

TRUST FORUM



Mid-Ohio Regional
Planning Commission

Thursday, February 8, 2018

WELCOME & INTRODUCTIONS

William Murdock
MORPC Executive Director



Mid-Ohio Regional
Planning Commission

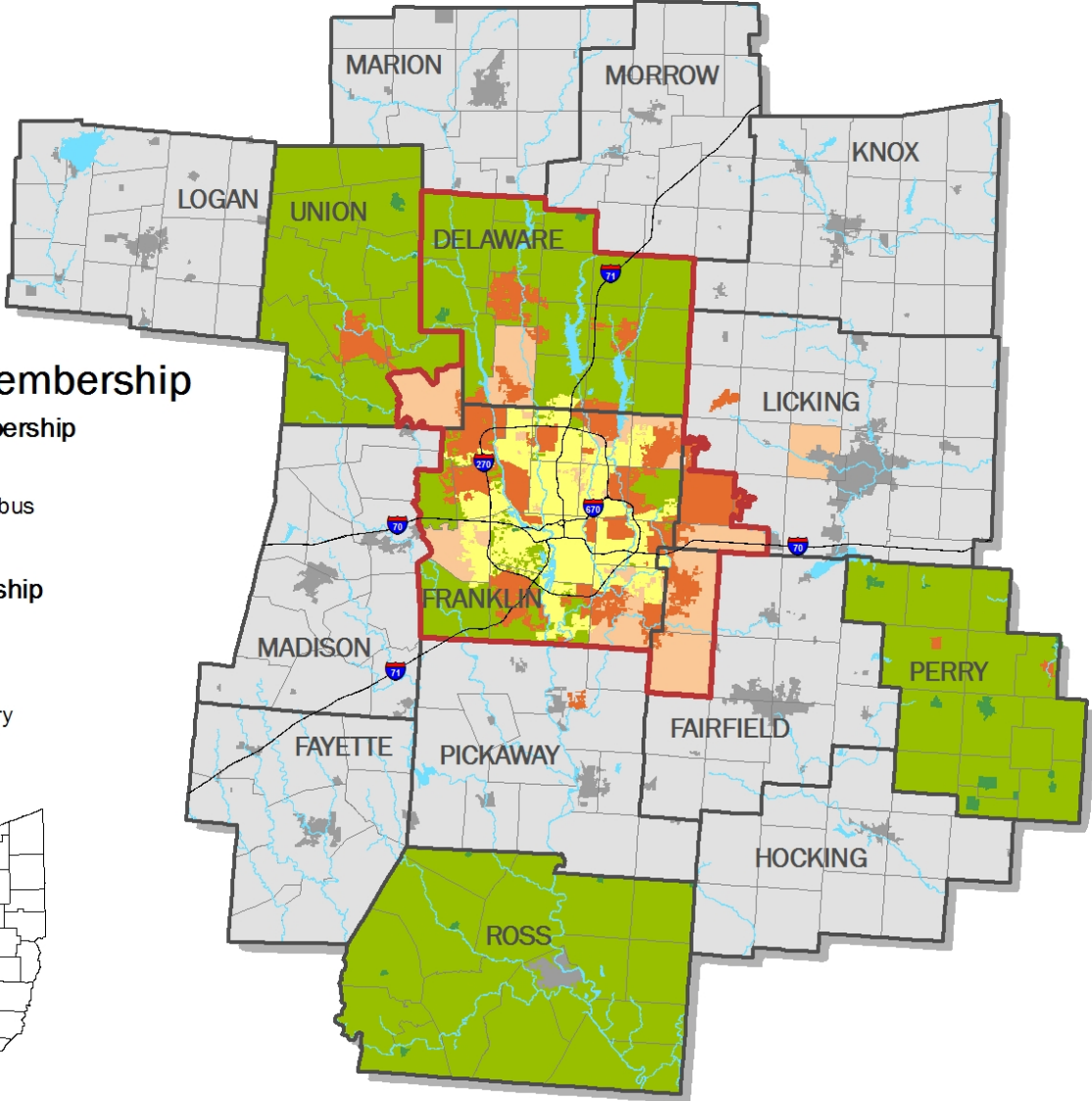
MORPC Membership

Individual Membership

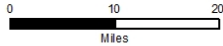
- City/Village
- City of Columbus
- Township

County Membership

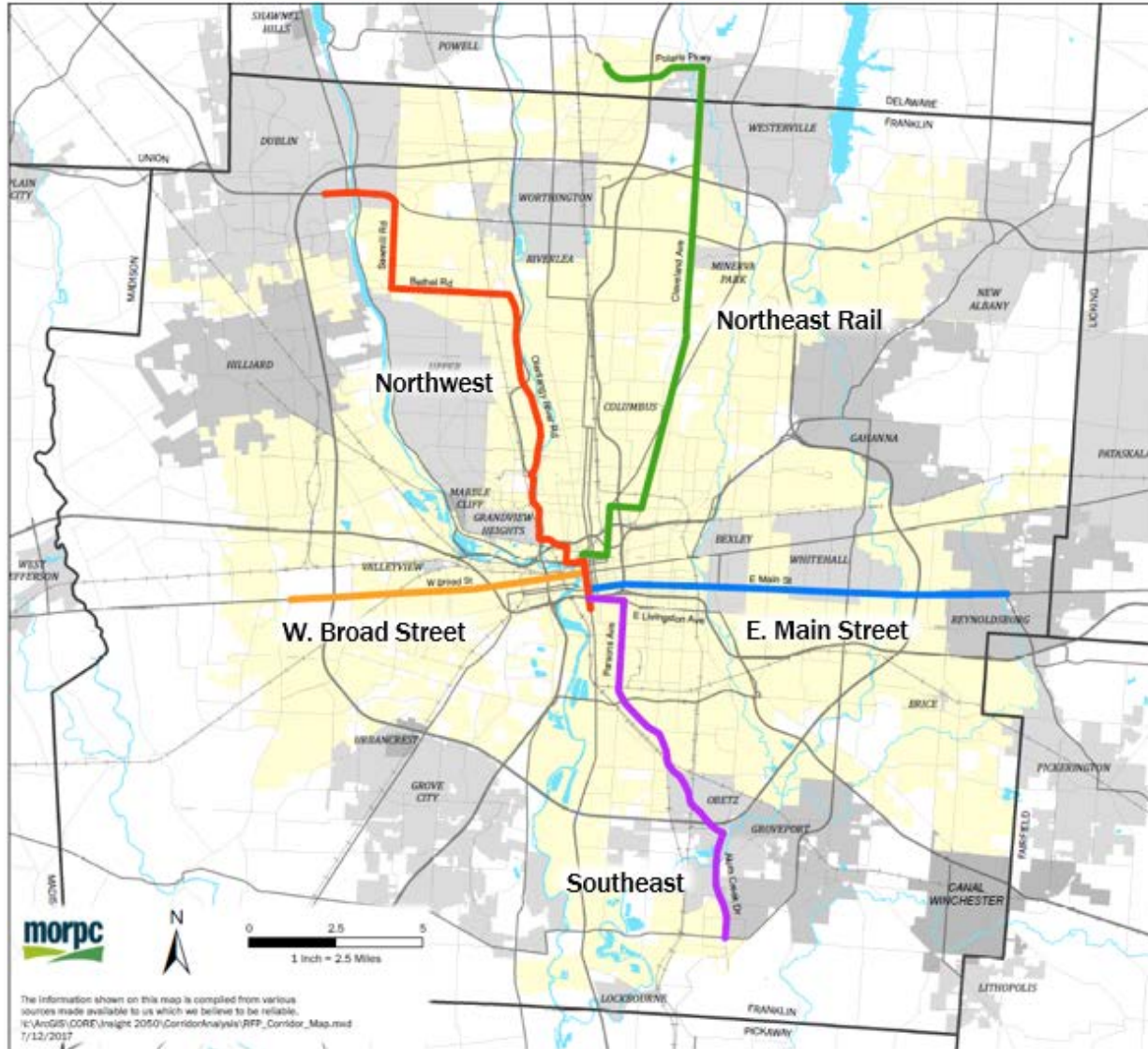
- County
- Township
- MPO Boundary



Ohio Location Map



Insight2050 Corridor Concepts



Corridor Name

- Northeast Rail
- E Main Street
- Southeast
- Northwest
- W Broad Street

2015

	Pop	HHs	Jobs
Northeast Rail	85,605	39,167	156,515
E Main Street	68,322	32,696	114,479
Southeast	36,196	17,077	56,109
Northwest	84,673	43,172	189,720
W Broad Street	45,724	19,764	97,916

2025

	Pop	HHs	Jobs
Northeast Rail	95,366	45,200	162,654
E Main Street	75,014	37,424	117,984
Southeast	38,778	18,818	58,610
Northwest	92,400	48,413	194,715
W Broad Street	55,443	24,936	101,217

Sources: MORPC, COTA



Central Ohio Water Resources Plan

Inventory, Map, & Analyze existing conditions

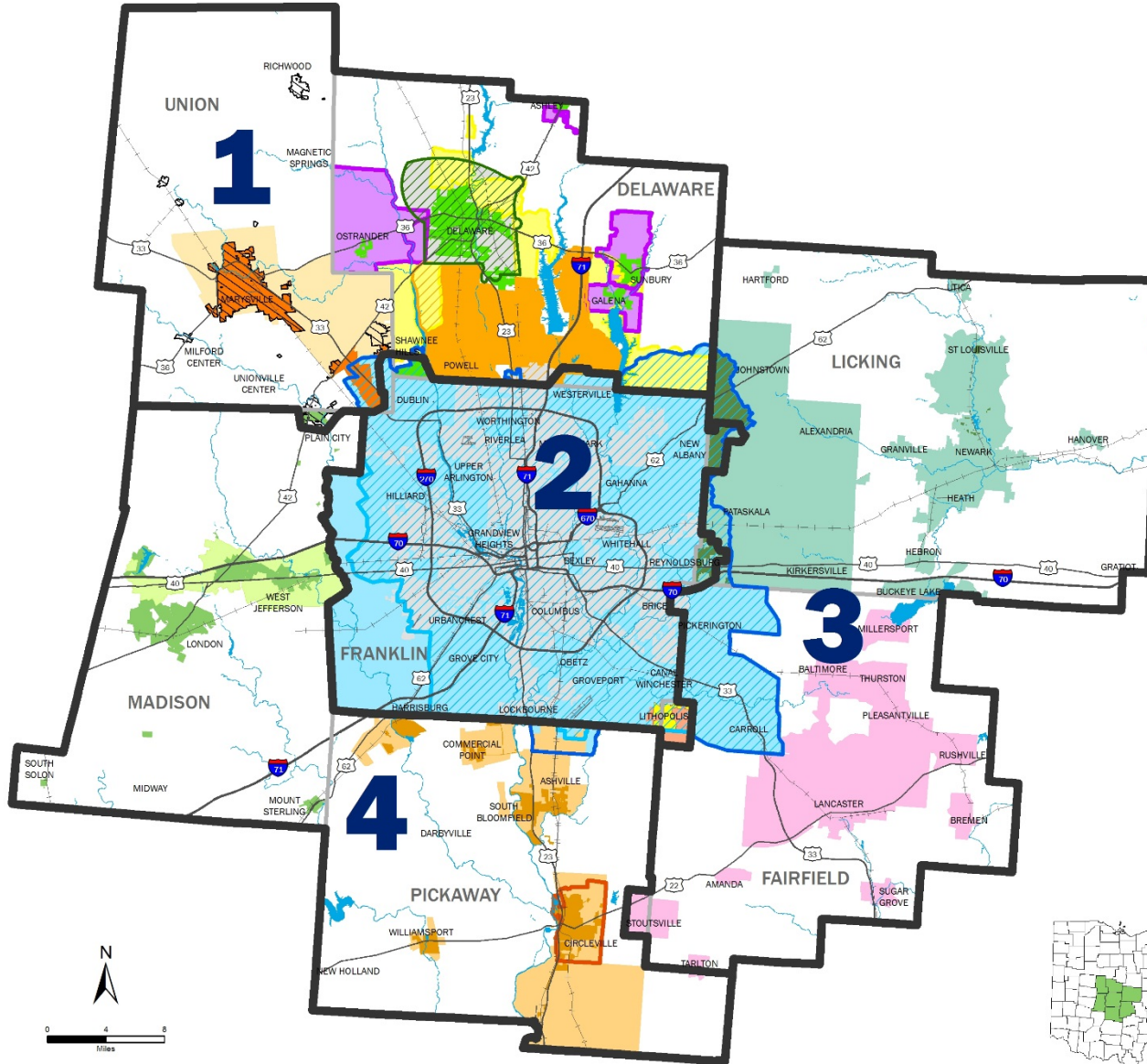
Evaluate projected needs to 2040

Identify & Map Designated Management Agencies & Facility Planning Areas

Develop recommendations and best management practices

Maintain Plan

Geographic Approach To Central Ohio Water Resources Planning

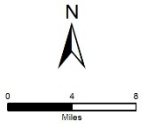


- Area Phase
- City of Columbus Corp Boundary
- Columbus RFP
- Columbus SSA Future
- Madison County SSA
- Madison County FPA
- Marysville SS Current
- Marysville SS Exclusive Area
- Union County SSA Existing
- Delaware City FPA
- Delaware County SSA
- Delaware Municipal SSA
- Delaware County FPA
- Delaware County SSA Future
- Lithopolis SSA Current
- Lithopolis FPA
- Fairfield County SSA Future
- Licking County SSA Existing
- Licking County SSA Future
- Circleville SSA
- Pickaway County SSA
- Pickaway County SSA Future

Source: MORPC, Local agencies 2014



Ohio Location Map





SMARTCOLUMBUS

Smart Region Task Force

hyperloop | one

GLOBAL CHALLENGE

FINALIST





Mid-Ohio Regional
Planning Commission

WILLIAM MURDOCK
wmurdock@morpc.org

111 Liberty Street, Suite 100
Columbus, Ohio 43215

Phone: 614.233.4101

www.morpc.org



WELCOME Bryan Haviland

FrazierHeiby



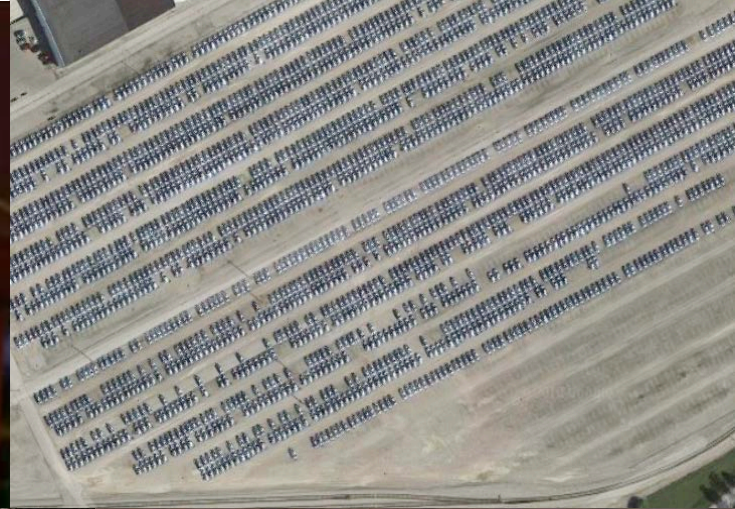
COLUMBUS
TRUST
STUDY

Insights about
creating trusted
relationships.

PRESENTED BY



What is **TRUST**?





The Weather
 THE SUN FINAL
 BALTIMORE, FRIDAY, AUGUST 9, 1974
 Vol. 123 - No. 23 - 1

NIXON RESIGNS

Ford will become president at noon
 No deal made on prosecution, Jaworski says



Decision is laid to weakness of political base

Washington—President Richard M. Nixon resigned his office at 10:55 a.m. today, after 18 months in office, and will leave the White House at noon today to go to California.

Mr. Nixon, on the verge of being charged with the Watergate scandal prosecution, apparently would not accept any deal in deciding whether to grant clemency to himself and his aides.

Ford's task is to break with past

Mr. Nixon's resignation, announced by a spokesman at the White House, came after a long and bitter struggle with Congress and the public. It was the first time a president had resigned since the nation's founding.

Mr. Nixon's resignation was announced at 10:55 a.m. today, after a long and bitter struggle with Congress and the public. It was the first time a president had resigned since the nation's founding.



To Monica - Happy Birthday! Prim Clinton

Oops! No WMD's

White House says search found no banned weapons

WASHINGTON—President Bush today said that a search for weapons of mass destruction in Iraq had found no such weapons.

Mr. Bush said the search, which began in May, had found only "a few pieces of equipment" that were not banned weapons.

Mr. Bush said the search, which began in May, had found only "a few pieces of equipment" that were not banned weapons.

TIME

CAN THE CATHOLIC CHURCH SAVE ITSELF?




Trust issues in local news

Home » News » Education

Columbus schools trying to rebuild voters' trust

Home » Opinion » Letter to the Editor

Columbus police want to earn community's trust and respect

Meeting to highlight Midwest's change from Rust Belt to Trust Belt

Home » News » Business

KEEPING YOUR MONEY HOW TO AVOID BEING SCAMMED

Can you trust your financial advisor?

First clue: Does it look too good to be true?

Home » Opinion » Editorial

Funds will clean park and rebuild trust

Home » News

Don't trust exercise machines' calorie counts



TRUST

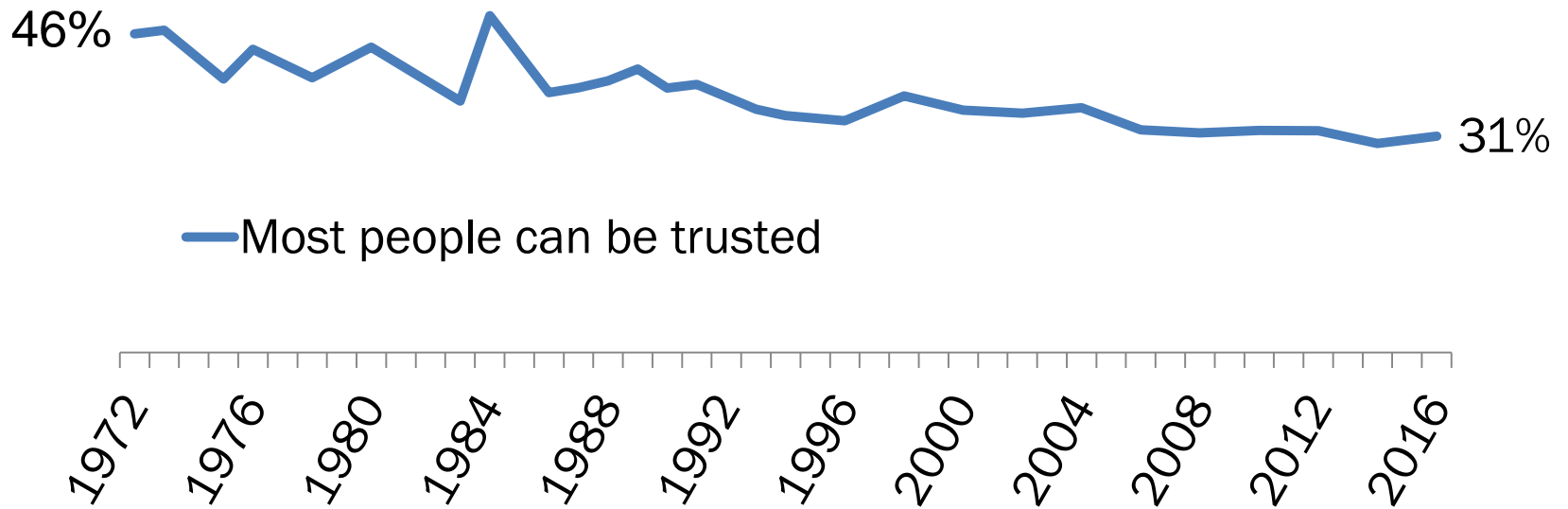
“A psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another.”

Source: Rousseau Sitkin Burt Camerer (1988)

TRUST

“The expectation
that other people’s future actions
will safeguard our interests.”

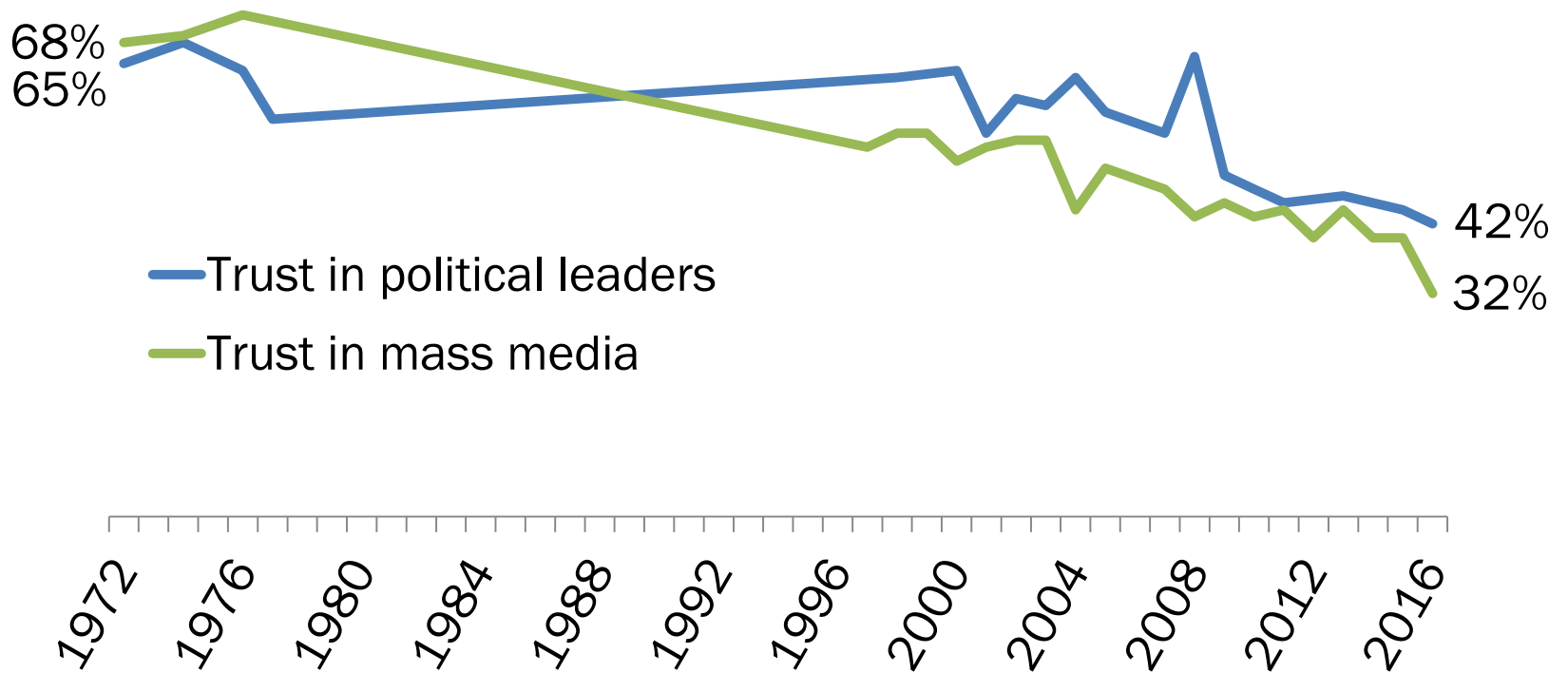
— Jeremy Adam Smith, Greater Good Science Center



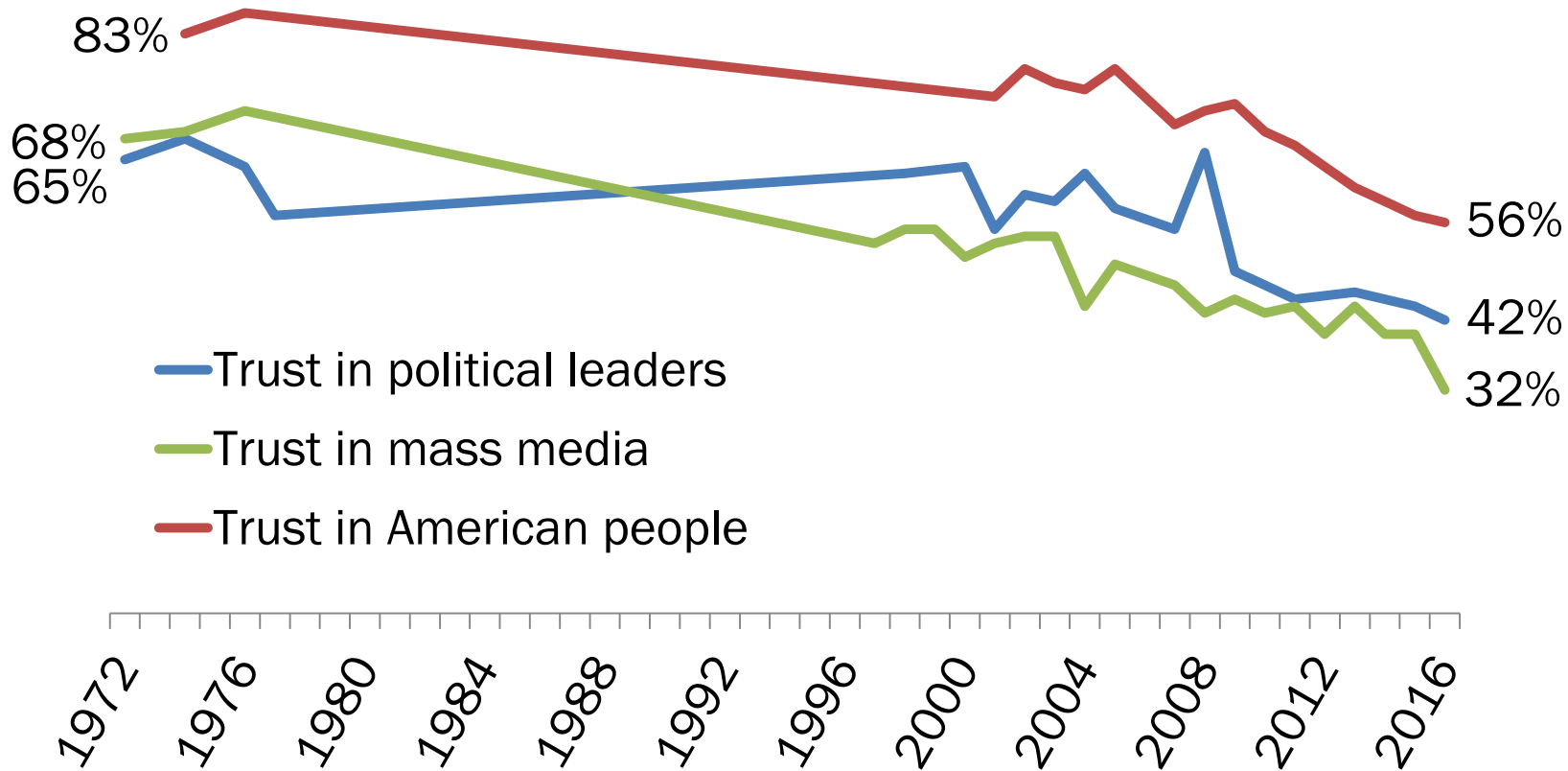
Source: General Social Surveys, NORC at the University of Chicago



Source: Gallup, Inc.



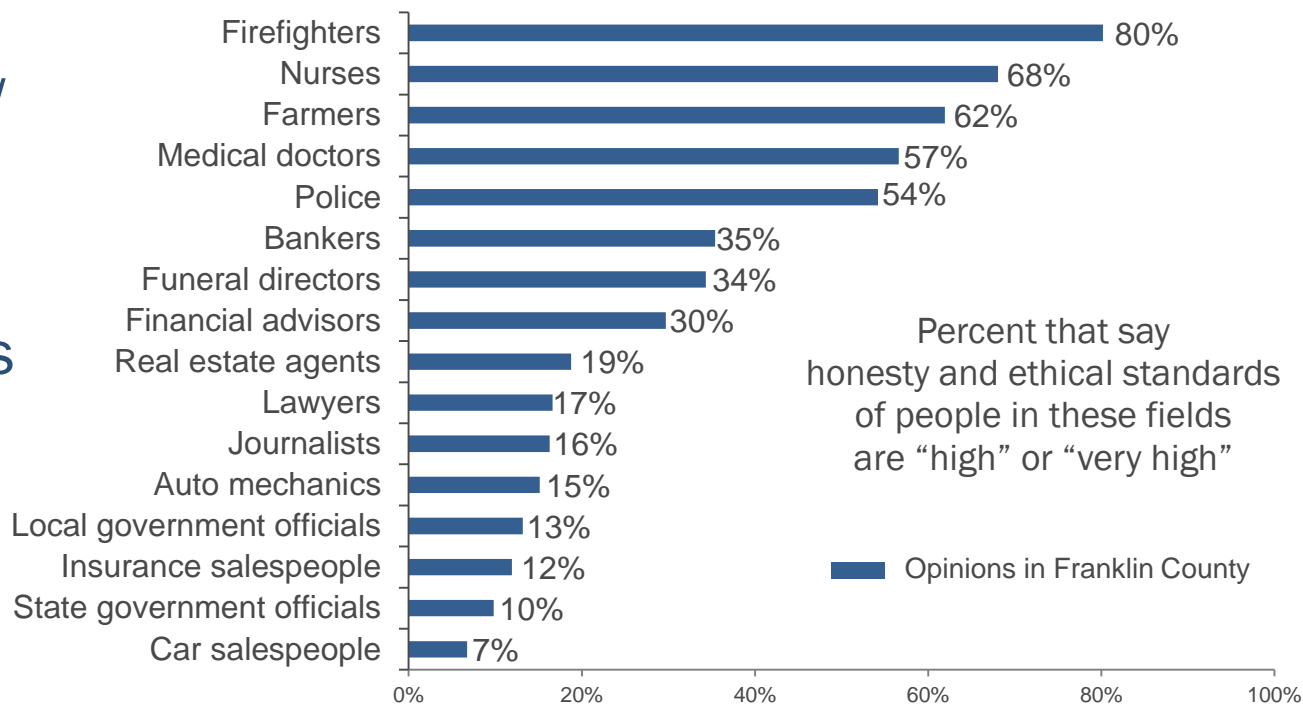
Source: Gallup, Inc.



Source: Gallup, Inc.

Honesty & Ethical Standards: Occupations

Skeptical view
of business
people and
public officials



The business case for **TRUST**

Less than 50% of employees
trust the companies they work for.

— World Economic Forum Survey

There is a direct correlation between how much a consumer “trusts” you and their **willingness to recommend** you, **stay with you** when your competition begins to offer similar services and, more important, **how much they will spend.**

— Winning Over the Consumer, IBM White Paper

2017 COLUMBUS TRUST STUDY

- ✓ Thousands of Franklin County households randomly selected
- ✓ Strong survey response
- ✓ Good statistical representation of the underlying population
- ✓ Margin of error is $\pm 4.7\%$ at a 95% confidence level

COLUMBUS TRUST STUDY

For our data to be scientifically valid, the 2017 Columbus Trust Study should be completed by the adult 18 or older at this address who MOST RECENTLY had a birthday. All responses will remain confidential, so please answer honestly.

SECTION 1: GENERAL VIEWS

- Generally speaking, would you say that most people can be trusted or that you can't be too careful in dealing with people? (Circle one answer) Most people can be trusted Can't be too careful
- Would you say that most of the time people try to be helpful, or that they are mostly just looking out for themselves? (Circle one answer) Try to be helpful Mostly just looking out for themselves
- Do you think most people would try to take advantage of you if they got a chance, or would they try to be fair? (Circle one answer) Would try to take advantage of you Would try to be fair
- How much do you trust the people who live in your neighborhood? (Circle one answer) Not at all A small amount A moderate amount A great amount Completely
- Overall, how satisfied or dissatisfied are you with the way things are going in central Ohio at this time? (Circle one answer) Very satisfied Somewhat satisfied Somewhat dissatisfied Very dissatisfied
- In a typical month, about how many hours do you spend volunteering for civic, religious, or non-profit groups or organizations? (Write a number) _____
- Here are a number of personality traits that may or may not apply to you. For each statement, please circle the extent to which you agree or disagree with it. You should rate the extent to which the pair of traits applies to you, even if one trait applies more strongly than the other. (Circle one answer in each row)

Personality traits	Your response						
	Disagree strongly	Disagree moderately	Disagree a little	Neither agree nor disagree	Agree a little	Agree moderately	Agree strongly
7a. Extraverted, enthusiastic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7b. Critical, quarrelsome.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7c. Dependable, self-disciplined.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7d. Anxious, easily upset.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7e. Open to new experiences, complex.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7f. Reserved, quiet.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7g. Sympathetic, warm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7h. Disorganized, careless.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7i. Calm, emotionally stable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7j. Conventional, uncreative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Overall, which of the following information sources do you trust the most? (Circle one answer)

<input type="checkbox"/> Newspapers	<input type="checkbox"/> Television	<input type="checkbox"/> Radio	<input type="checkbox"/> Internet: Social media	<input type="checkbox"/> Internet: Reviews and recommendations	<input type="checkbox"/> Internet: Other online sources
-------------------------------------	-------------------------------------	--------------------------------	---	--	---

(PLEASE TURN OVER AND COMPLETE THE BACK) Uniqua © 2016

TRUST: a Deep Dive

- ✓ Reviewed literature
- ✓ Sampled major polling/studies about trust
- ✓ Conducted **COLUMBUS TRUST STUDY**
- ✓ Summarized basic takeaways

PewResearch

Inc.

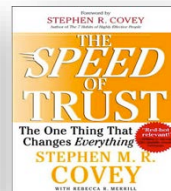
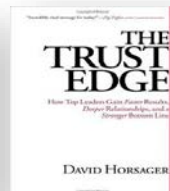
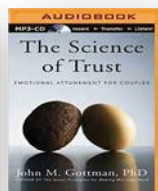
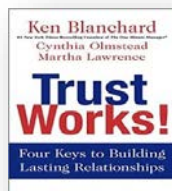
Edelman
trustbarometer
ANNUAL GLOBAL STUDY

GALLUP®

THE GENERAL SOCIAL SURVEY
GSS

AMERICANPRESS
institute

Entrepreneur
MAGAZINE



COLUMBUS
TRUST
STUDY

KEY FINDINGS

Belief that “Most People Can Be Trusted”

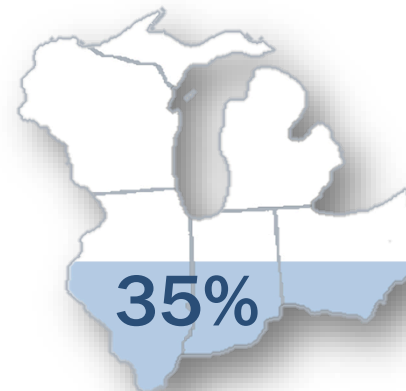
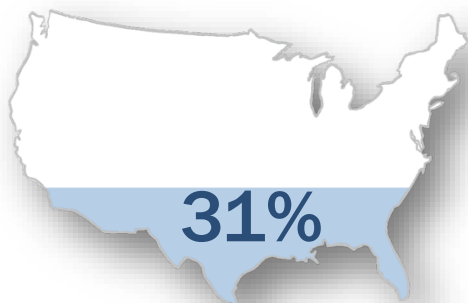
FRANKLIN COUNTY, OH



Source: Columbus Trust Study

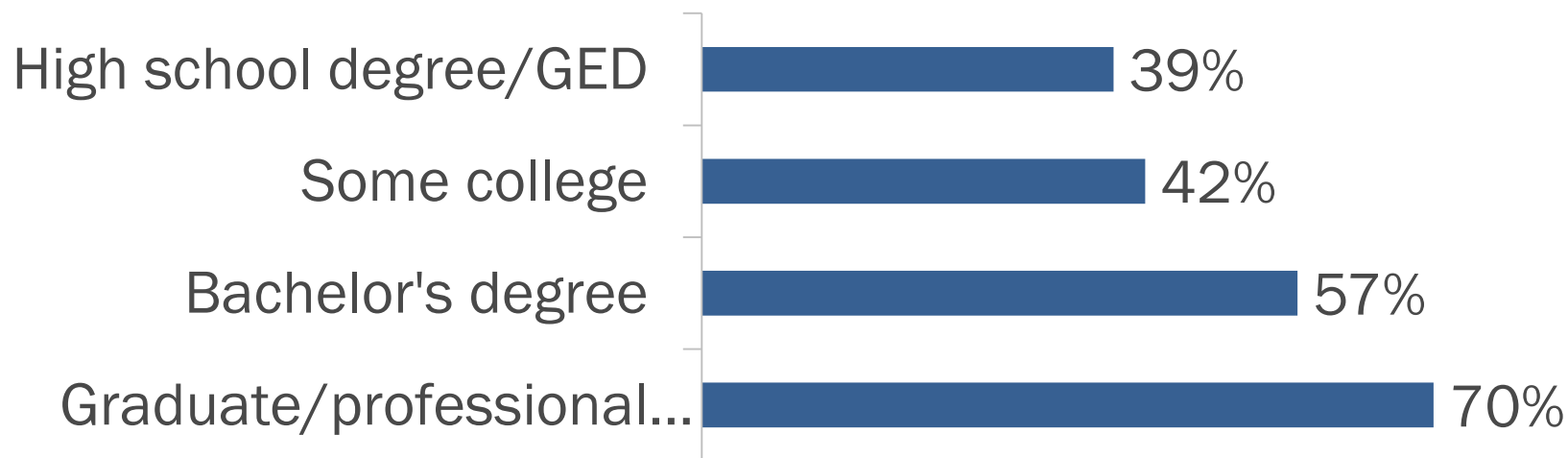
Belief that “Most People Can Be Trusted”

FRANKLIN COUNTY, OH



Sources: Columbus Trust Study; General Social Surveys, NORC at the University of Chicago

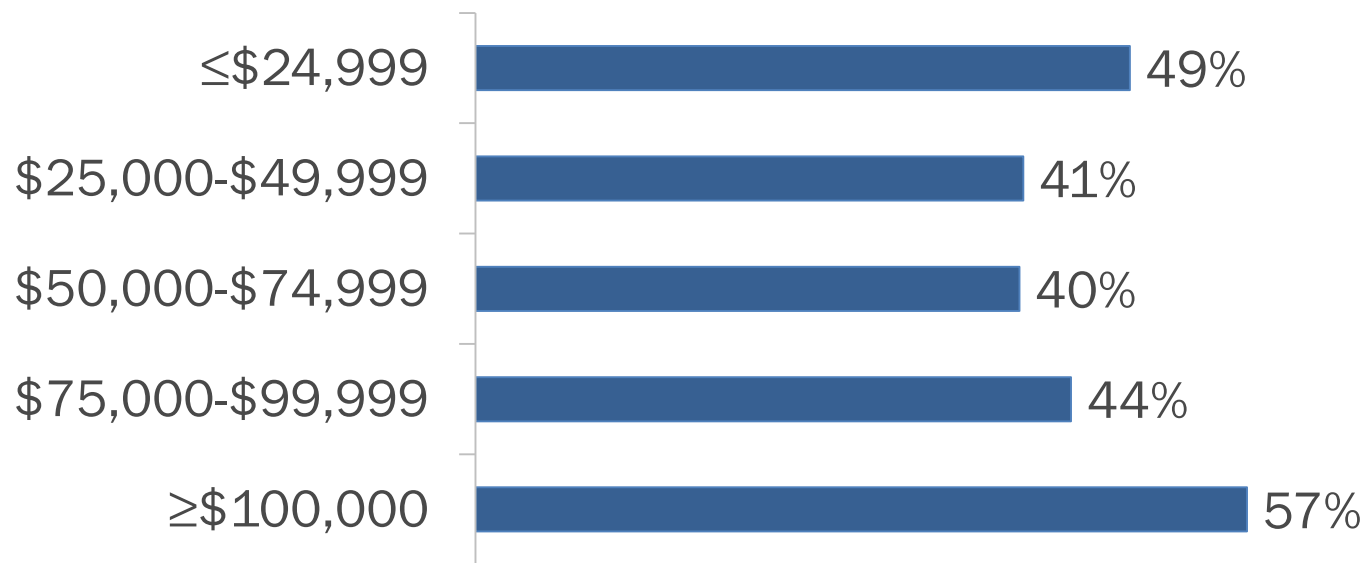
TRUST Perception: Education Attained



Percent saying “Most people can be trusted”

Source: Columbus Trust Study

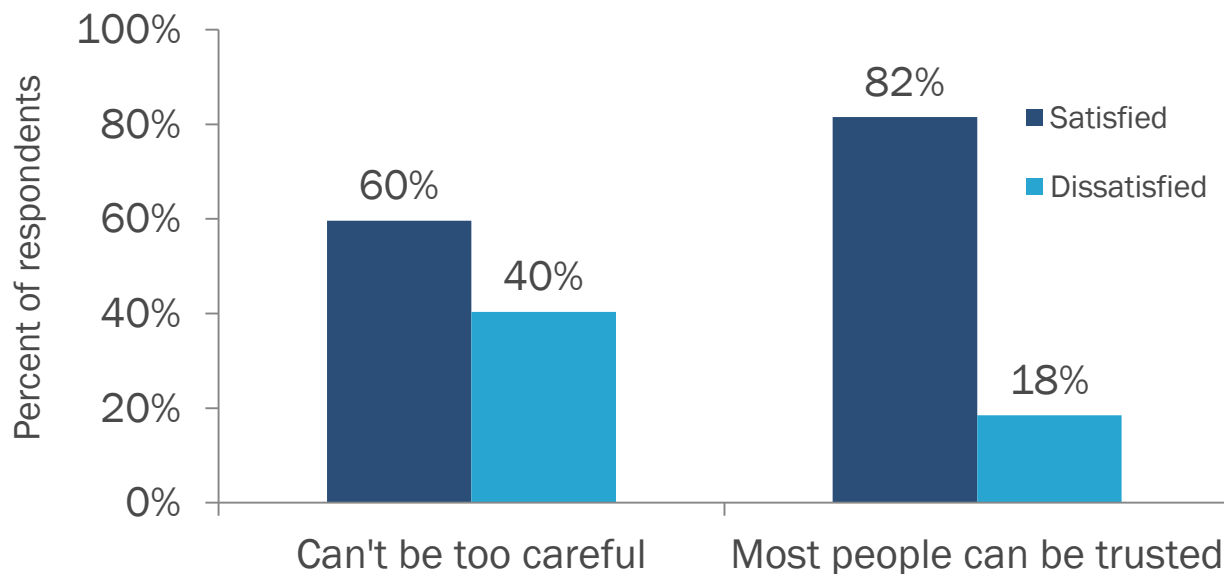
TRUST Perception: Household Income



Percent saying "Most people can be trusted"

Source: Columbus Trust Study

Opinions About TRUST vs. Local State of Affairs



Those who are more satisfied with the way things are going in central Ohio have more trust

Percent saying “Most people can be trusted”

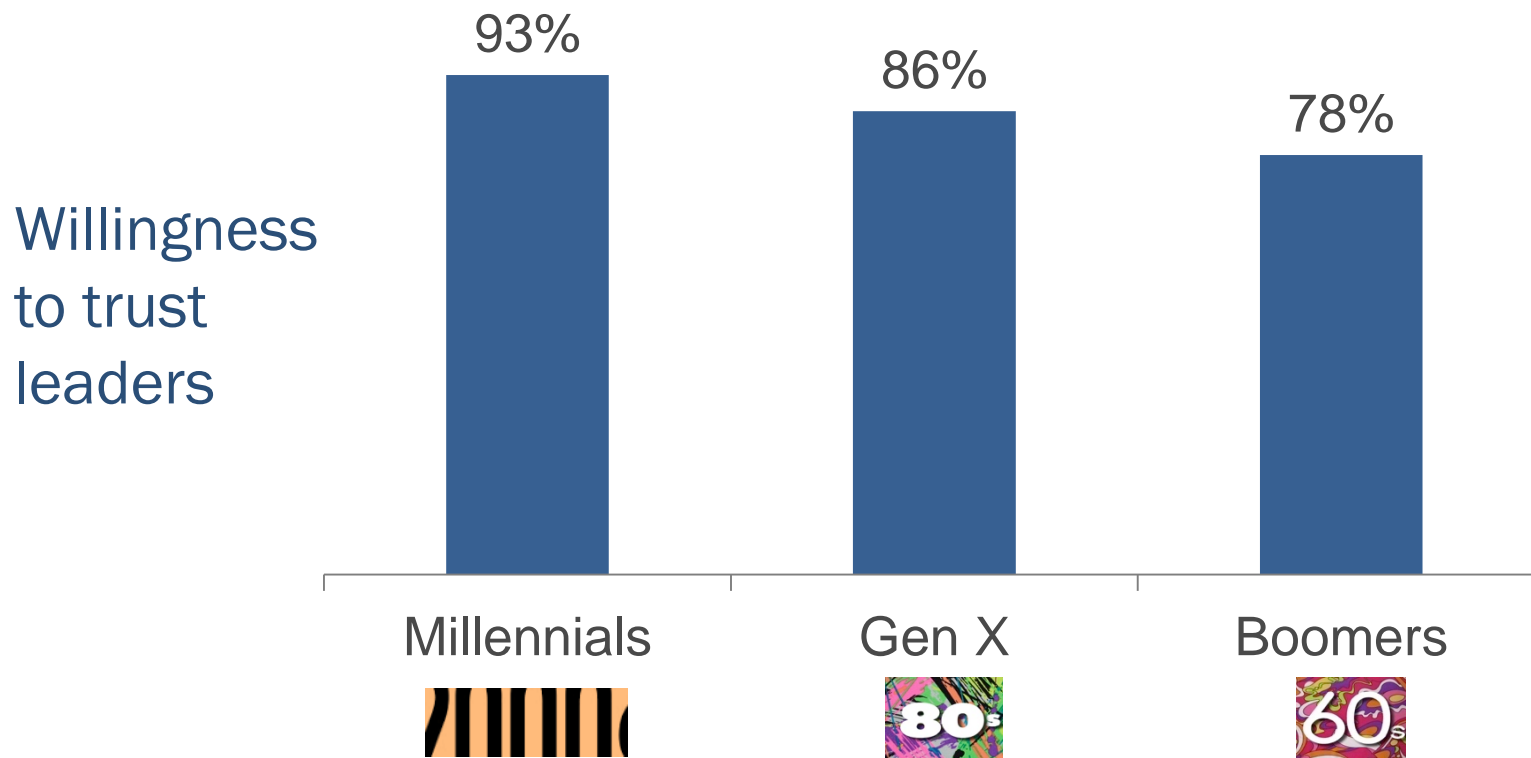
Source: Columbus Trust Study

About two-thirds of our respondents
are currently employed,
consistent with local statistics.

Most employees (>80%) say
they trust their organization's leaders.

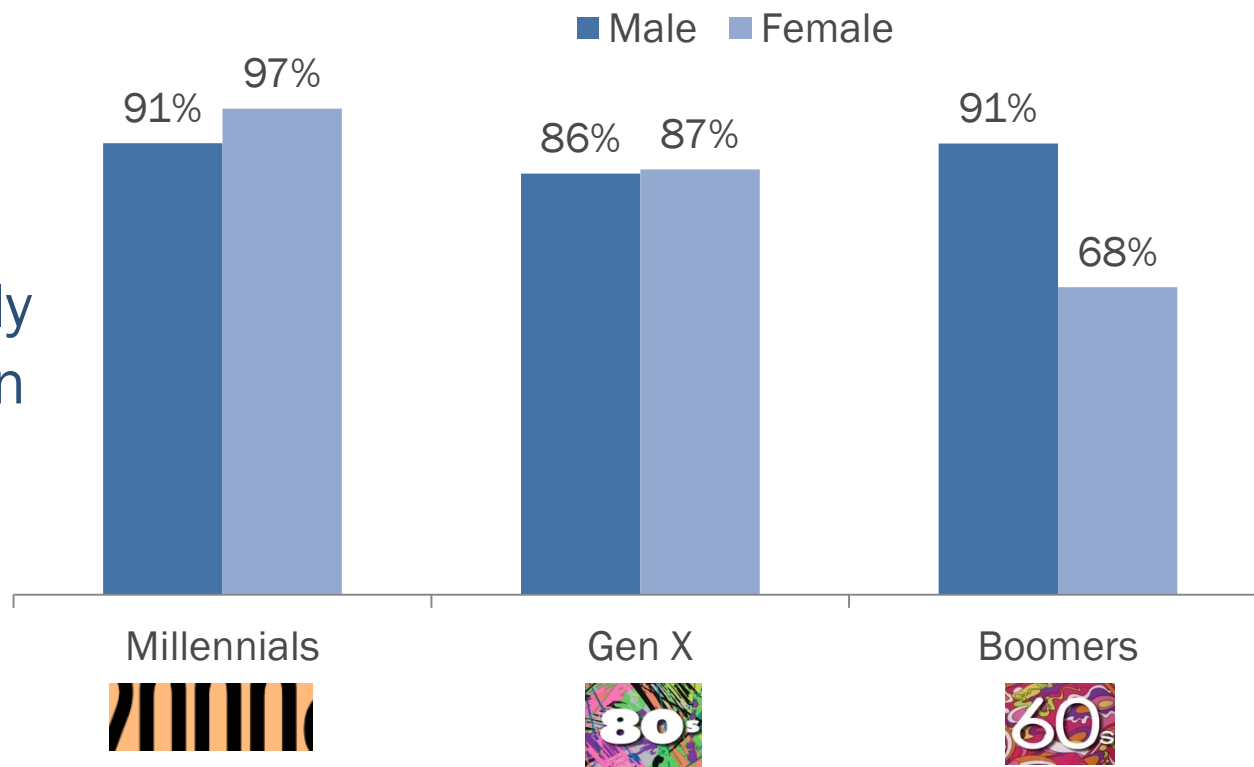
Among those employed with large businesses,
identified as 50+ employees,
we noted some interesting
age and generational patterns.

TRUST in Leaders: Attitudes by Generation



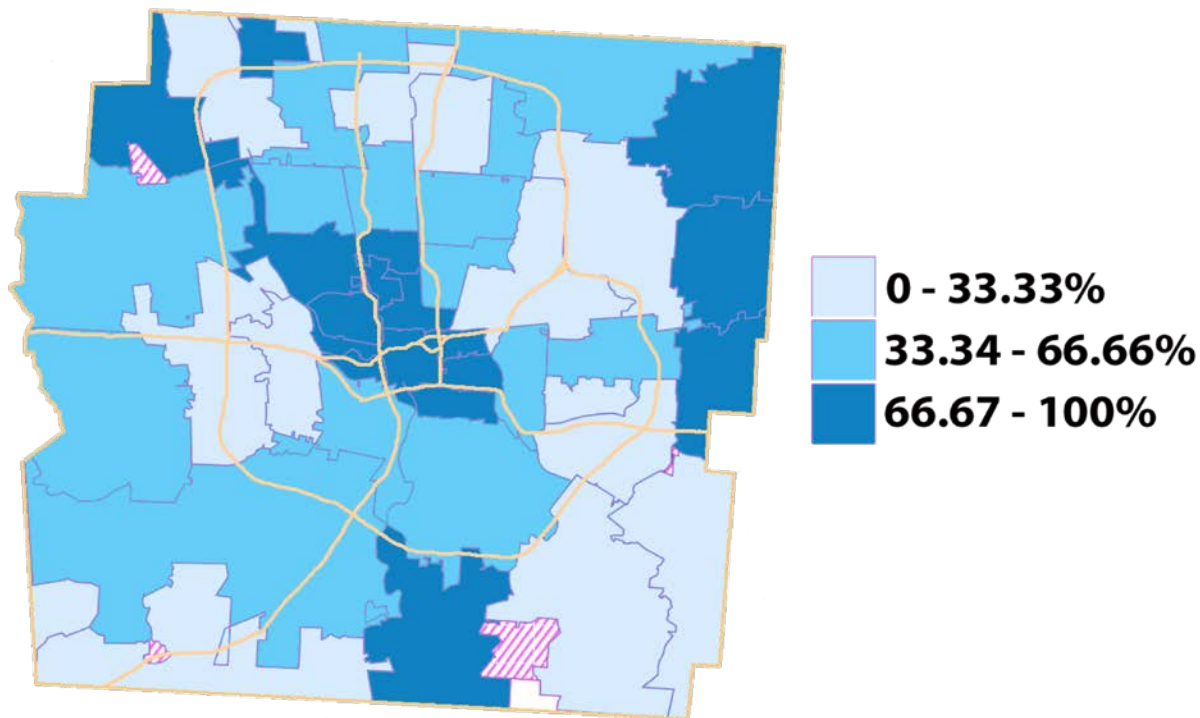
TRUST Attitudes by Generation

Generational decline: mostly among women



TRUST Attitudes by Local Neighborhood

Trust beliefs
are not equally
distributed



TRUST Attitudes: Information Sources

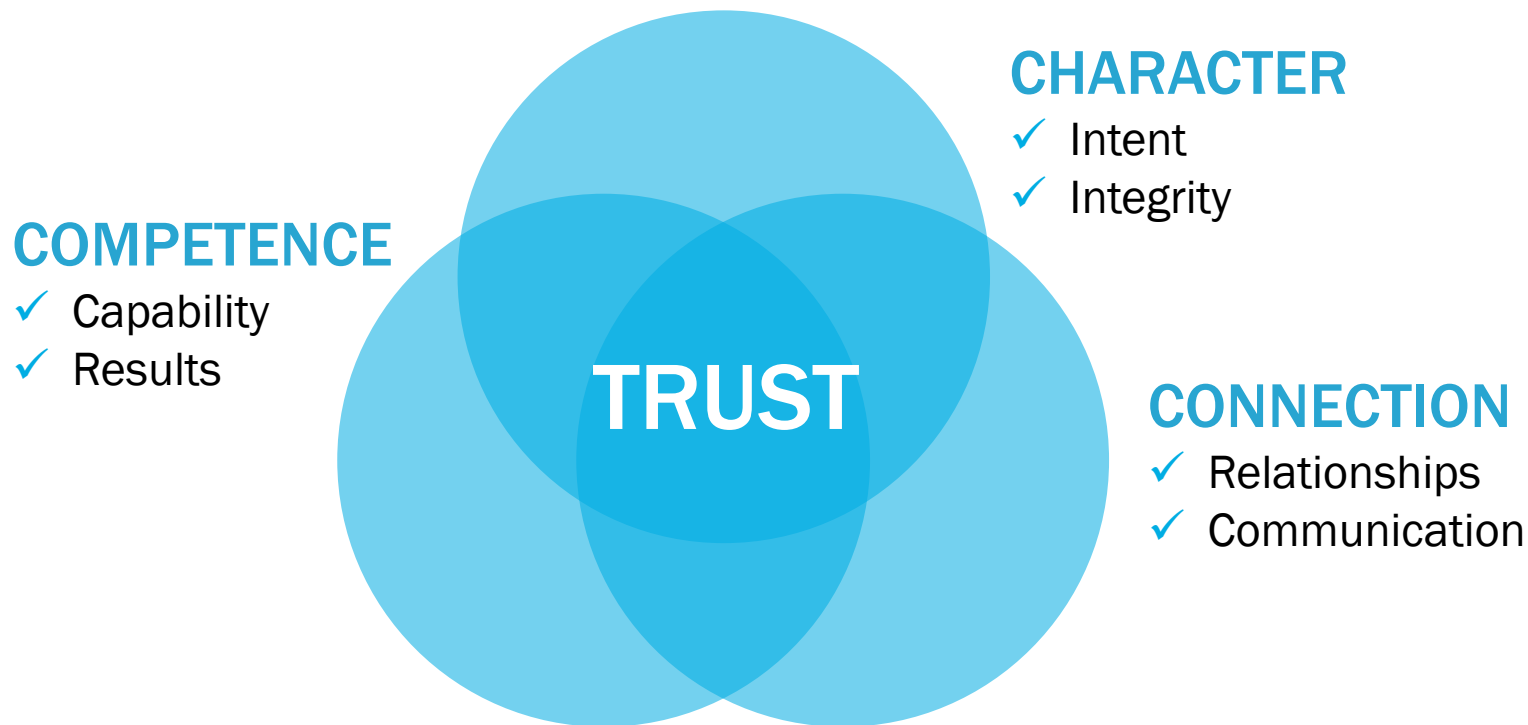
Internet resources are reaching parity with traditional sources

TRADITIONAL	"MOST TRUSTED"	MOST LIKELY TO SAY THIS?
TELEVISION	24%	Older
NEWSPAPERS	23%	Think "most people can be trusted"
RADIO	10%	Younger, female, more educated
DIGITAL/ONLINE	"MOST TRUSTED"	MOST LIKELY TO SAY THIS?
REVIEWS AND RECOMMENDATIONS	23%	Younger Think "you can't be too careful" More critical personalities
OTHER ONLINE SOURCES	18%	(Trending) Less satisfied with way things are going in central Ohio
SOCIAL MEDIA	2%	—

COLUMBUS
TRUST
STUDY

SO, HOW CAN
LEADERS BUILD
TRUST?

THE 3C'S OF BUILDING TRUST



WHY DO EMPLOYEES TRUST THEIR LEADERS?

CHARACTER JUDGMENTS RULE

- ✓ Perceived to be honest
- ✓ Care about the community
- ✓ Care about employees



WHY DO EMPLOYEES TRUST THEIR LEADERS?

PERCEIVED COMPETENCE ALSO IMPORTANT

- ✓ Organization has a history of success
- ✓ Employee's personal experience(s) with leaders



WHY DO EMPLOYEES TRUST THEIR LEADERS?

CONNECTION PLAYS A SUPPORTING ROLE

- They are perceived to be authentic/transparent
- They share clear, frequent communications



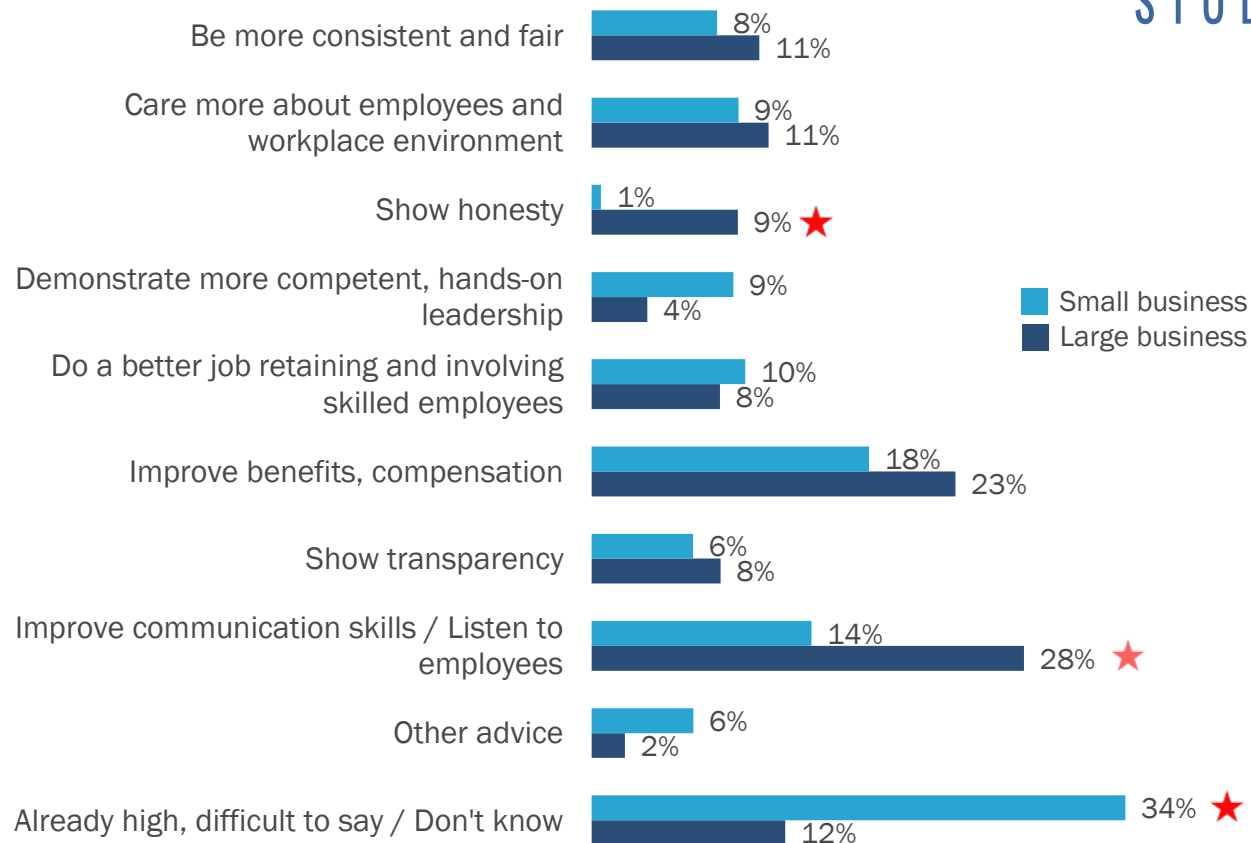
WHY EMPLOYEES **DISTRUST** THEIR LEADERS?

CHARACTER JUDGMENTS RULE — AGAIN!

Leaders are perceived
as not caring about
their employees



HOW CAN LEADERS EARN EMPLOYEES' TRUST?



TRUST TAKEAWAYS

LEADERS LISTEN — ACTIVELY

- Listen **FOR** insight, not listen **TO** words
- Goal: Constituents feel understood
- Keys include:
 - ✓ Exhibit the right non-verbal demeanor
 - ✓ Ask questions
 - ✓ Reflect feelings by re-stating them
 - ✓ Paraphrase to show you've heard
 - ✓ Summarize key ideas, feelings, action steps



LEADERS LISTEN — ACTIVELY

- ✓ Consider “listening tours” with key constituent groups, individuals
- ✓ Provide feedback opportunities for every community program/service
- ✓ Playback how constituent priorities impact community priorities



LEADERS REINFORCE COMPETENCE

- ✓ Celebrate progress, achievement
- ✓ Amplify awards, recognition from third parties for programs, services and leaders
- ✓ Use numbers when appropriate
- ✓ Tell personal citizen success stories



ARE DIGITAL CHANNELS IMPORTANT?

YES — Importance is Growing!

- Allows greater openness and transparency of communications
- Builds trust and positive public perception
- Opportunity to turn complaints/detractors into fans/advocates



DIGITAL MEDIA IMPLICATIONS FOR CITIES

WHAT SHOULD YOU DO?

- ✓ Use social media to “listen” (monitor) for issues, concerns
- ✓ Review/refresh your website
- ✓ Communicate directly with constituents
- ✓ Connect them with services



COLUMBUS
TRUST
STUDY

1. CHARACTER rules.

When is the last time your leadership honestly assessed the quality of its character? What steps can you take to strengthen the “voice” of your organization’s character with your employees? With your customers?

2. Constituents seek CONNECTION.

They want their leaders to improve their listening/communication skills, to be more transparent. How are you trying to get better with this?

COLUMBUS TRUST STUDY RESOURCES

TRUST INFRASTRUCTURE AUDIT CHECKLIST

How does your organization's trust and communication infrastructure hold up with today's increasingly savvy customers and associates?

COLUMBUS TRUST STUDY *Trust Infrastructure Audit Checklist*

The Columbus Trust Study reveals just how important trust and communication are in business. Use the following checklist of best practices to assess your organization's trust and communications infrastructure.

Strategic Communications

- My organization has a defined brand "promise" that guides the everyday actions of our employees.
- Trust-building strategies and messaging are addressed in our communications plans.
- If an unforeseen emergency or disaster occurs, a crisis communications plan is in place and up to date.
- Our company monitors news, social media and online reviews to keep a pulse on our reputation.
- Organizational news is shared with the media, industry and community audiences.

Organization

- Our leaders regularly deliver clear, transparent communications to employees and partners.
- We encourage frequent face-to-face communication, including weekly meetings with direct leadership.
- An employee recognition program is in place.
- Changes in organizational direction and plans are effectively communicated in a timely fashion.
- An internal e-newsletter or intranet distributes important information company-wide and in real time.
- There is a platform for employees to provide feedback to improve our operations.
- Employee engagement surveys indicate our workforce is engaged and focused.
- Our organization understands how its communication activities compare to competitors.

Customers

- Thought leadership content regularly positions our leaders as trusted industry experts.
- We know our loyal customers and understand what drives them to trust our organization.
- Research informs customer profiles to ensure clarity about attitudes, behaviors and media preferences.
- A solid social media presence keeps our followers informed and engaged.
- Personalized, authentic touches are used at every organization touch point.
- We respond to every online review and rating, whether positive or negative.
- Customer issues are always resolved quickly and graciously.
- There is a system in place to allow satisfied customers to share their experiences with others.

Community

- Our organization participates in service projects that align with our stated values.
- Involvement in the community is emphasized to our employees and customers.
- We consistently highlight and receive recognition for our community commitments.

Total: _____ /24

Did you score below 20/24? Contact FrazierHeiby at info@FHcommunicate.com for a free, comprehensive assessment including recommendations about how to build trust with your employees, customers and community.

Interested in learning more about the Columbus Trust Study?
Visit columbustruststudy.com to download additional insights, book a speaker for your organization or find out where the FH and Illuminology teams will be speaking next about the Columbus Trust Study. Follow the social conversation at [#ColumbusTrust](https://twitter.com/ColumbusTrust)

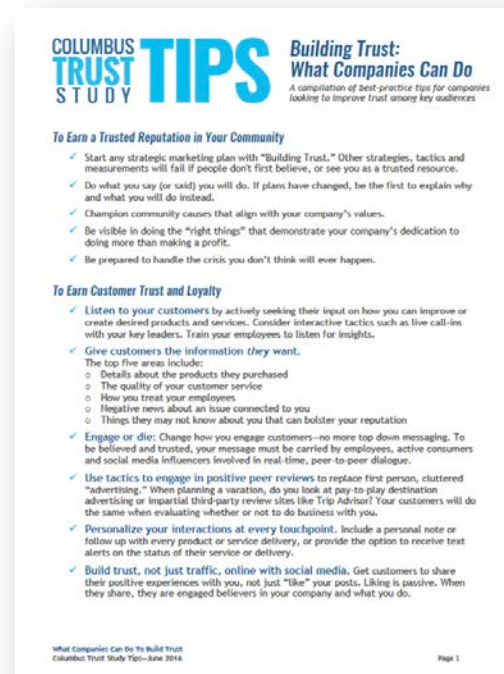
BRUGHT TO YOU BY
FrazierHeiby ILLUMINOLOGY

PRESENTED BY
BBB

COLUMBUS TRUST STUDY RESOURCES

TRUST-BUILDING TIP SHEET

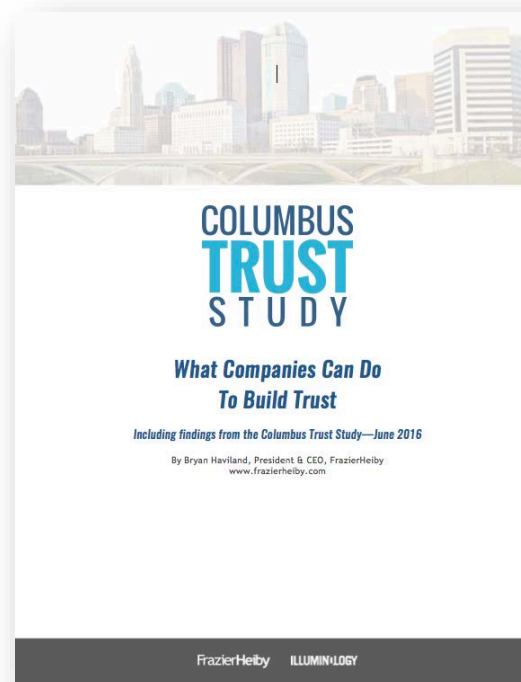
Building **TRUST** in your community, with customers and through establishing a culture of trust with associates



COLUMBUS TRUST STUDY RESOURCES

STATE OF TRUST WHITE PAPER

What companies can do
to build trust with
key audiences.
Includes detailed findings
from year one of the
COLUMBUS TRUST STUDY




OTHER TRUST BUILDING RESOURCES



Utilize online resources like the **TRUST! Assessment** and **TRUST! Framework** to build a more trusting organization.



A panoramic view of the Columbus skyline, featuring various skyscrapers and buildings, with a bridge in the foreground. The image is slightly faded to serve as a background for the text.

COLUMBUS TRUST STUDY

STUDY

MORE TIPS, INSIGHTS AND TAKEAWAYS AT:

www.ColumbusTrustStudy.com



Mid-Ohio Regional
Planning Commission

WILLIAM MURDOCK
wmurdock@morpc.org

111 Liberty Street, Suite 100
Columbus, Ohio 43215

Phone: 614.233.4101

www.morpc.org



**SLIDES THAT
FOLLOW ARE IN
HANDOUTS**

2018 State of the Region

“Growth. Development. Opportunity.”



Jennifer Keesmaat



- Distinguished Visitor in Residence, University of Toronto
- Former Chief City Planner, City of Toronto



April 19, 2018



11 a.m. – 1 p.m.



Greater Columbus
Convention Center



for practitioners

Friday Mornings | March 2, 9, 16, 23

Advanced program designed in collaboration with the
OSU Knowlton School of Architecture Alumni Association

Join Central Ohio leaders in architecture, development, planning
& public policy for a dynamic seminar/workshop series

For details and to download an application:
visit getinsight2050.org

or contact Brian Williams | bwilliams@morpc.org | 614.233.4187





MID-OHIO REGIONAL PLANNING COMMISSION

Executive Director

WILLIAM MURDOCK
614.233.4101
wmurdock@morpc.org



MORPC Office

111 Liberty Street, Suite 100
Columbus, Ohio 43215
T | 614.228.2663
TTY | 1.800.750.0750

FINANCE & OPERATIONS

SHAWN HUFSTEDLER
Chief of Staff &
Director of Operations
614.233.4136
shufstedler@morpc.org



Operations Management
Human Resources
Information Technology & Finances

REGIONAL DATA & MAPPING

AARON SCHILL
Director
614.233.4154
aschill@morpc.org



Regional Data
GIS & Mapping



PUBLIC POLICY AGENDA
2013-2018



TRANSPORTATION SYSTEMS & FUNDING

THEA WALSH
Director
614.233.4160
twalsh@morpc.org



Projects & Funding
Alternative Transportation
Innovation & Competitive Advantage

PUBLIC & GOVERNMENT AFFAIRS

TERRI FLORA
Director
614.233.4126
tflora@morpc.org



Communications & Policy
Member Services
Diversity & Inclusion

ENERGY & AIR QUALITY

CHRISTINA O'KEEFFE
Director
614.233.4192
cokeeffe@morpc.org



Community Development &
Sustainability
Plans, Studies & Technical Assistance
Residential Services

PLANNING & ENVIRONMENT

KERSTIN CARR
Director
614.233.4163
kcarr@morpc.org



Plans & Studies
Sustainability
Greenways & Water Resources
Technical Assistance

Contact Information

Gohio Commute | 1.888.742.7433
Home Repair | 614.233.4171

Weatherization | 614.621.1171
Member Services | 614.233.4135



Mid-Ohio Regional
Planning Commission

MID-OHIO REGIONAL PLANNING COMMISSION

SIGNATURE EVENTS

State of the Region
Summit on Sustainability

SIGNATURE PLANS/PROGRAMS

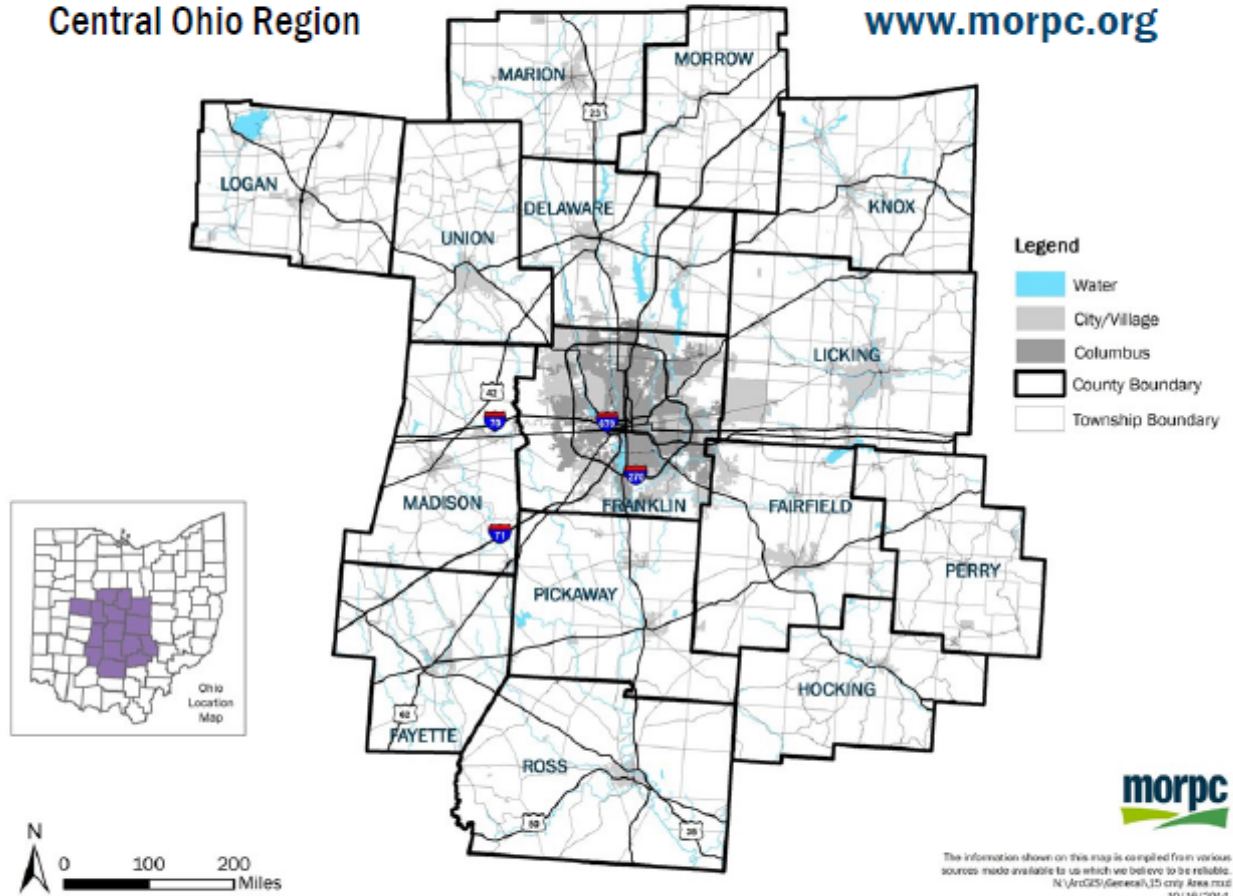
Air Quality Program
Central Ohio Greenways
Central Ohio Rural Transportation Plan
Competitive Advantage Projects
Gohio Commuter Services
Home Repair and Weatherization
Local Government Energy Partnership
Metropolitan Transportation Plan
Open Data & Mapping
Population Estimates & Projections
Public Policy Agenda
Regional Collaborations
Regional Sustainability Agenda
Sustainable2050
Transportation Improvement Program
Transportation Safety Planning

PROJECTS

Central Ohio Water Resources Plan
Franklin County Energy Study
Hyperloop Feasibility Study
Insight2050 Corridor Concepts
Rickenbacker Study
Smart Region Task Force

Central Ohio Region

www.morpc.org



SUMMIT ON SUSTAINABILITY

Communities Taking Charge

NEXT: October 25, 2018

HILTON COLUMBUS DOWNTOWN
401 North High Street, Columbus, Ohio 43215



VISIT MORPC.ORG/SUMMIT

- Policy
- Energy & Environment
- Local Foods
- Land-Use
- Transportation

Central Ohio Communities
Working Toward a Better Future



sustainable 2050

Central Ohio Communities
Working Toward a Better Future



31 Sustainable2050 Communities!



A Bronze-Rated Community
Working Toward a Better Future



A Gold-Rated Community
Working Toward a Better Future



A Silver-Rated Community
Working Toward a Better Future



A Platinum-Rated Community
Working Toward a Better Future



www.morpc.org/sustainable2050

Mid-Ohio Regional Planning Commission Presents

apbp ASSOCIATION OF PEDESTRIAN
& BICYCLE PROFESSIONALS
Expertise for Active Transportation



**WEBINAR: Be Creative! Art,
Placemaking & Funding**

**Wednesday, February 21, 2018
3:00-4:00 p.m.**

**MORPC Office, 111 E. Liberty Street, Ste.
100, Columbus, Ohio 43215**

No Cost

APBP webinar on the changing landscape of transportation implications for bicycling and walking
*Note that the webinar is only available for viewing at MORPC

Register:

<http://www.apbp.org/events/EventDetails.aspx?id=1044250&group=>

Contact Information: Marion Dean
mdean@morpc.org
614.233.4178

NEW MEMBER BENEFIT - CDFA



Allows MORPC to obtain additional information and/or resources on how to finance specific development projects that our members are exploring.

Additional benefits:

- **Discounted rates to courses, conferences, National Summit and the bookstore**
- **CDFA Online Resource Database**
- **Federal Financing Clearinghouse**
- **CDFA's State Financing Program Directory**
- **Individualized technical assistance services**

- ✓ **Funding Source Document**
- ✓ **Membership in Grant Finder Service**

Grants & Funding Forum

June 20, 2018 at MORPC



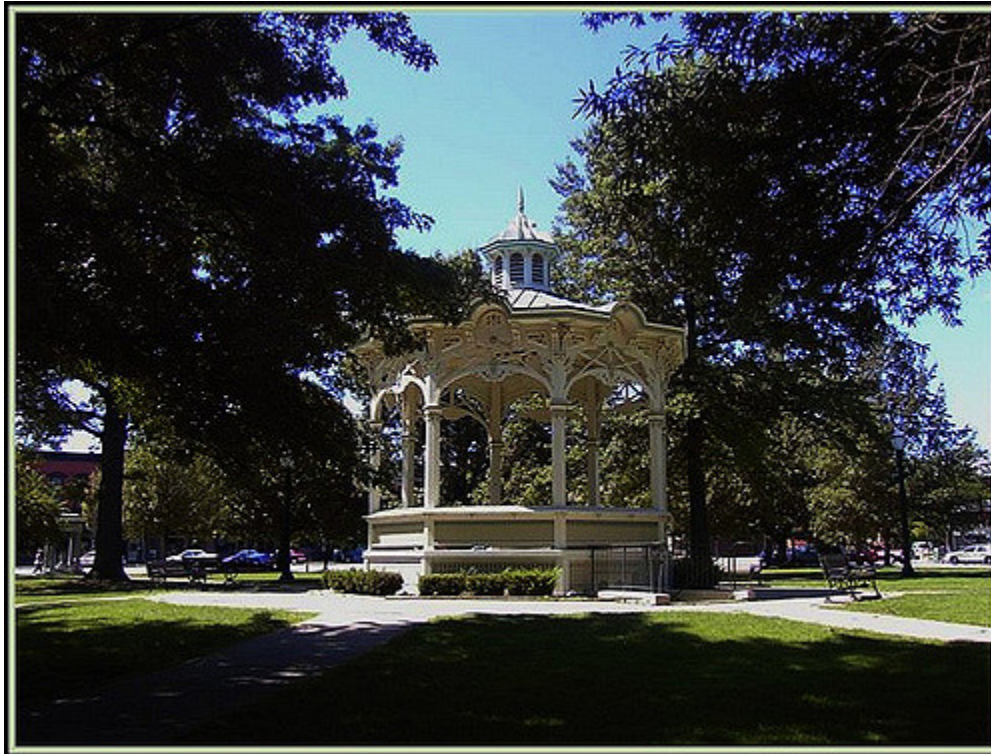
Social Media Best Practices For Local Governments Forum

July 18, 2018 at MORPC





Village Forum July 31, 2018 “Placemaking” at MORPC



**Township Forum
August 29, 2018
“Convergence” at MORPC**

