid of change. How are we compliant?
4. Trying to "win."
5. Stop reacting out of fear – it leads to polarization.
6. Forming opinions and judgements; be curious to understand and encourage dialogue.
7. Looking only short-term, even long-term projects and goals seem to be shortsighted for the true long run: how we play the game; focus on seasonal trends vs. long-term community.
8. Mind shift: from compare to inspire to help us grow.
9. We need to stop believing that our way of thinking is the only way.
10. New ideas of avoiding saying what we don't want; getting rid of "you against me" mentality.
11. Stop comparing our community to copy: do the hard work to investigate and develop our just cause.
12. Less negative thought/talk/polarization.
13. Stop being so shortsighted (finite,) hone view or goals of what community should be; we need a more infinite view to build community and thrive.

14. Worthy rivals: I hear a lot of talk on how we should replicate other communities instead of figuring out our own goals and identity.
15. Stop taking some of our individual, smaller causes as non-negotiables for the whole community.
16. Comparing ourselves to unworthy rivals.
17. Pigeon-holing groups.
18. Does the community have a just cause? Be more present and not relying on media; seeing the same people here – how do we get more people involved?
19. Climbing and camping; collaborate vs. compete.

March 21, 2023
Justice Richard Bernstein: Inclusion: A Healthy Community Imperative
Key Ideas:

- People with different life experiences lend different perspectives and expertise to any discussion, team, company, government activity.

- Entertaining different perspectives allows us to consider how we might fortify or change our purpose, mission, and passion.

- Having the ability to understand and appreciate the importance of different life experiences and perspectives is empowering.

- When we include others, we gain the insight that comes from understanding their struggle and hardships, their unique way of viewing the world, the challenges, the solutions, the possibilities.

- The Michigan Supreme Court is comprised of seven justices with diverse and unique backgrounds, lived experiences, and perspectives. This diversity is not a weakness; it is a powerful strength.

- We can cultivate our "power to adapt" as a new way to live vs. an "ability to recover."

- The power of the human spirit is embedded in our resilience to overcome struggles. When we are on the outside looking in, we build this resilience. All of us have faced being excluded at one time or another. We know how defeating it feels. (High School!) Including others who have struggled differently than we have adds to our collective power and understanding. It deepens our humanity and provides an inner sense of peace. Surviving our own struggles helps us connect with and show empathy toward those who are still struggling to belong.

- No matter how sure we are of our convictions that something or someone is right or wrong, we must strive to open our minds and listen without prejudice to new ideas and new ways of thinking. Even a Supreme Court Justice can change his or her mind about deeply held convictions when they let themselves learn from others.

- We can't be afraid of making mistakes; there is no perfect roadmap for being more inclusive and welcoming; we need to accept mistakes as steps on the journey to getting better.

How does **what I just heard support or confirm** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Look for barriers and shortcomings in systems (culture, laws, environment, what's rewarded, what's punished), not in individuals. Don't just help someone; help breakdown the unfair practices.
2. Start including more diverse advertisements for all business marketing. Make events inclusive; talk and communicate. We are doing a better job of including those with disabilities thanks to the Momentum Center, Gracious Grounds and Kenzie's Be Café but what about race equality?
3. Invite others in with no strings attached.
4. Consider that our spirits are all made in the image of God and are free of brokenness; we need to see a person's spirit before we look at their physical or economical differences.
5. Hearing other voices without a rush to judgement; being able to engage in conversation with a desire to understand the other perspective and not just to win.
6. DEI important to continue working towards; forums like this one to bring community together to reflect on issues and look for ideas to move forward.
7. Having honest discussions back and forth without the worry of who's right; listening!; come together instead of being divided.
8. Confirms that the Ottawa County Commissioners need to learn (from Judge Bernstein) what diversity and inclusion actually means.
9. Just try: trying to include is better than not doing anything at all; realize everyone can be wildly capable of doing amazing things; include everyone in the conversation and in the solutions; admit when mistakes are made.
10. Create more forums for sharing life experiences; training in DEI: how to start, have, facilitate conversations; create comfort.
11. Be inclusive and accepting but be mindful to avoid divisiveness.
12. Confirms my thinking that people just need to be thoughtful and considerate.
13. Seeking varied perspectives; respecting differences; valuing differences; acting/making intentional efforts to be more inclusive.
14. Begin the DEI committee; allow mistakes/learning.
15. Support new ideas and good work; embrace risk-taking to be inclusive; sense of belonging.
16. Be more open about our own struggles.
17. Start doing activities that will promote a diverse community engagement (Spanish Heritage Festival: add Indigenous).
18. I am well informed and heavily invested in DEI, so I can't say it inspired a specific change, but it did emphasize for me the need to incorporate ability into our effort. I will emphasize using ALT text on our website. I also really appreciated having the reflection on the Justice's recent issue with the hiring practices at the Court.
19. Including, learning, becoming aware, listening, and hearing, patience, creating opportunities, owning mistakes, learning it's okay to be imperfect.

20. Diversity and inclusion are imminent to the understanding and need for equity in policy decisions and the physical environment of this community; ensuring equality of outcomes for all to embrace and thrive here.
21. Make sure everyone is at the table, include all, try something new, change what isn't working but understand it might not go perfectly because change is hard; look at intention and celebrate that change or productivity can occur.
22. Educate on the basics of inclusion and how it leads to improvements for all via adaptation.
23. Inclusion and diversity are far more important as it helps us all with our empathy and understanding of other perspectives, especially for those who have not experienced many life struggles; analysis to feelings of "high school" and being left out.
24. A sense of belonging is important; paying attention to the needs of other abled individuals as development happens.
25. Affordable housing; youth involvement.
26. Kindness: gain perspective through the eyes of others and our differences; tolerance for mistakes takes courage; appreciation for people that step into the arena to serve; create community values that all can embrace; building character.
27. Inclusive public infrastructure; listening; standing up and taking a public stance.
28. Conversations about adapting to change; listening for understanding; immerse in different cultures/communities.
29. Talk about everyone's rights/thoughts/ideas.
30. More inclusive decision making/ don't be afraid to make mistakes; adding DEI element into the process; transform institutional knowledge from seasoned employees to younger thinking: open to new ideas; keep inclusive activities in parks for disabilities.
31. Appreciate each other; start with the notion that we are all looking for a place to belong, even with differences.
32. Invite! Seek those to welcome; understand; ask the story; be open to changes but start first; pivot when needed; allow mistakes to happen; learn, understand, appreciate.
33. Power to adapt; bringing more perspectives to the table makes it better for everyone; more education regarding different people early; own up to mistakes.
34. Formal community engagement policy as part of decision-making process, audited.
35. The repeated reminder to think inclusively in all things, especially in the area we live; we need to work really hard at this.
36. Appreciate each other, we all want a place to belong; talk about everyone's rights/thoughts/ideas; be inclusive in decision-making; don't be afraid to make mistakes; adding DEI to hiring processes; live and let live; make safe for all, making inviting place for all; bring in younger people-transferring institutional knowledge from older generations; ask and listen; think outside of the box; focus on a few things, not a wide array of things.
37. Being ok with making mistakes and expecting them; to take responsibility for mistakes or changes of mind.
38. Create and maintain a list of things I am uncertain about and can learn more; we know some things certainly; we think we know but are not certain of some things; we truly do not know many other things.

39. We need to have more perspectives in our community so that we can have more inclusion; learn from inclusion and diversity.
40. Inclusion: necessary and important; we learn from inclusion, diversity, and differing perspectives.
41. Encourage diversity and inclusion at the table including management roundtable; intentionally create community; start thinking about the ability to adapt/reframe what we do, who we are, our children, our friends, our employees.
42. More inclusion and diversity: everyone deserves to feel like they belong.
43. Make mistakes in order to learn; let people into our lives and not be afraid of going into others' lives.
44. Not be afraid of making mistakes; take steps towards inclusion of everyone in our community; listen to differing perspectives; find more ways to include everyone in the community (events, speakers, representation); allow ourselves to be inspired.
45. Continue to listen and value perspectives; look for the good and ask is it better.
46. Fully include all types of people in what is already happening in our community; admitting when mistakes are made and forgetting them.
47. Interact with customers and others without prejudice.
48. Continue providing access to all for beach, pier, and other attractions that make Grand Haven and the lakeshore popular.
49. Don't stop trying even if you make mistakes; mindsets matter: seek to understand from other perspectives; realize belief systems impact people's thinking; respect/value others' opinions.
50. Seek out and embrace diverse perspectives to create positive change; DEI: find common ground and goals.
51. Look at the points of view of each person, especially those with differences.
52. We need to continue to include everyone no matter their race, creed, national origin, or ability; every person has something to contribute; we need to make sure that everyone has the ability to contribute.
53. Start a conversation with one another - business to business, organization to organization – are we doing enough to include those with disabilities? Employers would you be willing to hire an individual with a disability?
54. No one right way to approach inclusion; ask questions; seek different perspectives; ensure others feel included.
55. More conversation with business and community leaders about diversity; not be afraid of talking about it; seeking varied viewpoints; intentionality in steps to move forward: purpose-driven change; respect differences, more education on disability and what it looks like.
56. Continue with the "Grand Haven moments" that residents do: random acts of kindness that people do; it's inclusive and well-intentioned.
57. Be intentional about identifying those who are left out; talking about DEI in its many forms and possibilities.
58. Celebrate small victories; celebrate people doing good, not criticizing; keep talking even if feeling pushback on inclusivity; results don't matter as much as moving in the right direction; assumptions can happen without respectful conversation; recognize different

opinions; listen for understanding; invest in diversity as a community, be intentional to put a mechanism in place that prompts us to move forward.

59. Examine areas where we might not be as inclusive in our community as we think we are; give an extra pause, an extra beat before explaining away a criticism regarding our lack of diversity and be sure we are truly listening to another's perspective.
60. Create more opportunities for all; show we value differing thoughts; support those that are trying, even if they didn't get it right the first time; learn from our mistakes.
61. Embrace other people and views: religious, race, socio-economic; provide gathering/safe place for those, i.e. Momentum Center; diversity and inclusion allows us to learn and grow; more education/understanding of "others."

How does **what I just heard support or confirm** my thinking about what our community needs to *stop doing or do* less *of* in order to thrive?

1. Even Justice Bernstein said he "changed his mind about a hire." Keep an open mind.
2. Criticism is easy but defeating; leave your agenda aside; listen.
3. Sometimes we need to stop focusing on how we or others are failing in this and just choose to move forward without focusing on placing blame; shame doesn't change hearts.
4. Assuming that it is all taken care of, that "they'll figure it out," that our community is all set and good on handicapped/disability support.
5. Using our differences to divide.
6. Venting on social media.
7. Stop worrying about doing too much or over-correcting; just make an effort.
8. Being "stuck": the way we've always done things; being afraid to change; disrespecting one another.
9. Not allowing negativity of any kind when someone is attempting to include others.
10. Stop being overly critical of inclusion efforts.
11. Stop trying to be perfect: everyone has struggles but try to act perfect; it's our lack of perfection that creates diversity.
12. Do less of the same old way or culture but build on what was started to improve the next 100 years.
13. I will be more careful about prioritizing race in my DEI efforts at the exclusion of other concerns.
14. Being divisive; stop being loudest voice; less talking
15. Stop politicizing terms because of an inadequate understanding of the principles behind the terms; stop creating an image of a community where only one subset of the population is the image.
16. Being afraid to try to make a difference: recognize diverse opinions exist.
17. Resisting: get curious and adapt.
18. Letting fear impact policy; assuming someone else will take care of "it."
19. Isolate in comfort zone.
20. The inaccurate thinking about the matter.
21. Talking about my rights; dismissing others' thoughts.

22. Staying close-minded; be open to change; introduce new technologies, new processes to gain efficiencies; stop judging.
23. Less talking, more listening to the opposite opinionated person.
24. Stop trying to place certain individuals into a certain group assuming they are not interested and wouldn't provide impact to allow us to thrive; stop giving up too fast.
25. Being afraid to make mistakes regarding inclusion/DEI; being afraid to talk about the big stuff; DEI isn't talked about enough (why is that?).
26. Criticizing work that has good intentions.
27. Making up your mind so quickly; stay open and receptive to new information.
28. Stop being so close minded; stop judging so harshly; dismissing others' thoughts as meaningless; leave your agenda aside; criticism: is it helpful?
29. Stop being combative; stop allowing the nay-sayers to have control of the diversity debate when they don't have the experience to even know it works.
30. Placing so many areas of my experience in the "bucket" of diversity and be open to change.
31. Be less judgmental or have less prejudice in our community that excludes people.
32. A stigma around mistakes: mistakes are necessary, we learn from our mistakes as long as we own up to them and try to discover what we can learn from them.
33. Intentional inclusivity; community-building: increase events in Grand Haven/Spring Lake.
34. Stop being afraid to make mistakes and take risks in fear of being judged or criticized.
35. Wanting to be perfect and not make mistakes; showing off who you are.
36. Don't be afraid to make mistakes; don't make assumptions; don't place limits.
37. I don't have to respond/everything does not have to be perfect: perfection is the enemy of good.
38. Creating segregated spaces; using saccharine or patronizing/stigmatizing language; using hidden rules that do not allow for a level playing field – i.e. only those "in the know" have access.
39. React without fully considering other points of view – FULLY.
40. Stop trying to make the county homogenous/all one viewpoint.
41. Stop assuming we understand a person's situation if we have not had our own experiences; stop gravitating to where you are most comfortable; stretch, grow.
42. Blaming instead of finding solutions; dividing instead of finding common ground and collaborative opportunities
43. Stop judging others who are different, limiting the input of minorities, specifically people of color.
44. Seeing the differences in each other as bad; but embracing the differences as ways to improve.
45. Stop thinking you can't accommodate or that you can't have jobs or opportunities available; be willing to think outside the box.
46. Looking at imperfections as negative; focusing on what someone did "wrong;" criticize actions vs. encouragement for effort; discourage change if not done the same way another would accomplish that.
47. Stop doing what does not fit because we want to be like others; talk demonstrates the value of good intentions and acting on what is needed even if we make mistakes.

48. Stop assuming everyone in the room is Christian and knows Christian references.
49. Criticizing people doing something for good.
50. Assuming we know the answers; assuming the answers are easy sound bites.
51. Stop being overly critical.
52. Be more civil with those you disagree with; be less tribal; stop ignoring views not aligned with your own,

How does **what I just heard challenge or change** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Safety (i.e. walking the pier, etc.): do we think of those with limitations with those things? Educate: teach how to embrace those with special needs and what their skills are.
2. The ability to let go of fear of failure or mistakes and still dive into a challenging topic. The issues that are most sensitive are almost always the ones that matter the most; we cannot allow fear of getting things wrong prevent us from moving on solutions.
3. Take responsibility for mistakes and/or errors and work to resolve; attainable housing; forums for other staff who might not otherwise be included in these settings.
4. Government and news organizations need to better discuss inclusion and diversity as a strength and not as something to overcome.
5. More inclusion in existing spaces instead of more spaces which can end up excluding.
6. No real impact as our community seems to be welcoming and inclusive.
7. Refer more to life experience when talking about inclusion.
8. A strong community requires all perspectives.
9. Making more mistakes, especially open mistakes: they allow myself and others to learn; be imperfect in public; highlight honorable attempts at change.
10. Challenge ourselves to learn more ways to improve and develop: understand what got us here but what gets us better.
11. Should seek out the disability advocates on the Lakeshore; I have no idea what is available here.
12. Being more open.
13. Create more opportunities for universal design strategies in policy and practice; find out who's doing the work already?
14. Willing to understand perspectives, adapting with our learning; be more empathetic, strive to learn from others without concern for right or wrong; be courageous, willing to make mistakes.
15. Adaptation equals change; need to show why change is good (evolve) and how to overcome the fear of change.
16. Intent and noble cause = trying to do something bigger; think about how we respond when things go wrong; do not be afraid to make mistakes.
17. Realizing that the hardships people have faced gives them a perspective/point of view that is valuable.
18. Enforce street crossings.

19. Get and stay engaged in community: it's all our responsibility; more advocates that bring us together; diversity inclusion is bigger/broader; stay connected (not perfect); ask questions and seek to understand; be inspired.
20. Facilitating opportunity to hear people; be intentional; remove barriers to accessing services.
21. Invest in diversity.
22. We need to be very careful to look at things correctly.
23. Not being afraid of making mistakes; consider all needs.
24. Learn to listen/change; celebrate/awards.
25. Celebrate small steps toward a noble cause; take time to learn what people bring to the table.
26. We are not where we need to be; be open to ideas from others; share experiences.
27. Doing good things for the right reasons; celebrate those things the best you can; it matters.
28. Be more bold about taking action: risk the mistake; we need to define "thrive;" recognition of common ground; celebrate differences without offending; be willing to include different cultures than your own; acknowledge history and past efforts.
29. It was a good reminder to challenge our tendency to be critical of those in positions of leadership: the "No good deed goes unpunished" pile on.
30. Celebrate small steps; take the time to learn what people bring to the table; be willing to listen to other perspectives; embrace change; celebrate coaching.
31. Asking for others to join or more particularly ask how I can help to include them and that they (whoever they are) will more than likely be grateful and willing to participate.
32. Listening to more diverse voices with niche experiences.
33. Making sure everyone is a part of the community; the notion that everyone matters.
34. What really is inclusion? We use our impact to do something great and powerful in the community to better the lives of others; we need to start celebrating little accomplishments and reasons to celebrate.
35. Start looking for peace more; be ok with where we are; accept who we are: how you will get on with it vs. how you will get over it; make big steps toward change; don't be afraid.
36. Be willing to adapt to new lifestyle and differences of others including myself; expect that we need everyone's ideas to help us change.
37. Use our differences to come together rather than divide us; have face to face discussions rather than on social media.
38. Provide essential services for everyone; look at the greater good of everyone; how do projects impact people (facts more than feelings): strike a balance.
39. Supporting diversity of all kinds in all of our spaces; truly embracing an "everybody belongs" attitude.
40. Listen to each other and gain other perspectives.
41. Looking at new buildings and areas as opportunities to include everyone and be open to and for all.
42. Not everyone has a positive mindset: I can't judge that; meet people where they are at; as a community, we need to be open to others, including diverse income populations as well as physical, emotional, and mental abilities.

43. Be aware of communication needs: sign language interpretation services, etc.
44. Celebrate the strengths and learn from them; admire sincere intentions and accept mistakes; be intentional about surrounding yourself with diversity.
45. Recognize the importance of inclusion to the person, not just the community.
46. Admitting our mistakes and owning up to our faults to allow for us to grow.
47. It confirms my "why": why we need to continue telling our stories of inclusion, how it's impacted those with disabilities, continue to collaborate, not think about competition.
48. Try something new.
49. Take less offense at people's questions/comments and instead try to talk it out; ask perspective/experience of that person; try to understand the intent of change; humility.
50. I was disappointed at first that the talk was more personal than community-based but realized the deep value of emotion in appealing to the individual.
51. Work together to not: get over it," but "on with it;" creating space for adapting; there is power in it; we're all richer when we have all kinds of diversity; invest in infrastructure.
52. Assumptions I have about how I participate in group think that is exclusionary.
53. Value those who are taking a step – even if it is small; stop expecting others to change: I need to make the change.
54. Affordable housing: I am uncertain of this but conceptually agree; try new things to encourage diversity/inclusion and allow for failure; fail forward fast; listen to those who aren't included for how to include them.

How does **what I just heard challenge or change** my thinking about what our community needs to *stop doing or do less of* in order to thrive?

1. Stop focusing on the negative of Covid; focus on what it empowered us to do. What came out of it that went well?
2. Trying to excuse my own mistakes and act like they never even happened.
3. Failure to have a willingness to listen to others, even if we don't agree at first; consider alternative ideas and viewpoints.
4. Stop criticizing when others are trying to move ahead, mistakes will be made. As long as their intent is good and supports a noble cause, then just adapt.
5. Criticizing mistakes.
6. Making food insecurities less glaring: St. Pat's food truck on the highway; make available without being obvious.
7. Closed minded.
8. Consider only my needs or a certain group's needs.
9. Fear of judgement.
10. Stop criticizing right away when an effort is made that is not perfect.
11. Assuming; letting fear of judgement or failure get in the way.
12. Don't say yes and then add a "but;" who is actually doing this work well in our community?
13. We need to recognize that it takes bravery to put yourself out there; read the intention; consider mistakes as the evidence that good people are trying.
14. Stop criticizing if it's not perfect; let fear of judgement/failure get in the way; wearing blinders for only our needs; be bold and do bold things.

15. Stop presuming that we don't have different perspectives in our community; stop pretending that race and religion are the only matters of diversity, equity, and inclusion; stop presuming that we do not have a diverse community and that we shouldn't be seeking inclusion of diverse members in our community.
16. Maintaining a homogenous group of same-minded people as friends.
17. Judging people for making mistakes as they try to make the community a better place; not including everyone in decision-making.
18. In leadership roles, make sure we're thinking less about group performance and more about individual performance; how can we make sure everyone has the ability to meet their full potential within a context?
19. Hidden rules for access to resources: what are the barriers? Siloed thinking: so how can I influence the culture at my company?
20. It's not about fixing the individual; fix the problem.
21. Don't be afraid to make mistakes; don't be afraid to have your own ideas challenged; stop thinking someone else will take action, it is us and the time is now.
22. Assuming or looking at things only from one's own perspective.
23. Being critical of people/organizations who have good intentions but make mistakes.
24. Less anger.
25. Being myopic.
26. Stop making assumptions; don't criticize others for trying.
27. Don't get over it; get on with it.
28. Stop creating barriers to inclusion of disabilities & minorities.
29. Criticizing people and organizations for trying to do good because they are going about it in a way other than we would like.
30. Stop thinking you shouldn't be asking questions about how to accommodate those with disabilities; if you feel you can ask, do. Hire someone with a disability.
31. Worrying about mistakes; stop making assumptions.
32. Stifling conversation that might be combative or could be offensive to some; don't hide from hard conversations; making assumptions about people and their experience; using personal views as weapons or intimidation to drive change.
33. Stop assuming bad intentions and being forced into indecision.
34. Defining DEI in any kind of narrow sense; thinking we've "done" DEI when we always need to work on it; white fragility and other privilege fragility.
35. Different definitions in the speed of change.
36. Assuming we know.
37. Making assumptions.

April 11, 2023
Jennifer S. Vey: Transformative Placemaking: Creating Vibrant, Connected, and Inclusive Communities

Key Ideas:

- Significant trends are impacting our communities: new technologies, demographic shifts, and economic shifts. These trends have positive impacts, but not for everyone. Communities need to invest in transformative placemaking so that everyone is included and feels connected to the community.
- The current structure of our cities and town (activity centers surrounded by low density sprawl) was shaped by multiple demographic and economic forces and trends, but those trends are evolving:
    - The digital revolution is impacting growth and development of where people choose to live.
    - A more collaborative economy is emerging: sharing economy (Airbnb, VRBO).
    - Online commerce: less than 20% of retail is in person.
    - Flexible hybrid work models impact office space and the places around them.
- Demographic shifts: significant decline in the numbers of families with kids, increase in single person households increases the needs for different housing options: smaller homes; multi-unit housing.
- Information sector (fastest growing sector in the economy) is demanding diversity and proximity: a polycentric approach.
- Where there's work/job density, there is better economic performance. (i.e. walkability in a community increases rent premiums as people seek social, health, and environmental benefits.)
- The knowledge economy is rewarding large places (cities) and the coasts: winner takes most. But within these regions there exists concentrated advantage and disadvantage, polarization. The prosperous are getting more prosperous. The disadvantaged (deep racial implications) primarily work in the service industry, don't own homes, have unreliable internet. Too many places are failing to meet the needs of all people.
- Current community/government systems are too siloed to meet these challenges. The four core silos: economic development, community development (often addressing symptoms – we can't "social service" our way out of problems); land use planning, and traditional placemaking (plazas, parks, etc.) must work together to identify and create the desirable outcomes for places. Civic trust is based on the relationships to build "place."
- Transformative placemaking addresses four critical outcomes: physical/built development, civic structures, social environment, and economic ecosystems.
- Transformative placemaking requires knowledge and relationships. If we want to attract and retain young people, young families, young talent, we must:
    - Develop policies and strategies that will result in places that appeal to young people.
    - Be intentional, not reactive.
    - Develop practices /tools that understand and harness change and build resilience.

How does **what I just heard support or confirm** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Create affordable housing – would support local businesses all year long, would provide opportunity for young families to move back to their hometown.
2. Do we have a master plan in place? Who are the leaders in this space?
3. Be more open to change; maintain a connection with the center of the community (middle school moving to township = loss of opportunity, but could it create an unintended opportunity?)
4. Focus on people and community – drawing people together; walkability is a plus.
5. Connect outer areas with the downtown community by providing walking paths/internet/parks (social areas).
6. Investment in people-oriented projects: block parties, hot dog wagon; intentional listening to community members.
7. Think bigger: fresher picture including different ideas and realization "the way we have always done it" won't help us grow: there are new ways to "cook a turkey."
8. Learn industrial/community wants/needs; finding ways to incorporate economic development with community development; help create policies to support both visions of economic and community development.
9. Better "walkability"- increase ability to not only walk, but bike; consider downtown GR bike lanes, can GH/SL eliminate some parking lanes and replace with bike lanes?
10. Creating a community that people desire because of the quality.
11. Proud of our community: we have some spots that could be placemaking "postcards": Lynne Sherwood Waterfront Stadium, east side development, small stuff matters.
12. Collaboration with government agencies; walkability: what is that? Create more community; listen to needs, create opportunity; provide incentives for small business to thrive; welcoming: more inclusiveness on diversity, income, race.
13. Welcoming, inclusive, attractive community leads to vibrant, safe community with economic benefit; collaborating, intentionality.
14. Systems of thinking; interconnectivity.
15. Start with what changes/opportunities/ideas we want for our communities to grow and then develop plans to get there; accepting changes.
16. Focused, intentional, long-term planning which incorporates multiple viewpoints about what we want to be.
17. Perhaps GHACF could provide incentives to help businesses move into empty storefronts; create gathering space in less affluent areas: like basketball court in East town; keep asking for community input: like SL's Master Plan; keep adding diverse housing (even though there are critics.)
18. Planning for future generations; listening to voices that are not the ones in power.
19. Support entrepreneurs more; be better about office space options; providing financial grants, connecting people for economic thriving; focus on people; create more modes, being intentional.
20. Create intentional listening opportunities, cross-municipal relationships.
21. Continue to make SL downtown welcoming so businesses can thrive.

22. The design and provision of space is inherently political.
23. Creating the community where future generations want to live.
24. Increase walkability between SL, FB, & GH; the bridge is the focal point: the perception of safely using it is key; perhaps a ferry service just west of the US-31 bridge.
25. Treat community-building as a joint effort; everyone does their part to build a more accepting, vibrant community; better accessibility: U-S 31 divides the community/economy.
26. Better analysis of land use decisions – more inclusive of numerous entities/organizations; enhanced planning process with better implementation.
27. The concept of activity centers; the use of collaborative data to drive impact and outcomes; ongoing intentionality in trend setting; communications and engaging in vision setting with clarity.
28. Systems thinking; create synergy; thinking more of an investment down the road; bringing in MANY voices: surveying the community, reaching some through schools; great template to bring various sectors together (those she talked about plus schools, business leaders, church leaders, nonprofits, retail leaders.)
29. Establish a shared vision based on knowledge; proactively, collectively, intentionally working to create and sustain a community that we all want.
30. Connectivity with having more walkability with stores that are closer to housing developments.
31. More access to housing, transportation, job growth; less mentality around "diversity taking away from me and mine."
32. Focus on social spaces bringing people of all walks of life together; decline in local civic groups; look at how we can improve and utilize East Town and Center Town.
33. Increased social space – diverse social space; focus on college-aged group and what they are looking for; more space for community across income levels; ** housing**, look at city plan, evaluate through new eyes: zoning, parking, rules to change landscape with change in demographics.
34. Supporting small local businesses; building places for people to gather: downtown, waterfront, local events, concert series, farmers market.
35. Support diverse income levels for diverse workforce; increase connectivity across neighborhoods; policies, land uses, zoning that support smaller household housing; improve walkability on both sides of US-31 in GH and crossing; embrace and encourage diversity.
36. Being intentional in bringing diverse groups to the table to make decisions.
37. For the village of SL, addressing not only walkability but the experience while walking is an interesting issue; it's not just about the destination but very much about the journey as well.
38. Get involved, find community needs and invest in community needs; communities are continuously evolving.
39. More collaboration between main street community development and regional economic development; reduce silos.
40. Community planning/visioning; five local units of government: do more collaboration, resource sharing to help make cohesive communities; shared paths to connect

communities: biking to work, make bike paths safer for community; Harbor Island could use a bike path; combining community development with economic development.

41. Consider all populations in driving growth in a context-sensitive way.
42. Breaking down silos; benefits of equitable taxation/investment; observer corps for public boards.
43. More community conversations like this and education; more spaces like the Greenway, Tanglefoot Park, Ottawa Sands; address housing economic development.
44. More local grocery stores; Chinook Per development; brainstorm how to attract and retain young people; healthy food options; walkability and safe driving options (we have no Uber or taxi service.)
45. Create a community of opportunity and well-being; creating more spaces for our community to gather and come together; diversify and create a welcoming community; do more intentional listening.
46. Confirms that this community needs to be more flexible/accessible; more public spaces that people (younger people) want to be in (lack of restaurants.)
47. Be intentional – less siloed in implementing new ideas/ways.
48. Building civic infrastructure; walkability important; activity nodes; opportunity zones policies that don't support economic growth and development.
49. Collaboration between the tri-cities communities; more commitment/resources for affordable housing.

How does **what I just heard support or confirm** my thinking about what our community needs to *stop doing or do* less *of* in order to thrive?

1. Let process drive decision-making, rather than opinions; limit divisiveness by stopping attacking.
2. Segregating by income – housing and access to opportunities.
3. Less thinking "inside the box," figure out how to bring in more young talent.
4. Allowing same type of retail/services; need diversity.
5. Be sensitive of what the needs are and what input we have.
6. Stop isolating; stop with single-minded thinking; stop pointing fingers.
7. Trying to be an exclusive community.
8. Saying that is always the way it's been done.
9. Rely less on just that "city planning" group to build the future.
10. Stop saying "this is how it always has been, or this is how we've always done it," stop making it hard for older adults (those with financial or mobility issues) to cross US-31 to get to Walgreens for groceries.
11. Stop restricting future development based on personal preferences rather than the common good.
12. Same people make decisions: is that good? Is input being considered at the government level? Are we willing to not be complacent?
13. Locally owned property owners that are invested in our town.
14. Siloing decision-making and creating exclusive enclaves; resorting to comfortability and stagnation; equilibrium is death.
15. Stop our complacency and stop resting on our laurels and not evolving.

16. Stop sticking to traditional Grand Haven, be willing to let go of an "aesthetic" that fosters classist and racist undertones.
17. Stop subsidizing bad development – auto-oriented.
18. We have to stop allowing downtown stores that are trashy ("it won't spank itself" shorts in the window!) Amazing stores are considering leaving downtown GH because of the stores allowed to be there. Is this what we want?
19. Thinking it's someone else's responsibility to do this for our community.
20. Less distance and more connecting.
21. Less exclusivity.
22. "This is how it's always been" mentality; stop relying on the city council or town leaders to make decisions; let's get feedback from the community, the local colleges and universities to understand what's wanted; utilize the idea of gathering proposals from businesses, universities, etc.
23. Stop saying "this is how we've always done it;" how do we get non-governmental bodies together to make the difference: business, non-profits, residents to voice this; more downtown walk space, connect people with space.
24. Electing people of the same economic background or one line of thought into leadership roles or voices of influence: school, county, city, or tax positions.
25. Stop resisting density.
26. Having the same people over and over again at different tables making decisions for the community.
27. Work to get out of the pattern of just replaying all the same events in the same ways using the same methods with the same team/people involved.
28. Segregating; excluding.
29. Driving community organization agendas over a more collaborative approach.
30. Single issue governance; "not in my backyard" attitude (i.e. housing); intentional economic development – adding community development; public private partnerships: be more collaborative; use models for private investment GR/ Amway, VSL/Van Kampen, Holland/Prince.
31. Allowing conventional wisdom to drive civic agenda.
32. Intentional about language and investments.
33. Exclusivity mindset.
34. Single family homes.
35. Being scared of doing hard things (changing, doing challenging things/evolving.)
36. Do less "pockets" within the city; seems like this city has different pockets and think "tri-cities" area needs to be connected and less segregated by pockets; stores not open on certain days, etc.
37. Stagnant – keeping things the same = same results.
38. Creating exclusive enclaves.
39. Giving lip service to affordable housing.

How does **what I just heard challenge or change** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Smaller homes; creating space that welcomes other people; listening to what people want so that there is not a disconnect.
2. "Hyper-local" struck me: with social media, one person can become a flash mob; more public engagement.
3. Walkability is important; parking is a mission: a tourist tram is different. Do we need low cost paid beach parking?
4. Collaboration, who's doing something innovative – could be simple or small – ramifications might not be known, but similar to DEI discussion theme: just start, won't be perfect but there is learning in small successes and fairness.
5. Being adaptable; seeking knowledge from all stakeholders.
6. Having conversations about change and that other ideas are good and working with each other to make these changes happen.
7. More inclusive strategic planning; look for things that build a sense of community and pride.
8. I would love to see our community do something like Muskegon did with their "livability lab" series: this helped them set community outcomes and put committees together; intentionally bring the four place-based solution groups together; keep doing community assessments, human services surveys to get input and measure demographic needs.
9. I struggle with the concept of land use and community development working with economic development when it seems that many developers are focused on their profit and benefits rather than what is best for the community.
10. Should I use my car less; plan my errands to be walkable? Listening to other perspectives and what they want.
11. Create an "us" mindset; include north of the bridge in that mindset.
12. Continue to supply housing of all levels to support a diverse community; keep investing in our downtown areas to make them feel welcoming.
13. How can non-urban environments facilitate the same socio-economic agglomerations.
14. Look to change policies around parking to encourage more walkability/bike-ability; look to establish more gathering spaces; encourage entrepreneurial business.
15. Solve our downtown parking issues: busing from big box store lots.
16. Provide incentives that promote people-oriented development.
17. Looking at community as dynamic unique activity centers.
18. Finding the solution to affordable housing; I like what the speaker said but schools should be invited to the table. Good schools/safe schools bring families.
19. Become more collaborative and proactive; engage a broader community to help more informed decision-making, policies, and strategies; stay open to innovation.
20. How we make our town more connectable.
21. Place-based planning – not just addressing one silo, but all the needs together.
22. Start diversifying the offerings in our downtown and East Town space; think about areas to work and stay connected; think about activities that can be done as a fun night out outside of beer and ice cream; maybe add an open workspace where people of all workplaces can come visit, work, and study in, etc.

23. Look at walkability study needs; saying we support DEI but not acting or making policy to drive change; action started grass roots vs. master plan, accessible government.
24. Trend is need or want for smaller homes or apartments: are we responding to this? Be intentional on attracting different cultures and offering different services; how do we keep our kids here once they're adults?
25. Focus on the outcomes of places; ability to access more our daily needs on foot while enjoying the physical surroundings.
26. We need to change the way we bring business, visitors, and residents to be part of this community; we need to invest in welcoming diverse events and programs that bring people together.
27. Thinking in a more broad-based way about what is offered; really liked the reminder about thinking first about what you want our community to be and then working backwards into what's needed to make that happen.
28. Invest in community.
29. More external input of the perspective/reputation of our community.
30. Get cohesive vision: old school vs. new residents; mix in affordable housing throughout the community (waterfront is expensive); change zoning to allow.
31. Challenge norms.
32. Integrate the civic/social structures.
33. Community involvement: who are the players at the table (or not) from each quadrant?
34. Focus less on parking needs and more on safe and enjoyable walking.
35. How are we looking to other communities to see how we can improve; make things more walkable.
36. Changes by thinking about community events and bringing people together; these events don't need to be huge infrastructure changes, just by creating inclusive public spaces; changes my thinking about just bringing businesses in without thinking of how it will impact culture; GH should be more walkable; people have trouble getting to work, etc.
37. Create environments that inspire others – give opportunities.
38. What kind of a "place" do we want to be; promoting parks, amenities, programming, and activities; continuing conversations; welcoming.
39. My thoughts on affordable housing.

How does **what I just heard challenge or change** my thinking about what our community needs to _stop doing or do less of_ in order to thrive?

1. Being siloed in planning.
2. Judge less in networking or open spaces on others' behaviors.
3. How do we build high density, affordable housing without sacrificing the perception of community safety?
4. Stop blaming those with differing opinions.
5. Impact of generation's experience.
6. Excluding the opinions of the majority.
7. It's the way we've always done it, we don't want to change; we like it the way it is; thinking it's a simple solution.

8. Stop making our local government less inclusive and not as welcoming as it should be.
9. Political challenges; one way of thinking taking over; closed minds: "my values should be everyone's values."
10. Stop opening breweries, ice cream shops and GH attire stores; have downtown be a space for fun, event, and community engagement; stop relying on small groups to make decisions; reach out to community members to lead a coalition group to drive change: new ideas; it's a way to connect our community and draw people together for change.
11. Only focusing on downtown, not challenges to the east side, to lift up; not looking at Grand Haven as tourist town; we need year-round residents of all ages to stay relevant, vibrant, dynamic.
12. Avoid comfortable complacency; relying on silo approach.
13. Stop doing the same things we have been doing; think and do different!
14. Affordable housing! – not just for older residents, but younger families and recent grads too.
15. Stop being complacent; don't become stagnant.
16. Density in Grand Haven.
17. Think about outcomes – not bottom-line economics.
18. Bring more to the table: more diversity, lived experiences.
19. Different housing demands – all new housing is either expensive apartments or huge homes.
20. Getting stuck in the headspace of the idea that others need to work harder to get here.
21. Challenges my thinking about what GH needs to do less of; seems like these economic/physical/social/civic assets need to be less clustered, for example: Muskegon area vs. Grand Haven. They're so close but very different communities.
22. Identifying one or two issues instead of viewing as a whole.
23. Community silos.

April 25, 2023
Norm Van Eeden Petersman: Breaking Out of the Housing Trap

Key Ideas:

- Our current housing dilemma has been shaped by several historical and financial realities: depressions, wars, the automobile, financing, and others.
- We have moved from a "complex" housing development model (urban) where systems are concentric, symbiotic, and self-supporting" to a "complicated" housing development model (suburban) where systems are linear and increasingly distant from necessary services and resources.
- In many communities, the bottom rung of the housing ladder (entry-level homes and housing) has disappeared.
- Housing has become both "shelter" and "investment," exacerbating the dilemma.
- Often, current zoning laws, development regulations, HOA requirements, and other limits on what can be built and how it can be built stand counter to a more diverse housing market.
- It is easy to forget about the importance of smaller, affordable homes or dense housing structures once our own need for such housing has passed.

How does **what I just heard support or confirm** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Implications for downtown Grand Haven and east end area; wonderful improvements but still concerned about economic struggles of downtown GH.
2. Be open to development that doesn't look like a single-family neighborhood with large setbacks; show people what this development does to affordability.
3. How do we overcome inherent objections to this traditional pattern of development? Narratives win over numbers; articulate the many advantages of being a community that young people can get a start in; a community they can make a life in; help people see into the future.
4. Build smaller, for the younger generation; having conversations about benefits for those who don't want to change.
5. Work together! More education such as Strong Towns; I'm not sure everyone in the room thought about some of the ideas spoken today.
6. What does our community aspire to be? Incentivize the economics for a first-time home buyer; creative and adaptable housing for younger generations.
7. Growing as a community; do the better and grow the change.
8. More density: walkability, next generation has different wants/goals; lower-cost developments and starter homes; deal with resistance to smaller lot sizes.
9. Incentives for property owners selling: creative sources of funds; land conservation, community land trust, etc. Should we/do we "prevent" development that follows the suburban or complicated model?

10. Growth opportunities: duplex/rental access/accessory dwelling units/diversity.
11. Change the zoning laws; lowering the minimum house size.
12. Open ourselves to models of development from other areas; use "narratives" to support change rather than numbers.
13. Start process of charging more the further a building/home is from the water/sewer/policy/fire services.
14. Natural/organic growth; change parking minimums; multi-generational homes, we need to normalize multi-generational housing; local governments need to adapt more quickly.
15. Promoting change in all corners; it will take generations to change the mindset of community leaders.
16. We need to start listening to our youth and future homebuyers; they want community; they want shelter; they do not want to over-pay for extravagant (useless) square footage.
17. Lower minimum lot sizes; more residential in commercial areas; more education around this presentation.
18. On-line permitting; sunsetting HOAs; accommodate generational needs.
19. Review of rules/red tape, etc.; start some social housing opportunities/help with incentives for this; multi-use housing/buildings; look at what is needed 20-30 years from now and start planning; improve connections across sides of town and cross connections to SL/FB.
20. Higher density: townhouses, quadplex construction.
21. We can do more with less space; density can be done well; people are afraid; we can do it at our table maybe in this room, but not in other spaces: Spring Lake; actual residents using their properties to generate income; community land trust.
22. Create a community that is available for all to join and thrive.
23. We have an affordable housing issue!
24. Challenge how our zoning and planning support a diverse, growing, and inclusive community; make sure there is alignment between what we aspire for our community and how we actually execute.
25. Change zoning ordinances to allow accessory dwellings and duplexes; change the zoning/educational system.
26. Where you live dictates where you stand: meaning if you live in a city this city-focused discussion topic is relevant to you; if you live in a township, if you choose to live in less density, this topic, this sense of immediacy is not relevant.
27. County has farmland preservation action/program; Spring Lake's redevelopment is a great model; it is a new way to think about minimum lots and living closer together, contrary to some values; Northstar philosophy of change: complexity of business and residences together; GH development where land trust is owned by the city, home is owned by families; property with lower values has disappeared.
28. Connecting people and better community engagement; better land management; walkability; infrastructure improvements.
29. Community engagement and coming together.
30. Remove policy and zoning barriers to increase housing diversity; embrace starter home creation; invite change.

31. RRC road maps; allowing generational input, have student input into government; have a mixed income community; allow the building of smaller homes.
32. Be welcoming to all to come/return to thrive; utilization of community land trust; more housing that labor force can afford; community buy-in for zoning changes.
33. Avoiding any sort of radical change; allow commerce in residential areas and vice versa; work from the bottom up.

How does **what I just heard support or confirm** my thinking about what our community needs to *stop doing or do* less *of* in order to thrive?

1. Listening to the loudest voices (opposing voices); NIMBY-ism (not in my backyard).
2. Encouraging large suburbs.
3. Making so many rules in Grand Haven; who do you think people are leaving and moving to other communities?
4. Stop building large homes.
5. Price ranges; housing
6. Parking requirements
7. Assume that the current complex model is the cheapest; expand financial real vs. perceived; expose myth that development is cheapest where land is cheapest.
8. Condo development; homeowner association (4th level of government); "cookier cutter" homes.
9. Restricting mixed use on pieces of land.
10. Thinking the present model of development is sustainable.
11. Require large parking requirements.
12. NIMBY attitudes.
13. Thinking traditionally; think about how young people can afford to move back here.
14. Clinging to the past and being against change.
15. Stop being so closed off to things; not changing because it isn't always bad.
16. Pushing "low income" and "affordable" to the township but working together to allow for all income levels to live and thrive within the boundaries of the city; restrictions on rentals; restrict multi-family housing/make this a benefit, allow to be beautiful.
17. Parking requirements for housing.
18. This is how we've always done it.
19. Regulations and practices that keep us in a housing trap.
20. Stop building real estate that is only affordable to wealthy people.
21. Cap seasonal rentals: affordable housing has been taken off the table as an option for entry-level homeowners.
22. Transportation is a major factor in any affordable housing discussion; eliminate standards for housing then housing falls apart more quickly.
23. Township government feels pressure to increase tax base with home growth; NIMBY.
24. Planned suburban and HOAs as they restrict growth; concentric culture (it needs to end).
25. Being resistant to change.
26. Wasting resources that perpetuate the housing crisis.

27. Leaving everything the same because it's always been that way (i.e.: HOAs); stop getting mad when small homes are built in larger subdivisions.
28. Less regulation on residential properties; same theme: less divisiveness yields better results; less automobile centric communities.
29. Exempting neighborhoods from any change.

How does **what I just heard challenge or change** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Find those changes and make them; help each other; work together.
2. Transportation; food accessibility; housing co-op idea; harbor transit partnership with Muskegon.
3. What do we aspire our community to look like? Involves changes of mindset; changing objection to density; explore accessory dwelling units; possible part of solution for renters or elders.
4. Listening to people's narrative/needs; what does the community aspire to be? New housing access – rethink regulations and adapt; convert use of housing; mix commercial and residential; change the mindset.
5. Acknowledging that there is a need in this community for starter homes and smaller homes.
6. Think "scalable" when creating forms for future expansion.
7. Allow full or almost full use of lot, perhaps with some landscaping.
8. More relaxed local zoning: a lot of people say they want less restrictive zoning when it applies to them but want those rules when it applies to others.
9. This discussion has turned my thinking completely upside down! I am 56 years old and thought so differently when I arrived this morning. My mind was blown! Thank you, thank you, thank you.
10. Allowing accessory buildings and small homes without need of special permits; decreasing zoning and planning (tedious) processes/laws/roadblocks; increasing use of side streets/build mixed use to create community.
11. Allow more young people to get involved in the planning or governing committees to allow a broader perspective.
12. New isn't always best.
13. Looking at what income producing housing means as more than rentals; make it easier, allow more non-conforming structures; more conversation; figure out vacancy issue with second homes and rentals to out-of-towners.
14. Neighborhoods with resident businesses: coffee shop in a house's first floor.
15. Mixed-use development: more discussions with people who need to see this presentation; building community = occupations; knowing your neighbors and living well; small community/growing community.
16. I had no background around community planning and growth; facts are challenging for people to integrate into their narrative.
17. Start listening; create an opportunity for concerned citizens to provide ideas and make those ideas actionable!

18. Challenge if the suburban development model is the best method to grow our community; give the traditional development model an opportunity.
19. The idea of charging higher taxes to homeowners further away from resources; allow on street winter parking in urban settings; requiring residents to park on opposite sides every other day to allow for street maintenance.
20. Each community determines its own character – it cannot be imposed on them; minimum parking is something that quickly becomes very contentious in a neighborhood.
21. How will the idea of 600 sq. ft. houses be supported? What is the next rung? Emergency housing is needed; housing as an investment for big profit.
22. Walkability; mix of sizes and uses of development; adapting to the "now" instead of planning for the "future"; housing as a shelter vs. housing as an investment.
23. Let communities grow organically/incrementally.
24. Include commercial into residential.
25. Finding the balance between incremental and transformative change; gain public trust in local leaders so we can reduce processes.
26. Emergency housing; start adjusting zoning laws; "adding on" evolvement and adaptability; we need the working class to have homes: impacts businesses.

How does **what I just heard challenge or change** my thinking about what our community needs to *stop doing or do less of* in order to thrive?

1. Short-term rentals: ghost towns in the winter.
2. Ignore need for change; review zoning for flexibility; only thinking about parking; let's change the conversation; start with government action.
3. Rental investment of house purchasing; incentivize non-cash purchasing of houses: opens for opportunity of first-time buyers.
4. Being complacent and resistant to change; relying on the same zones; giving up control with communities to build trust and connect neighbors.
5. Suburban development as traditionally put in place.
6. Stop thinking that your ideas are best just because you're in a leadership position; provide housing that young people can afford.
7. Pushing a growth model that only benefits a select group in the community; creating barriers to entering our community.
8. Stop requiring parking for development.
9. Minimum lot sizes should be reduced.
10. How complicated is zoning? Zoning changes? What benefit is there? Drawbacks?
11. Public hearings as they complicate processes.
12. Suburban development.
13. Reduce restrictions.
14. Thinking that adding commercial near residential causes traffic, which is viewed as bad; no drastic changes for short term rental guidelines/control; stop regulating parking requirements.

15. Reducing public process: feels counterintuitive; complicated over complex; the value of being the fastest growing county.
16. Focusing on complicated rather than complex systems that are adaptable and are able to evolve; no profits, more homes.

May 16, 2023
Christine Porath: Surprising Ways Coming Together Moves Us From Surviving to Thriving

Key Ideas:

- When there is a sense of community at work, employees report being more engaged, staying in the job longer, and thriving at work.
- We can become more united if we create safe space, provide connections and support, communicate frequently, and embrace failure.
- Respect from a leader causes long-lasting positive employee outcomes.
- Our community rubs off on us; if we see disrespect, we are more likely to disrespect others and, consequently, miss critical information.
- Small actions matter; civility spreads.
- Only 10 to 15 percent of adults are actually self-aware; we need to hone in on our blind spots by getting feedback, getting a coach, doing a team tune-up, making time for reflection, and taking care of ourselves.
- Negativity is infectious and far more resilient than positivity; it takes magnitudes of positive reinforcement to counteract the effects of even a single negative comment or reaction.
- Even in difficult conversations, control what you can control in the moment.
- The Ubuntu approach recognizes humanity to others; respect, goal-sharing, and supporting through the highs and lows.

How does **what I just heard support or confirm** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Listening to others who have differing opinions and continuing conversations to understand other points of view and explain your point of view.
2. Continue discussions like this.
3. What I just heard supports my thinking that our community needs to take initiative in building meaningful relationships with people from all walks of life.
4. Stay upbeat while out in the community/city council; real leadership means not changing with the wind; self-awareness: can businesses train? Listen to others; be compassionate, workplaces have three generations in the same place: how can they work together?
5. We do quite well having areas for people to connect in our area; even for different groups of people, we are very fortunate to have The Momentum Center also as a connecting point.
6. Community events, art festival, etc.; community involvement, like the building at the new imagination station; listening and understanding.

7. Uniting various groups/people; highlight the positives of our community; highlight/note the items we all want from our community and want to improve; be civil with one another; create a "ubuntu" mantra that's our own.
8. Engage conversation with the community.
9. More supportive; being positive.
10. Start finding common ground, goals, and beliefs to move the community forward.
11. Continue making positive connections with individuals throughout the company I own.
12. Positivity! Creating a sense of community to not only support myself but support the people around me and form a healthy environment; I need to do more of surrounding myself with my "7 people" who I can tell make a positive impact.
13. Making eye contact, smiling, and saying "hello"; engaging in face-to-face conversations; complimenting others; asking questions; putting phone down.
14. More candor, more inclusion; finding commonalities vs. differences; feeling safe, building trust and respect, celebrate more, be authentic.
15. Create common areas or functions to bridge divides; what does this look like? Businesses can do more within their organizations than maybe can be done in the community; rally around a common cause; teaching in schools and churches.
16. Support positive work environments.
17. We need to start finding ways to come together with commonalities and stop focusing on when we differ.
18. Remain civil; don't dehumanize; more team building; create better culture; private sector can drive this more, also churches vs. public service sectors; easier to reach a common goal; ultimate goal is to make sure people are heard, even if we can't create the desired change.
19. Start doing basic things such as being more attentive to the people around you and offering something as small as a greeting and a smile.
20. Open heartedness; reflection time; create connection spaces.
21. I think there are others around us that have some great ideas and we should look at ways to involve others that maybe don't feel that they have a voice.
22. Be friendly; engage with others; include those who others may exclude; be aware of everyone.
23. Creating opportunities for dialog within the community; open our eyes to the possibilities for our community.
24. Connect more with the organization, public – express their value; create safe/united space; 10 -5 rule (smile/speak).
25. Focus on positives; work with the "connectors;" invite people for coffee (one on one); start writing thank you notes.
26. Listening – see the human in others; cultivate more spaces for dialog/connections; 360 reviews/self-awareness test (your answers vs. others) on our behavior; Shinrin-yoku (take in the forest).
27. Finding common ground; the importance of civility; negativity is 10x more powerful than positivity; building community = thriving community.
28. You have the power to help; awareness of self and others; comfort in common experiences; making personal connections; know when is the best time of the day to

have a bad conversation; building in the workplace: create positive, caring work environment; assessing what can we do more of, there are things that are controllable and uncontrollable; hand-written notes, positivity – who are your 7 people? Creating or finding tribes for support groups or starting one in the absence of any; take notes on when you are feeling bad to self-reflect; getting rid of the energy vampires.

29. Person-to-person engagement.
30. Working together to find common ground to focus on; increase positivity to inspire upcoming generations; increase community activities.
31. Small actions matter and can multiply and can have a huge effect on people.
32. More face-to-face/interpersonal interaction; make a conscious effort to respect others and listen; small actions matter.
33. I plan to research some of the key points and include them in my everyday practice.
34. Work together towards common goals; focus on positives.
35. True listening: common goals – acknowledgement of how we can pull together.
36. Work on creating safe spaces; more self-reflection/feedback; more appreciation; explicitly teaching communication/soft skills to our youth); including student voices at all community events; embracing failure; reaching out to those with whom we disagree; communicate the positives; learning how people best communicate: specifically, intergenerationally.
37. Culture of appreciative inquiry; care personally; hard on issues/easy of people; inform on how to do this.
38. Supporting those who are facing challenges, negativity, incivility! Show up in support, voice support.
39. Build strong work cultures; embrace failure; be vulnerable; don't let the contagion spread.
40. Identifying commonalities with others – we're all shades of people; identifying areas of exclusion; self-awareness of the community; collective consciousness.
41. Build more porches; take more walks; neighborhood associations; outreach to new people or people without support groups.
42. Tribe building; humanizing; demand safe spaces, free of incivility and rudeness.
43. Seek out those that don't feel part of the tribe; invite them into it by finding a common ground and build trust; celebrate the community wins.
44. Say hello and smile: collect smiles; small actions; we all have control; create a welcoming environment; focus on the future – not negatives in the past; engaging with other side: asking questions.
45. We need to keep reflecting and ask for feedback like we are at the speaker series because even when this ends, this is how the community grows.
46. It takes effort to create community; be willing to see people as people and not objects or obstacles; no one sees the whole picture so be willing to be curious.
47. Doing more of bringing people together; create opportunities for connection.
48. Working more like a tribal community - who you are, what you do, how you speak – it matters and trickles into our community mindset.
49. Start listening to the needs of the community now and into the future.

50. Investing in people and actually caring; being more intentional with conversations; neighborhood investment.
51. Listening to the needs of the community now, but also needs of the future (long term view); more community connection events like this; honest communication; working for solutions to problems and reaching for unique actions/dialog.
52. Positivity; doing small acts of kindness and acknowledging others.
53. It starts with me; be infectious, positively; shut down negativity.
54. Overall, we need to show more respect to each other out in the community.
55. The idea that "community rubs off" was a powerful one; Ubuntu underscores that: we are one community, and I am who I am because of who we are together.
56. Expand our circles; avoid cliques, always invite and encourage; find a common denominator/goal.
57. Building community within the workplace: creating a positive, caring, and engaging work environment for our team.
58. Creating or finding tribes/support groups; leaders need to create safe space/connect people/embrace failure; community in the workplace: making personal connections; who are your seven people?
59. We need connection and to accept people's differences; find who you are and embrace it.
60. Bring people together and be supportive of others; find common ground; focus on the positive; find what we can agree on.
61. Presume positive intentions.
62. Putting aside differences to reach the state of Ubuntu; even with differing beliefs, come together; fostering community breeds productivity.
63. Relationships.
64. We need to adopt Ubuntu!
65. Finding places and spaces to connect and be safe and respected; continue to bring people together as part of our ongoing culture (forums.)
66. Forums as an ongoing practice, not just when there's a problem; make it part of the fabric of the community; find ways to keep conversation going and new fresh ideas every year or so; bring the ideas to our sphere.
67. Develop a neutral mindset; put respectful attitudes at the forefront of every interaction.
68. More conversations; connection matters; share goals; power divides.
69. Managing stress and emotional balance: helping self/helping others are two focal areas.
70. Inclusive; listen and hear; connecting.
71. People, as a whole, need to listen to others; take time; care.
72. We need to think about who is at our table; how do we invite more people – those who feel unrepresented - to the table for conversation? Find a way for everyone to be heard – those that feel like they are not being heard.
73. Find the commonality: what do we all want/back to basics; start with kindness; celebrate victories; more conversations around tables/meals, etc.
74. We need to be more intentional; start focusing on the commonality to create community by creating/focusing on how and what we want for our culture.

75. Do more community involvement events that attract both small and large segments of our community; community business forums.
76. More eye contact with coworkers and saying hello (10/5 rule); think positively about my job performance; look at local and regional solutions instead of broad national narratives.
77. Self-awareness: what has an impact on others; radical candor: ask for criticism first.
78. The little things matter; like the idea of focusing on what we want for the community as a commonality than focusing on our different viewpoints.

How does **what I just heard support or confirm** my thinking about what our community needs to *stop doing or do* less *of* in order to thrive?

1. Less negativity.
2. Less politics: less negativity (GH Informed); GH Tribune – more balanced reporting.
3. Negativism.
4. Acting independently while having the same ideals/goals.
5. Knowing that negativity is more powerful than positivity, make sure to use less sarcasm/negativity in my speaking.
6. Infecting others with negativity; do less of hating and disagreement and start caring in order to form safe workplaces.
7. Using social media to rant or criticize; using phones to avoid socializing; sticking with only like-minded people; judging different thinking.
8. Focusing on differences; excluding; being negative; setting a low bar.
9. Giving platforms to those who divide.
10. Ignoring or making excuses for bad actors in the office.
11. Stop focusing on where we differ.
12. Negative talk: what makes you feel better in the moment may not be best for the whole.
13. Purposefully isolating ourselves from others just because we disagree in certain areas.
14. Making time for toxic or negative or one-sided thinking.
15. Eliminate our personal negativity.
16. Being negative; complaining about staff.
17. Presuming we know the answers or solution; starting a response with "we can't/won't" or "it will never work."
18. Stop thinking that one person cannot make a difference.
19. Blame game; politicizing; use initiatives/jobs as political points; let things go (rude, inciting comments) because it's impolite to disagree or scary.
20. Social media; taking sides; negativity (as it's more powerful); infecting others with negativity; one person can bring the whole team down, don't focus on the misstep, focus on the next play.
21. Generalized/homogenized message without actual touchpoint.
22. Negative social media.
23. Focusing on the negative – GH Informed; stopped following this and have felt better; less negative.
24. Eliminate or minimize negativity; allowing any notion of disrespect to enter our communities.

25. Focus on the negativity.
26. Focus on how things have been in the past to dictate how they will be in the future.
27. Perpetuating the us vs. them mindset; look for communication from outliers.
28. Being reactive.
29. Angry dialog: rewarding those who are loudest.
30. Being vocal with criticism and critique when not coming from a point of care and support.
31. Stop being negative…you affect the team.
32. Stop giving into negativity, otherwise they win.
33. Stop allowing negativity; stop allowing people to personally attack and dehumanize their political opponents; rudeness is multiplied seven times over positive behavior; use positive vs. cathartic behavior.
34. Ignoring those who don't feel included.
35. Stop using negative trigger words.
36. Stop letting negative comments slide and become a group issue.
37. Stop spreading negativity.
38. Loneliness; divisiveness.
39. Stop pointing the finger; stop the negative conversation; stop the us vs. them mentality; listen more/talk less; lose the anger.
40. Stop working against each other.
41. Trying not to allow people to slip through highlighting the bad only.
42. Love local - steer away from national divide issues – find local alternatives to issues instead of getting caught up in national concerns; controlling the process instead of working toward a goal; working against each other.
43. Giving up on people; thinking we are self-aware and know what is right.
44. Stop showing a lack of respect for any individual, group, or neighborhood.
45. Showing how negative we are; disrespect around individuality.
46. Engaging with the negative; it serves no purpose if it shuts people down; energy vampires; focus on how to move forward from this moment.
47. Assuming the worst; being a negative "nelly"; disrespecting others.
48. Focusing on the negatives: being able to compartmentalize and put aside negative influences.
49. Negative mindset: like in sports – getting hung up on your mistakes affects the next play and your focus; disrespect: because it is stronger than positivity and acts as a virus: social media, taking sides.
50. Having a negative energy and bringing it to other people; be aware of those in isolation or are lonely.
51. Close minded approach; approach differences with respect.
52. Negative leadership based on productivity (professional); stop focusing on divergent or polarized beliefs; start focusing on commonalities.
53. Level of emotional response.
54. Isolationist; silo thinking.
55. Isolating ourselves.

56. Less hyper local focus and more focus on enhancing the entire community; less finger pointing; include those we might be unintentionally excluding.
57. Outward negativity or negative thinking.
58. Negativity; content with status quo; asserting power is not leadership: listening and responding is; solve for isolation.
59. Allowing words/actions to hand in the air; not addressing toxic behavior; "West Michigan nice" can allow unhelpful behaviors to grow and multiply.
60. Thinking we have all the answers.
61. Stop pretending to listen and care.
62. Cut the clutter and chatter that creates a negative wave; people yell louder when they feel unheard.
63. Taking sides; voicing the ugly: what is the true intent; being closed-minded to our own agendas.
64. The loudest does not have to be the only one heard.
65. Giving time and capital to negativity.
66. Reading negative social media.
67. Dwelling on things I can't change.
68. Excluding groups of people; all are welcome but need to be invited; we can't simply assume they know they're invited.

How does **what I just heard challenge or change** my thinking about what our community needs to *start doing or do more of* in order to thrive?

1. Open up to people; smile; slow down to appreciate others in the moment; taking longer pathways to see more; build rapport with people.
2. Being aware of the importance of civility and positive psychology within our businesses and institutions; working toward common goals for our communities, like we are doing today!
3. Focus on and create more connections; focus on awareness of community events; find more ways to let people know what is going on and how they can be involved; stopping negative behavior and discussion/comments.
4. How best to include everyone.
5. Find commonality; how do you remove the microphone from those who wish to spew negative; media focusing on the positive even though negative gets more clicks/more money.
6. Encourages me to be positive and look for ways I can encourage others I work with.
7. Create safe/united space – value.
8. It is possible for individuals, when connected commonly, to make a difference.
9. Ask ourselves: how do we define community? How does this vary by demographic? How do we encapsulate all definitions into one.
10. What is our rallying cry to get community to assemble to become a team (trust/vulnerability); this forum: continue collaboration.
11. Inclusion; ramp down conflict; increase cooperation (benefits of team sports.)

12. Be more conscious of giving compliments, having positive energy; you never know when you will meet people again, treat with respect always; the more involved you are, the more you are able to listen.
13. More/bigger isn't always the most engaging or productive.
14. How do we reach groups that need more positivity?
15. Focus on commonalities to get things done; strong leadership that is focused on a Just Cause!
16. Reinforcement: do the little things to improve our quality of life.
17. I think this is in line with my current thought process; I will work on self-awareness…nice reminder.
18. Include everyone – sometimes negative people need to be left out of conversations to move forward in a positive way.
19. Preface with acknowledgement/inclusion of what we have in common; celebrate wins.
20. Again, just gets me thinking about explicitly teaching the skills to our youth; but also adapt to their style of communication to make the most of the relationship.
21. Providing (this experience) to all; recognizing that people are busy; find out how to interact (I need help with…).
22. Reach out; become open to receiving support; create sense of community even when team/staff/organization is small because it matters.
23. Status quo – we are happy, but we need to not think we (our organizations, schools, etc.) are the best; it stifles growth and change.
24. Learned optimism is a process: facilitate small steps along the way; start small to do great things over time.
25. Start close to home – neighbors, work associates; we need resources.
26. Develop an over-arching vision/plan for the community.
27. Consider what "good" is for all; how do people outside your social network define good? Be aware of your blind spots; understand other belief systems.
28. Things are polarized; be curious about others' opinions; don't assume; engage; look for commonalties; say "Help me understand!"
29. Being more positive, it's easy for individuals to shut down and expect others to then stay positive for them, but that never works over time because everyone eventually shuts down.
30. How can we be tough on standards and tender with people at board/commission meetings?
31. Being more positive; small moments; community thriving.
32. Listen more/talk less; radical conversations: who challenges and loves the person into changing or challenging their views/ways; smile, engage, listen, include.
33. Find ways to bring community together more; what are things we have in common?
34. Be more trusting and open and vulnerable.
35. Looking at culture, we are creating and working now toward something positive/less combative; give and get feedback with humility; be more vulnerable with people and groups; embrace differences and see it as a positive; how do "I" react? How can I change (self-reflection)? Find a way to get involved.
36. Giving feedback consistently, honestly, achievable, with good intentions.

37. Start doing more things to be positive; celebrate the small things; show you care; attention is the currency of leadership.
38. More intentional engagement from community leaders; more community conversations around this topic.
39. I really liked the suggestion of eye contact/smile at ten feet and saying hello at five feet; I can be – and am – a community ambassador; info missing after negative interactions: fascinating to learn.
40. Making positive changes; stop avoiding the problems.
41. Ubuntu: the idea that I am who I am because of who we are; this is so central to community, and we need to create this awareness more intentionally.
42. 10/5 rule: create civility for younger generations; focusing on small moments (thank you note example); self-aware: focus more on feedback and reflection, respect, reflect on your best time of day/best situations, being aware of the impact you make on others; keeping track of the compliments as well: giving compliments to competitors as well.
43. Think how you can make the next moment matter; thrive; do the small actions.
44. Realize it starts with you; ask "what stands in the way of what we want to achieve?" Encourage people to find their positive tribe; provide safe spaces.
45. Bring all concerns and viewpoints to the table, cards face up; evaluate the pros and cons publicly; lead, not defer to public opinion; be civil, be informed; serve the greater good or common goal.
46. Focus on the employee not the product; learned that even the small things make a huge difference (10/5 rule, thank you notes).
47. Find common ground; it's about the greater good, not just a select group.
48. Share what we heard and begin to employ those ideas; find common ground; be positive.
49. Affirmed and confirmed.
50. "I care about you, but it isn't appropriate to talk about people this way": rudeness is not acceptable; call it out.
51. Find commonality to help break down barriers and combat unconscious bias.
52. Small acts of caring, welcome, investment; apply to different types of stakeholders; welcome businesses, investors, non-profits, rallying cry: show up, say hello, be available; acknowledge.
53. Embracing Ubuntu (Momentum Center has great resources).
54. Finding common ground; expand circles and tribe; manage negativity.
55. I need to check myself on all of this also.
56. We need to take a hard look at who's in our community and culture we've created.
57. That we can work to change polarization if we are more aware of the environment we create that has negative effects; we need to make connections.
58. Need to remember to create safe spaces for others; ask for feedback/reassurance; look for the positive.
59. Work to build a positive, welcoming work environment.
60. Interdepartmental communication; embrace different values, lifestyles, personal choices.
61. Relate: find some level you can relate to someone else.
62. Challenging rudeness; small level change leads to larger change.

How does **what I just heard challenge or change** my thinking about what our community needs to *stop doing or do less of* in order to thrive?

1. I should work to be more optimistic in considering the duties of my job.
2. Political tribalism.
3. Always jumping to the worst-case scenario under the guise of "being prepared."
4. Eliminate the polarized negatives within my influence.
5. Impose your thoughts on others.
6. Presuming we can't find common ground.
7. Judging or allowing disrespect when present: it affects not just the person, but multiple people.
8. Creating more of a divide by stereotyping our youth; stop stereotyping and come together into one group; respect the differences between generations and don't force your beliefs on them; listen more to different generational groups; don't assume the younger generations are doing something wrong; foster connections.
9. Focusing on things/ideas/processes outside my immediate control – neutral thinking.
10. Criticizing others.
11. Refrain from "cathartic" emails: understand the impact on others; negativity is de-energizing: sucks life out of the community: 4-7x more powerful.
12. Allowing the negativity to control the conversation; responding to negativity with negativity.
13. Things are polarized; stop only surrounding yourself with like-minded people.
14. Stop reading Machiavelli in schools; we need to have more positive leadership.
15. Stop being on our phones/devices; stop listening to the news.
16. Triggers for negativity; confront negativity.
17. Look at the negatives in the community.
18. Judging quickly or not inviting people in.
19. Waiting for change to happen; pushing issues/fights to the next governing body to fix; stop working for negative; focus on positive; stop only speaking negative.
20. Waiting for the person at the top to act; it can start from anywhere.
21. Spreading negativity; identify the negativity in your own life, family, neighborhood, community.
22. County leaders need to show more understanding around individuality in our community.
23. Shooting from the hip; be more mindful about what I'm putting out there.
24. Avoiding the issues and thinking I won't make a difference.
25. Speaking negative thoughts out loud.
26. The example of tuning out negative news; negativity is stronger than positivity; negative mindset; ignoring those who have different ideologies.
27. The negativity: don't let it affect who we are; stop using social media: it affects who we are.
28. Detach from negative.
29. Politics in GH are not healthy; lots of behind the scenes back door coercion – leveraging for a desired outcome is overshadowing working towards a collaborative goal.

30. Focusing on what we're good at: need to focus on blind spots; not everyone can be self-aware (hierarchy of need); stop thinking we are self-aware; keep striving for awareness.
31. It's not "one," it's "us."
32. Spending time in isolation and not honoring and recognizing people's differences.
33. Choose thoughtfully where I engage.
34. Embrace radical candor; caring personally; challenge directly.
35. Disrespectful, toxic behavior that alienates or prevents productive, respectful conversations.
36. Negativity affects witnesses.
37. Feeding negativity; not addressing negativity; de-energizers have 4 – 7 times effect than positive energy.
38. Doing things on our own.
39. Being too busy to listen.
40. Stop creating negative space.
41. Spreading negativity.
42. Being so divisive/disrespectful.
43. Social media and activities that hinder growth.
44. Less political fighting over silly stuff; stop looking at the negative.
45. Energy vampires: get off the bus!
46. Stop not saying hello and greeting people; be kind and friendly.