



E-PARCC

COLLABORATIVE GOVERNANCE INITIATIVE

Syracuse University

Maxwell School of Citizenship and Public Affairs

Program for the Advancement of Research on Conflict and Collaboration

Inclusive Management: Planning “Green Grand Rapids” Teaching Case in Collaborative Public Management

Additional Resources

Case Background Materials

[City of Grand Rapids 2002 Master Plan.](#)

Refer to the preface and Chapter 1 for information on the participation process.

[City of Grand Rapids zoning ordinance revision.](#)

[Grand Rapids Citizen Budget Advisors.](#)

[Grand Rapids Mayor’s Blue Ribbon Commission on Parks and Recreation.](#)

This case was an honorable mention winner in our 2007 “Collaborative Public Management, Collaborative Governance, and Collaborative Problem Solving” teaching case and simulation competition. It was double-blind peer reviewed by a committee of academics and practitioners. It was written by Kathryn S. Quick and Martha S. Feldman of the University of California, Irvine and edited by Laurel Saiz. It is based on ethnographic research with public managers and community members in Grand Rapids conducted between 1998 and 2007. All names in this document are pseudonyms. Some observations attributed to Rachel are distillations of lessons that the researchers have learned from her and her colleagues in Grand Rapids. This case is intended for classroom discussion and is not intended to suggest either effective or ineffective handling of the situation depicted. It is brought to you by E-PARCC, part of the Maxwell School of Syracuse University’s Collaborative Governance Initiative, a subset of the Program for the Advancement of Research on Conflict and Collaboration (PARCC). This material may be copied as many times as needed as long as the authors are given full credit for their work.

Selected Literature on Collaborative Public Management and Inclusive Management:

- Public Administration Review* 66:6, Special issue on collaborative public management (December 2006), edited by Rosemary O’Leary, Catherine Gerard, and Lisa Blomgren Bingham.
- International Public Management Journal* 10:1, Symposium on collaborative public management (2007), edited by Rosemary O’Leary and Lisa Blomgren Bingham.
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