Public Engagement: Urban Tree Canopy Update
Engagement Toolkit

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The contents of this report represent the views of the authors, and do not necessarily reflect those of RCP, CURA, the Regents of the University of Minnesota, the Metropolitan Council, or the City of Woodbury.

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Communications Framework for Public Engagement Promotion

City of Woodbury
Urban Tree Canopy Project
This document serves as a framework for the development of communications strategies and tactics to enhance public engagement efforts.

- Phase One: Plan
- Phase Two: Activate
- Phase Three: Review
Phase One: Plan

Establish your foundation for communications
1. Assess the communications needs

Succinctly answer the questions below to help you better understand who to engage and outline the information you need to communicate the initiative.

<table>
<thead>
<tr>
<th>SITUATIONAL ANALYSIS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WHAT</strong></td>
</tr>
<tr>
<td>What is the initiative you want to communicate?</td>
</tr>
<tr>
<td>Who is the target audience?</td>
</tr>
<tr>
<td>Who is impacted?</td>
</tr>
</tbody>
</table>


2. Establish a communications working group for your initiative

- Create a core internal/external communications committee
- Keep core team refined to small, effective group
- Identify leads and assign ownership early to avoid confusion and duplication of efforts
3. Establish team communications dynamics

Assign Roles & Responsibilities:

- Set expectations for each member of the working group; ensure roles are understood
- Identify reviewers and approvers of communications materials

Establish Communication Rhythm for Core Team:

- Assess who your “must have” meeting attendees are and host consistent briefing calls to update on progress
- Establish communications cadence based on need/timing/urgency and reassess as needed

Reinforce consistent messaging/materials through shared tools:

- Create a shared communication channel to store documents and enable real-time communication
- Work from shared files as much as possible to maintain version control/reinforce consistent messaging & utilization of pre-approved comms materials
4. Develop your communications objectives

• **Example:** Inform citizens of the City of Woodbury Urban Tree Canopy initiative

• **Example:** Educate citizens about the benefits of tree canopy to create pride in the City’s landscape

• **Example:** Reinforce the public’s role in preserving and enhancing the City’s Urban Tree Canopy to ensure sustained engagement
5. Establish Your Core Communications Strategies

<table>
<thead>
<tr>
<th>Program objective</th>
<th>Communications Objective(s)</th>
<th>Key strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>This should be the overall objective of the urban tree canopy initiative</td>
<td>See slide #4</td>
<td>Example: Increase awareness and interest of the City of Woodbury Urban Tree Canopy project with target audiences by 10 percent by year end 2021</td>
</tr>
</tbody>
</table>
6. Identify stakeholders, audiences and channels

Identify who your most important internal and external stakeholders are and the channels of communication available.

**AUDIENCE**

Identify your audience groups:

- Project leaders (internal)
- Employees (internal)
- Citizens (external)
- Business Owners (external)
- Homeowners (external)
- Renters (external)

**MESSAGING**

Create your messaging:

Example: Each communication will be targeted to a specific audience. For example: while both homeowners and business owners are considered “external”, these stakeholders will need different information.

**CHANNELS**

Establish your channel strategy:

Examples:
- Email
- Customer Letter
- Website
- Social Media
- Intranet
- Zoom/ MS Teams
- Direct Mail
- Public Events
- Posters/Flyers
7. Develop User Personas

**Definition:** A persona is a fictional, yet realistic archetype of an actual living human

- A persona should focus on those characteristics that impact what is being designed, in this case, the Woodbury Urban Tree Canopy initiative.

- The main benefit of using personas is that they create a common, precise vocabulary for describing a certain type of user to focus design efforts on a common goal.

- In meetings, the persona’s name acts as shorthand for the full set of attributes, desires, and behaviors that need to be considered when making design decisions.
8. Develop a Journey Map: – Touchpoints for Communication

With the personas developed, its now time to develop a journey map for each persona

*Definition: A journey map is a visualization of the process that a person goes through in order to accomplish a goal.*

- Journey mapping starts by compiling a series of actions specific to the actor/persona you are looking to engage with
- The journey is mapped in phases; awareness, assessment and service and each in each phase there are stages where the actor becomes more informed and more engaged
- In the case of the Urban Tree Canopy project, we mapped all the ways the actors could learn about the initiative or where the City has opportunities to engage with the target audience
- Provide one point of view per map in order to build a strong, clear narrative. For example, the City may choose to a renter and a homeowner — each would result in different journeys. Separate maps should be created for each.
Phase Two: Action

Activating your communications plan
9. Create key messages, tactical plan, cascade & calendar

- The foundational key messages are developed first and will serve as the foundation for all materials in the crisis response.

- These messages must be approved by designated approvers

- Foundational key messages address the following:

  1. What is the issue?
  2. When do we expect this to be resolved?
  3. What, if any, action is required? (If no, clearly state this)
  4. Where can the audience find more information?
  5. Always connect back to the core objectives.
<table>
<thead>
<tr>
<th>Stage</th>
<th>Education</th>
<th>Recognition</th>
<th>Research</th>
<th>Evaluation</th>
<th>Decision</th>
<th>Train</th>
<th>Support</th>
<th>Advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre-awareness / Awareness</td>
<td>Consideration</td>
<td></td>
<td></td>
<td></td>
<td>Support/Service</td>
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<td>Comms</td>
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<td>Goals</td>
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<td>Customer</td>
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<td>Journey</td>
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<td>Touchpoints</td>
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<td>Tactics</td>
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</tbody>
</table>

- **Education**
  - Parks & Rec Event
  - Website
  - Direct Mail
  - Word of Mouth
  - Trail Signage
  - Wayfinding

- **Recognition**
  - Media
  - Social Media
  - Advertising

- **Research**
  - Email
  - City & County Websites
  - Planning meetings & meeting minutes

- **Evaluation**
  - Washington Co. Community-ed

- **Decision**
  - City Council Meetings
  - Parks board meetings
  - City planning meetings

- **Train**
  - Master gardeners
  - Environmentalists
  - School teachers
  - Save-A-Tree

- **Support**
  - School district
  - Business groups
  - Religious groups

- **Advocacy**
  - Citizen Groups

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**Tactics & Content**

- Produce and distribute an educational video
- Host a lunch & learn event at the local library with City experts to inform residents of urban Tree Canopy initiative
- Social media

- Press Release
- Media Coverage

- Web content
- SEO
- Blog articles
- Digital Survey
- FAQ

- Virtual focus group
- Virtual listening sessions
- Case study

- Meeting notices
- Flyers
- Email

- Tree stewardship seminar
- Community tree planting events

- Case Study
- Economic benefit tool
- City Tree giveaway event
- Opt-in email
- Opt-in texts
- White paper

*Red color denotes example*
Develop and initiate the communications cascade

The communications cascade is a document that serves as a planning tool to help outline and track important milestones from various workstreams and enable strategic communication execution. It should be created before communications are deployed and updated regularly. *Internal communication should always happen first.* **Sample Cascade Plan Below**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>AUDIENCE</th>
<th>WHEN</th>
<th>OWNER</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications Tactic</td>
<td>Internal/External?</td>
<td>Time/Date?</td>
<td>Sent from?</td>
<td>Complete?</td>
</tr>
<tr>
<td>Example: Email to homeowners</td>
<td></td>
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<tr>
<td>Example: Mail Woodbury Newsletter</td>
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<tr>
<td>Example: Posted video on City of Woodbury website</td>
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<tr>
<td>Example: Social Post of City of Woodbury Facebook page</td>
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<tr>
<td>Example: Info-session at Woodbury City Hall</td>
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<tr>
<td>Example: Signage posted at Health East Sports Center</td>
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<tr>
<td>Example: Email to employees</td>
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<td></td>
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<tr>
<td>Example: Yard signs set up in City parks and along trails</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woodbury Urban Tree Canopy</td>
<td>Jan</td>
<td>Feb</td>
<td>Mar</td>
<td>Apr</td>
</tr>
<tr>
<td>---------------------------</td>
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<td>-----</td>
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</tr>
<tr>
<td><strong>Awareness and Education</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Social Media posts</td>
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<tr>
<td>Press Release</td>
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<tr>
<td>Print ad</td>
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<tr>
<td>Newsletter article</td>
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<td></td>
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<tr>
<td>Video/Powtoon</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Research</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Whitepapers</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Focus Group</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survey</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluation/Decision</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Email campaign</td>
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<td></td>
</tr>
<tr>
<td>Blog article</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Case Study</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Digital Advertising</td>
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<td></td>
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</tr>
<tr>
<td><strong>Advocacy</strong></td>
<td></td>
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<tr>
<td>Sign-up for loyalty program</td>
<td></td>
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</tr>
<tr>
<td>Sign-up for tree education and training</td>
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</tr>
</tbody>
</table>
Phase Three: Review

Review, track, analyze and report on communication performance
10. Monitor, Access, Report & Recap

- Media monitoring: Stay on top of media coverage of your initiative by creating media alerts.
- Conduct daily social listening (comments, reviews, likes, shares, etc.) Social media is a great pulse of the community.
- Internal & external feedback: All core members of your communications team are responsible for sharing real-time feedback from key audiences.
- Report to internal stakeholders: Provide important updates to stakeholders on a regular basis.
- Adapt: If a communication tactic isn’t working ensure you are able to easily pivot.
Add Key Performance Indicators
Communications Plan Recap Checklist

Audience:

Objective:

Key Messaging:

Desired thought/action/outcome:

KPIs (key performance indicators):
Focus Group Tool

**Goals**
This is a tool for collecting input from key stakeholder groups that have historically been underrepresented in public engagement or are unlikely to be adequately represented in traditional engagement channels, such as surveys or public meetings. These small events (5-8 invited participants) are designed to be paired with the survey tool in order to ensure that the engagement process as a whole is inclusive of key stakeholder perspectives. They also present excellent opportunities to build new relationships with historically underrepresented communities, laying the groundwork for easier and more inclusive engagement in the future.

**Rationale for Inclusion**
While the survey will form the base of the public input element of the city’s engagement plan, other tools will be needed to ensure that engagement is not only equitable (providing equal notice and access to opportunities to participate) but actively inclusive (ensuring that all key stakeholder voices are heard).

**Audience**
A single key audience group that is less likely to be heard through traditional engagement channels.

**Levels of Resourcing**
There are different ways that the focus group could be conducted based on the resources available. This model will assume that a city staff person would be organizing and facilitating the focus groups for this project, but the city may want to consider bringing in external facilitators for future engagements, especially when the topics are more likely to be potentially sensitive or controversial.

<table>
<thead>
<tr>
<th>Approach</th>
<th>Led by External Facilitator</th>
<th>Led by City Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>Moderate Cost</td>
<td>Lower Cost</td>
</tr>
<tr>
<td>What would this look like?</td>
<td>Hire a facilitator to lead the sessions and potentially also take the lead on recruiting participants.</td>
<td>City staff would recruit participants and facilitate the focus group sessions.</td>
</tr>
<tr>
<td>Benefits</td>
<td>Facilitator’s neutrality lends the discussion more legitimacy and ensures that all voices are heard.</td>
<td>Less resource intensive</td>
</tr>
</tbody>
</table>
Format Options

Focus groups could be conducted either virtually (Zoom or similar platform) or in person. There are potential drawbacks and advantages of both formats for accessibility, effectiveness, quality of relationship building, and quality of data captured. Regardless of the format chosen, planners should use the Equitable Engagement Checklist to ensure that material and cultural barriers to participation are mitigated ahead of time. It would also be a good practice to check in with community partners to discuss the planned format to ensure that any barriers to participation access are identified and addressed.

Focus Group Tool Process

Recruiting Participants

Finding and recruiting participants for your focus group constitutes a large portion of the time and effort that will go into conducting these focus groups. Given that the objective of this tool is to hear from one or more specific stakeholder groups, you will be identifying and inviting
specific participants, rather than widely publicizing the event publicly. This process can take a lot of effort, but is also an excellent way to build long-term relationships with community organizations and leaders.

**Avenues for Identifying Participants to Recruit**

- **Existing Relationships** - who do you already have relationships with?
- **Nominations from Partners** - reaching out to community organizations and leaders to explain what you’re hoping to accomplish and ask for recommendations for participants can be an effective way to find participants. It is also an excellent way to build long-term relationships that will build trust and facilitate future engagement.
- **Snowball Sampling** - When you find someone from the target audience who is interested in participating, ask them who else you should talk to.
- **On-Site Recruiting (Convenience Sampling)** - go to spaces (businesses, meetings, cultural gatherings, etc.) where your target audience is already spending time in order to find people who might want to participate in your focus group.

*Good resource on recruiting focus group participants*

**Recording Input**

Depending on the topic of the engagement, your approach to recording input may vary. Regardless of how you do so, be up-front and transparent with participants on this topic. Let them know how their input is being recorded, whether their input will be anonymous or not, and how the input will subsequently be used, especially if it will be publicly available.

**Methods to consider:**

- **Audio/Video recording**
  - **Pros:** very good data for analysis, a word-for-word record of input, including non-verbal communication such as tone of voice and body language. Easy and cheap to do with virtual formats.
  - **Cons:** may discourage open and honest communication, especially where there is a lack of trust between community members and the city. There are also privacy implications.

- **Note taker**
  - **Pros:** less intimidating than audio/video recording. May be easier to use for in-person meetings, depending on the setting.
  - **Cons:** Less data is captured as it is harder to capture statements fully and take note of non-verbal cues. It has the potential to bias results if the note taker interprets the input at all or does not record every point. To avoid this, note takers should be instructed to record statements as close to word-for-word as possible.
Where possible, using multiple note takers can also protect against interpretation bias.

**Analysis**

Depending on the nature and structure of the questions posed, there may be both qualitative and quantitative analysis used, but the data will likely be heavily qualitative. Records from the focus group should be independently coded for themes by more than one person.

[Good resource on coding focus group input for analysis](#)
Inclusive Engagement Checklist

This checklist is a tool for City staff to use in planning and conducting engagement efforts that take into consideration the needs of diverse groups of stakeholders. Although not exhaustive, it does include things for the practitioner to consider related to geography, gender, sexual orientation, vision/hearing/mobility, disability, language, culture, religion, race, ethnicity, education level, age, income level, and class. Using this checklist will help to foster more inclusive and equitable engagement efforts in which historically under-represented groups feel more comfortable participating. The checklist is provided in a format that is editable so that practitioners may continue to add to it.

Be good hosts

The more you learn about people in your community, the better you will be able to plan inclusive public hearings. There is no shortcut to learning and building relationships. The first step is education- for yourself and your team. The second step is creating a plan, to hold yourself accountable to what you’ve learned. Let these three questions guide your event planning and broader engagement efforts:

- Can everyone come?
- Can everyone understand?
- Can everyone participate and feel welcome?

People don’t fit in neat boxes. At the same time, some groups of people can share similar experiences or have overlapping needs. Here are some characteristics of people to consider.

- Race – People of different racial groups or skin tone
- Gender – People who are women, men, or nonbinary
- LGBTQIA – People who are lesbian, gay, bisexual, trans, queer, intersex, or asexual
- Vision, Hearing, Mobility – People who have limited vision, hearing, or mobility
- (Dis)ability – People who have specific cognitive or physical (dis)abilities
- Language – What language(s) people speak
- Culture – What culture(s) a person was raised in
- Religion – What religion(s) a person practices
- Education – What education (formal or informal) a person has received
- Ethnicity – What ethnicities a person belongs to
- Age – What age a person is
- Geography – What place(s) a person has lived
- Income – What financial resources a person has
- Class – What class a person was raised in
### Time and location

<table>
<thead>
<tr>
<th>Completed</th>
<th>Category</th>
<th>Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Keep a calendar of religious and cultural holidays celebrated by people within your community; do not schedule Public Hearings on these days</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Schedule around the public school calendar; e.g., do not schedule over conference nights or other evenings where parents of children will have other commitments.</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Consider transit schedules. Avoid scheduling during rush hour. Avoid scheduling at times where busses run infrequently.</td>
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</tr>
<tr>
<td>Place</td>
<td>Hold event in an ADA-accessible building.</td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>Hold the event in a building that is accessible by public transit. Choose location to minimize transit time.</td>
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</tr>
<tr>
<td>Place</td>
<td>Avoid official settings that may make people uncomfortable, like courthouses or police stations.</td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>Place includes a gender-neutral bathroom</td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>Place includes a mothers room (nursing room)</td>
<td></td>
</tr>
<tr>
<td>Place</td>
<td>Place can meet accessibility accommodation needs (see below)</td>
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</tbody>
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### Promotion

<table>
<thead>
<tr>
<th>Completed</th>
<th>Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Promote the event through multiple channels – social media, radio, TV, newspapers, flyers.</td>
</tr>
<tr>
<td></td>
<td>Coordinate with community members to create neighborhood promotion strategies: promoting in community centers, barbershops, grocery stores, libraries, etc.</td>
</tr>
<tr>
<td></td>
<td>Promote in a variety of languages</td>
</tr>
<tr>
<td></td>
<td>Promotions explain the purpose and the format of the hearing in everyday language</td>
</tr>
<tr>
<td></td>
<td>Promotion includes details about how to attend and participate in the event</td>
</tr>
</tbody>
</table>

### Format and participation

<table>
<thead>
<tr>
<th>Completed</th>
<th>Category</th>
<th>Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote participation</td>
<td>Provide opportunities to submit comments in advance</td>
<td></td>
</tr>
<tr>
<td>Remote participation</td>
<td>Live-stream online, using a free platform like Youtube or Facebook</td>
<td></td>
</tr>
<tr>
<td>Remote participation</td>
<td>Record the meeting and post it promptly online</td>
<td></td>
</tr>
<tr>
<td>Format</td>
<td>Build in breaks at least every hour to stretch/use the restroom/ etc.</td>
<td></td>
</tr>
<tr>
<td>Format</td>
<td>Clearly explain the format / agenda for the meeting, both ahead of time, and at the top of the hearing.</td>
<td></td>
</tr>
<tr>
<td>Format</td>
<td>Make sure that content is complete, whether just using visuals or just using audio. Coach presenters to verbally describe any models or visuals they are using.</td>
<td></td>
</tr>
</tbody>
</table>
ADA Accommodations

This is not a comprehensive guide to ADA compliance. See the “Resources” for more information.

<table>
<thead>
<tr>
<th>Completed</th>
<th>Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Create a plan to provide these commonly needed accessibility accommodations:</td>
</tr>
<tr>
<td></td>
<td>❏ Advance copy of slides</td>
</tr>
<tr>
<td></td>
<td>❏ Assistive listening device</td>
</tr>
<tr>
<td></td>
<td>❏ Childcare</td>
</tr>
<tr>
<td></td>
<td>❏ Closed Captioning</td>
</tr>
<tr>
<td></td>
<td>❏ Gender-neutral bathroom</td>
</tr>
</tbody>
</table>

Plan for accommodations from the start of your process. Include them by default; do not require people to request them.

Clearly communicate all available accommodations in event promotion.

Staffing and Day-of Operations

<table>
<thead>
<tr>
<th>Category</th>
<th>Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation</td>
<td>Include speakers/hosts in inclusion training and professional development opportunities</td>
</tr>
<tr>
<td>Preparation</td>
<td>Coach speakers in advance about inclusion best-practices: e.g., announcing pronouns, using microphones, plain language, etc.</td>
</tr>
<tr>
<td>Preparation</td>
<td>Do a walk-through of the space in advance, to ensure that technology and physical space will meet your accommodation plan</td>
</tr>
<tr>
<td>Preparation</td>
<td>Designate staff member(s) or volunteer(s) who will be the ‘point person’ for accommodation needs and enforcing inclusion plan during the event.</td>
</tr>
<tr>
<td>Preparation</td>
<td>Have a plan in place for how you will respond to harassment, micro-aggressions, or other hostile behavior at the event.</td>
</tr>
<tr>
<td>Preparation</td>
<td>Assign a “plain language” translator- someone who will step in and re-phrase something that is said by a panelist in plain language, if the presentation gets filled with jargon or legal terms.</td>
</tr>
<tr>
<td>Day-of</td>
<td>Reception area signage and greeters available in multiple languages</td>
</tr>
<tr>
<td>Day-of</td>
<td>Speakers share pronouns in their introductions</td>
</tr>
<tr>
<td>Day-of</td>
<td>Describe resources / accommodations available for participants in opening “housekeeping” remarks</td>
</tr>
</tbody>
</table>

References

The sample checklists above were adapted from checklists created by Kate Ingersoll inger054@umn.edu at the University of Minnesota, Cornell University, Columbia Business School, and the Office for Disability Issues of Canada. Many such checklists exist online. Examples of more detailed checklists are the City of LA’s Guide to Accessible Event Planning and the American Bar Association’s toolkit for Planning Accessible Meetings and Events. The City of
LA also has a highly readable ADA Quick Checklist for evaluating the accessibility of buildings. However, these last three resources focus mostly on physical accommodations and ADA compliance, rather than a more expansive goal of ensuring that people understand content and feel welcome at an event. Ultimately, the best resource is your own community. Working with community organizations and involving a representative group of people in your planning process is the best strategy for creating inclusive public hearings.
Strategies for Intercept Engagement

These strategies will provide ideas for Woodbury staff to intercept the public in places where they work, shop, and interact in the community. Public Engagement practitioners now recognize that a “one size fits all” approach (such as traditional Public Meetings) is rarely effective in reaching historically underrepresented groups. In order to reach those who have not been previously engaged in city decisions (especially people of color and low-income households), City staff must employ more intentional and targeted efforts to reach these diverse groups in the spaces where they are on a daily basis: grocery stores, hair salons, the food shelf, at school, etc. This list of intercept engagement strategies will help guide staff to “go where the people are” and lead pop-up engagement. A public-facing postcard is included to use in these engagement efforts and also to direct residents to the full survey. These ideas for pop-up engagement can be adapted to fit any point in the process, and it is recommended that they be used repeatedly to help build long-term relationships with community members that will yield greater engagement in the future. All are provided in an editable form so that staff may continue to add to them or modify them as they see fit.

Feedback Frames
(or some similar “dot voting” device that is self-contained)

Device must be small enough to fit in a backpack and contain all of the “votes” during transport. It should be simple enough that an adult can complete it without any explanation, and durable enough that a librarian, grocery clerk, or other adult could transport safely.

Postcard
(hyperlinked)

Help us add more trees in Woodbury!

Return postcard by September 25th

What would help you add more trees to your home?
Where should we add more trees in public spaces?

Ms. Kristin Seaman
Engineering Department
8301 Valley Creek Road
City of Woodbury
Woodbury, MN 55125

Public Engagement: Woodbury Urban Tree Canopy Plan Update
### Park Storytime

Outdoor story times in the parks are a dream of Washington County Librarians. Being out in a natural setting provides a perfect opportunity to foster conversations between parents and kids around trees, and a captivated audience of parents who could answer a few short questions or do a quick activity.

**When:** Various days and times throughout the spring, summer, and fall.

**Where:** Parks, school grounds, and public green spaces in Woodbury.

<table>
<thead>
<tr>
<th>Partners:</th>
<th>Who will lead:</th>
<th>Considerations:</th>
<th>Resources required:</th>
<th>Follow-Up:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Washington County Library</td>
<td>Washington County Librarian will lead storytime for kids</td>
<td>Books should represent diverse characters and/or include trees.</td>
<td>Feedback Frames and/or postcard.</td>
<td>Ask adults to scan a QR code and take the full online survey.</td>
</tr>
<tr>
<td></td>
<td>Woodbury staff will foster discussion with adults.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Story Walk

**Self-Guided Story Walk at Lake Elmo park reserve. Story could be customized to focus on trees and prompt discussions between kids and parents about trees.**

**When:** Anytime (self-guided), April Event on a weekend close to Arbor Day or Earth Day

**Where:** Lake Elmo Park Reserve, story path and display boards already installed.

<table>
<thead>
<tr>
<th>Partners:</th>
<th>Who will lead:</th>
<th>Considerations:</th>
<th>Resources required:</th>
<th>Follow-Up:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Washington County Library</td>
<td>Story pages will be developed with help from Washington County Library and Washington County Parks. Special events could include guided walks</td>
<td>(how to do it well)</td>
<td>Large oversized pages. Could select an existing book about trees, pay to have oversized copies made of an existing story, or develop one specific to this project. Feedback box to leave on-site long-term Feedback frames to leave on site long-term</td>
<td>Feedback box at end of story walk with postcard and/or feedback frames.</td>
</tr>
<tr>
<td>● Washington County Parks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Stewards of the</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tamarack Nature Preserve</td>
<td>provided by the Stewards of the Tamarack Nature Preserve.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Check-out Check-In

*Offer a quick opportunity for engagement while people are standing in the grocery check-out lane.*

**When:** At non-peak grocery shopping times, as recommended by grocers.

**Where:** Local grocery stores, Ethnic markets in nearby communities

<table>
<thead>
<tr>
<th>Partners:</th>
<th>Who will lead:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Local grocery retailers</td>
<td>City staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Considerations:</th>
<th>Resources Required:</th>
<th>Follow Up:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pick discount grocery retailers like Walmart instead of boutique stores like Kowalski’s or Lunds &amp; Byerly’s.</td>
<td>Feedback frames and/or postcard</td>
<td>Ask participants to scan a QR code and complete the full survey online.</td>
</tr>
</tbody>
</table>

## The Trees We Eat Food Tasting

*Offer food tasting booths (Costco-style) at the local food shelf. Offer kids and parents small bites of foods from trees, such as maple syrup, walnuts, and fruit.*

**When:** During distribution times that are recommended by Christian Cupboard staff.

**Where:** Christian Cupboard emergency food shelf

<table>
<thead>
<tr>
<th>Partners:</th>
<th>Who will lead:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Christian Cupboard</td>
<td>City staff</td>
</tr>
<tr>
<td>● School District Cultural Liaisons</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Considerations:</th>
<th>Resources Required:</th>
<th>Follow Up:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feedback frames and/or postcard</td>
<td></td>
<td>Ask participants to scan a QR code and complete the full survey online.</td>
</tr>
</tbody>
</table>
### Cuts & Conversation

**Provide free 15-minute haircuts or hair styles for children outside while city staff engage parents.**

**When:** One hour before or after ELL class

**Where:** English Language Learner program at R. H. Stafford Library or outside of apartment buildings.

<table>
<thead>
<tr>
<th>Partners:</th>
<th>Who will lead:</th>
<th>Considerations:</th>
<th>Resources Required:</th>
<th>Follow-Up:</th>
</tr>
</thead>
<tbody>
<tr>
<td>● South Washington County School District Cultural Liaisons</td>
<td>Hair Stylist will do haircuts for kids. Woodbury staff will engage parent in discussion.</td>
<td>Since only one child will be occupied at a time while getting a haircut, site this in a place with a slow, steady stream of people rather than a crowd such as outside of an apartment building.</td>
<td>Compensation for Hair Stylist for 1-2 hours. Feedback frames and/or postcard.</td>
<td>Ask adults to scan a QR code and complete the full survey online.</td>
</tr>
</tbody>
</table>

### Puppet Bike

**Offer pop-up puppet shows in a custom-made puppet show theater to entertain children while city staff engage adults in discussion.**

**When:** Existing events being offered by other organizations.

**Where:** Any park or public space where people naturally gather (school events, city-wide events, in city parks or playgrounds). Because this would be highly mobile, it could also be used at apartment buildings or the food shelf for smaller, more targeted engagement.

<table>
<thead>
<tr>
<th>Partners:</th>
<th>Who will lead:</th>
<th>Considerations:</th>
<th>Resources Required:</th>
<th>Follow-Up:</th>
</tr>
</thead>
</table>

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Public Engagement: Woodbury Urban Tree Canopy Plan Update
<table>
<thead>
<tr>
<th><strong>(Intercept Engagement Strategy)</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(Description of the engagement)</em></td>
<td></td>
</tr>
<tr>
<td><strong>When:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Where:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Partners:</strong></td>
<td><strong>Who will lead:</strong></td>
</tr>
<tr>
<td><strong>Considerations:</strong></td>
<td><strong>Resources Required:</strong></td>
</tr>
<tr>
<td><strong>Follow-Up:</strong></td>
<td></td>
</tr>
</tbody>
</table>
Develop a Journey Map: – Touchpoints for Communication

With the personas developed, it’s now time to develop a journey map for each persona.

**Definition:** A journey map is a visualization of the process that a person goes through in order to accomplish a goal.

- Journey mapping starts by compiling a series of actions specific to the actor/persona you are looking to engage with.

- The journey is mapped in phases; awareness, assessment, and service, and each in each phase there are stages where the actor becomes more informed and more engaged.

- In the case of the Urban Tree Canopy project, we mapped all the ways the actors could learn about the initiative or where the City has opportunities to engage with the target audience.

- Provide one point of view per map in order to build a strong, clear narrative. For example, the City may choose to a renter and a homeowner — each would result in different journeys. Separate maps should be created for each.
Urban Tree Canopy Journey Map – Renter

**Awareness**
- Website
- Press Release
- Media Coverage
- Social media
- Online/Offline Advertising
- Library
- Digital Survey

**Assessment**
- Washington County Community education
- Case Study
- Focus Group
- Blog Articles

**Service**
- Email Updates
- Newsletter
- Religious groups
- Neighborhood App/Community Forum
- School district
- School Teachers

**Education**
- Recognition
- Research
- Evaluation
- Decision
- Train
- Support
- Advocacy
- Awareness
- Assessment
- Service
User Personas

**Definition:** A persona is a fictional, yet realistic archetype of an actual living human

- A persona should focus on those characteristics that impact what is being designed, in this case, the Woodbury Urban Tree Canopy initiative.

- The main benefit of using personas is that they create a common, precise vocabulary for describing a certain type of user to focus design efforts on a common goal.

- In meetings, the persona’s name acts as shorthand for the full set of attributes, desires, and behaviors that need to be considered when making design decisions.
Personas

Persona 1: The Idealist
Homeowner in “New” Woodbury
• Age 26
• Married
• Stay at home mom
• Mid SES
• First-time homeowner
• Highschool educated
• Three small children

Persona 2: The Environmentalist
Homeowner in “Old” Woodbury
• Age 41
• Married
• High SES
• College graduate
• Long-time resident
• Has middle-school-aged children

Persona 3: The Woodbury Yuppie
• Age 32
• Single
• High SES
• No children
• Master’s degree
• Lives in new high-end rental community

Persona 4: The Elderly Renter
• Age 70
• Widowed
• Low SES
• Disability
• Immigrant
• Lives in low-income senior housing
Help us add more trees in Woodbury!

What would help you add more trees to your home?

Return postcard by September 25th!

Where should we add more trees in public spaces?
Write us a postcard or take a short online survey. Drop your completed postcard in any mailbox.

What would help you add more trees to your home? Where should we add more trees in public spaces?
This short, engaging cartoon video will provide residents with a basic understanding of the personal and community benefits of trees. There are many different departments within the City of Woodbury, as well as County and private partners, that do work related to the urban tree canopy. However, there does not seem to be a coordinated effort across these different groups about the value of the canopy and the messages that are most appropriate for different stakeholder groups. Having one video resource will provide a consistent message that can be shared by many different people, in a digestible format that is more likely to be consumed than a document.

The main purpose of this powtoon is to increase community education and awareness about how they can personally experience the benefits of Woodbury’s tree resources (e.g. lower utility bills, raised property values). A second goal of the Powtoon is to direct people to survey and other engagement efforts related to the Urban Tree Canopy Plan update.

The City of Woodbury can leverage modern media (social platforms, video tools, interactive mapping) to reach Woodbury residents. It can be used before, during, and after launch of the Urban Tree Canopy Plan update. The Powtoon will be editable by one designated Woodbury staff person so the call to action at the end of the video can be customized to fit the phase of the project. Clicks, views, and share metrics will likely be the most effective evaluation criteria for this tool.
Survey Tool

Goals:
This survey instrument is aimed at communicating important information to the public and collecting key input on topics relevant to decision-making in the Urban Tree Canopy plan revision process. It will also be useful in identifying residents and communities with particular enthusiasm for tree canopy development who might play a role in future efforts. While surveys have limitations in the breadth and inclusiveness of the input they collect, the design seeks to mitigate these limitations wherever possible and collect the data points necessary to evaluate the inclusiveness of results. This survey should be paired with some of the other included tools that explicitly seek to inclusively capture the input of key stakeholder groups. In order to make the survey as accessible as possible, it should take no more than 5-10 minutes to complete.

Rationale for Inclusion:
The city regularly uses surveys in its engagement efforts, which means that residents are used to seeing them and city staff are used to working with their results. While surveys have some limitations in terms of how accessible and equitable they can be as a means of input, the manner of administration can help mitigate these drawbacks. When used in conjunction with other tools, it can be a valuable source of public input, along with providing an avenue to communicate the city’s vision to the residents.

Questions this Survey Seeks to Answer:

• What are residents’ current attitudes towards trees in their neighborhood and on their property?
• What are residents’ level of knowledge about tree benefits and maintenance?
• What would make residents consider planting a new tree on their property?
• What are some potential barriers to working with property owners to increase tree canopy?
• How do attitudes, knowledge, and barriers vary across demographics and geography?

Timing:
Plan for late Summer. This survey would ideally be administered after the initial Savatree assessment has determined the extent to which the city will need to prioritize working with private land-owners in order to meet canopy development goals. This information may change what questions make sense to prioritize in the final survey.

Audience:
All Woodbury residents. Steps should be taken to promote the survey with key stakeholder groups identified in the user personas.

What is provided in this tool:
• A list of potential survey questions
• Guidance on equitable and inclusive administration approaches
• Guidance on analyzing results and evaluating the survey

What will still need to be done before administering the survey:
• Seek input from internal stakeholders who will be using the survey results to ensure that we are answering the right questions and that the generated data will be useful.
• Where possible, seek input from key community stakeholders whose inclusion you want to prioritize to ensure that the survey and administration plan is likely to reach those groups. Even informal outreach to community leaders or trusted institutions can go a long way towards identifying potential barriers and demonstrating a good faith effort to be inclusive.
• Refine and select final survey questions.
• Do some pre-testing of questions to ensure questions are easily understood and that the survey is not more burdensome than anticipated.
• Mobilize any resources needed for survey administration (personnel time, materials from communication, budget for any needed materials).

Long List of Sample Survey Questions- [LINK]

Guidance on Administering the Survey
The survey is designed to be administered through the Survey Monkey, which has been used for past surveys administered by the city, meaning that both city employees and residents are familiar with using this platform.

<table>
<thead>
<tr>
<th>Possible Survey Distribution Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td>• City social media accounts</td>
</tr>
<tr>
<td>• Targeted paid advertising</td>
</tr>
<tr>
<td>• City email lists</td>
</tr>
<tr>
<td>• City website</td>
</tr>
<tr>
<td>• Mail (either paper survey or mailed notice with access information)</td>
</tr>
<tr>
<td>• Door-to-door canvassing in key areas or communities</td>
</tr>
<tr>
<td>• Intercept surveying in public spaces used by key audience segments, such as libraries, grocery stores, food shelves,</td>
</tr>
<tr>
<td>• Distributing and promoting the survey at existing public gatherings (including virtual ones) such as HOA meetings, neighborhood association meetings, PTA meetings, city council meetings, etc.</td>
</tr>
<tr>
<td>• Outreach to community leaders and civic organizations to help amplify with harder-to reach and historically underserved communities</td>
</tr>
</tbody>
</table>
Potential partners to connect with in order to amplify the survey with key audiences

- Schools
- Libraries
- Eastern Twin Cities Islamic Center (and other faith communities)
- Washington County Woodbury Service Center
- Tree Trust
- Woodbury Thrives
- Woodbury Heritage society
- Homeowners associations
- Rental property managers that have participated in public subsidy programs
  - Woodmere Apartments
  - The Legends of Woodbury Apartments
  - Ashwood Ponds
  - Courtley Park
  - Cobble Hill Apartments
  - Lakeside Townhomes
  - PondView Townhomes
  - Sienna Ridge Townhomes
  - Summerhouse of Woodbury
  - Woodbury Villa
  - Woodland Point

Some Best Practices for Ensuring Equity and Inclusion in Survey Administration
(Consult the Checklist of Inclusive Engagement for a more comprehensive list)

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Practice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language</td>
<td>- Translate into relevant languages</td>
</tr>
<tr>
<td></td>
<td>- Consider phone or in-person survey administration for any populations</td>
</tr>
<tr>
<td></td>
<td>whose languages are more commonly spoken rather than written</td>
</tr>
<tr>
<td></td>
<td>- Questions and responses should be in simple, easily understood language</td>
</tr>
<tr>
<td>Digital Divide</td>
<td>- Pair web survey with paper and/or in-person surveying to include</td>
</tr>
<tr>
<td></td>
<td>key demographics</td>
</tr>
<tr>
<td></td>
<td>- Ensure survey platform is mobile-friendly</td>
</tr>
<tr>
<td></td>
<td>- Promote survey in non-digital spaces (meetings, physical postings, etc.)</td>
</tr>
<tr>
<td></td>
<td>so that people who are less online will hear about it</td>
</tr>
</tbody>
</table>
### Competing Priorities
- Extended response window
- Reduce the time burden and cognitive load of the survey as much as possible—no more than 5-10 minutes to complete.
- Be clear about the purpose and value of the survey in promotion
- Provide incentives—stipends, prizes, etc.

### Lack of Trust
- Consult with historically underrepresented groups to discuss the survey goals, questions, and administration plan. Make sure to have follow-up communication that speaks to how their input was used.

### Disability
- Ensure ADA compliance for screen readers
- “Classic Format” in Survey Monkey is better for screen readers
- Any in-person surveying should take place in an accessible location

### Survey Analysis Plan
*Summary statistics should be calculated and compared across geographic and demographic categories. If there are multiple administration approaches used, for example a web survey and some in-person intercept surveying, the results should be differentiated and analyzed separately. The survey should also be evaluated for key criteria to ensure that the results can reasonably be used to inform decision-making.*

### Sample Survey Evaluation Matrix

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Indicators/Measures</th>
<th>Sources/Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Validity</td>
<td>Number of total responses</td>
<td>Survey data</td>
</tr>
<tr>
<td>Inclusivity</td>
<td>Survey demographics benchmarked against city census demographics.</td>
<td>Survey data.</td>
</tr>
<tr>
<td>Relevance</td>
<td>Insights from survey data have meaningful implications for the work being done by city staff</td>
<td>Follow-up conversations with city staff</td>
</tr>
<tr>
<td>Equity</td>
<td>Survey was distributed in appropriate languages. Efforts were made to reach less-online residents.</td>
<td>Debrief with staff responsible for survey administration.</td>
</tr>
<tr>
<td>Relationship-Building</td>
<td>Number of new partners that were contacted to amplify survey reach with key audiences</td>
<td>Debrief with staff responsible for survey administration.</td>
</tr>
<tr>
<td>Low Burden</td>
<td>Survey completion rate. Question skip rates.</td>
<td>Survey Monkey Analytics</td>
</tr>
</tbody>
</table>
## Number of Responses Needed (Validity)

<table>
<thead>
<tr>
<th></th>
<th>5% Margin of Error</th>
<th>10% Margin of Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% Confidence</td>
<td>383</td>
<td>96</td>
</tr>
<tr>
<td>90% Confidence</td>
<td>272</td>
<td>68</td>
</tr>
</tbody>
</table>
Tree Stewardship Tool

Urban tree initiatives are made more successful and sustainable when the community has a sense of ownership and stewardship with neighborhood trees. Included here is a list of organizations for the City to forge and foster relationships with who can, in turn, recruit their own members, partners, and neighbors to be tree stewards in Woodbury. Also included is a proposal for an annual Community Tree Stewardship event, which is intended to foster education and action among residents for expanding the tree canopy. It is intended to simultaneously lower the barrier for planting healthy trees at residents’ own homes, and to provide opportunities for residents to get to know their local tree individuals. Success of this program could be evaluated by participation in the proposed event. This tool will be most useful after the plan has been approved and implemented, and is intended to engage organizational partners, residents, private land owners and land managers in Woodbury and the East Metro.

Coordinating Community Forestry Events with Area Conservation Groups

- The Arbor Day Foundation’s Alliance for Community Trees (ACT) promotes community tree plantings nationwide. Arbor Day is celebrated in April. ACT has designated October as NeighborWoods month, another opportunity to celebrate and promote the public benefits of community trees.
- In the Twin Cities, Tree Trust is a member organization of the Alliance for Community trees. They already partner with Eden Prairie, Mendota Heights, Maplewood, Minneapolis, and St. Louis Park to facilitate tree sales and plantings.
- The Minnesota Society of Arboriculture is committed to educating arborists and people in Minnesota. They routinely use their network of member arborists to conduct education at local arboricultural events.
- Woodbury Heritage Society has played a role in identifying heritage trees and preserving their legacy. The Society may be able to use their expertise to identify living heritage trees and forests within Woodbury and help increase community awareness of canopy that should be maintained.
A Community Tree Education Event Proposal

This proposal lays out one possible scenario for conducting a community tree stewardship event. It centers around three pieces:

1. A community tree sale, spearheaded by Tree Trust, to provide residents with subsidized trees to plant on their own property
2. Education, provided by either volunteer arborists from the Minnesota Society of Arboriculture or Woodbury Parks or Public Works staff, around planting, watering, and maintaining healthy trees, plus the importance of a diverse and resilient urban tree community
3. A voluntary home tree inventory, presented as a way for residents to get to know the trees at their homes. An ancillary benefit is for the City to build a record of tree age, condition, and diversity on the private land of willing participants

- Timing
  - Community forestry is busy in the spring; fall season may allow City staff and community partners more time to commit to such an event.
  - Mortality rates for newly planted trees are lowest when planted in the fall (Davey Tree, 2016).
  - Work with institutional partners, especially Tree Trust, to take advantage of their resources and ensure they are able to assist.

- Marketing
  - Tree Trust has suggestions and provides assistance in circulating promotional material. Use the Inclusive Engagement Checklist to ensure applicable considerations are taken in regards to resident accessibility and audience.

- Leverage Resident Peer Pressure
  - Create yard signs to be provided to residents who participate in the tree sale and tree inventory (a yard sign could be provided to all tree sale participants, and an extra sticker could be given to those who also participate in the home tree inventory. Participants who don’t purchase trees but participate in the inventory can also receive the sticker).
  - Curiosity, word of mouth, and the desire to keep up with neighbors are all factors of successful engagement tools used in Washington County and the Twin Cities metro.

- Education
  - Some demonstration of proper planting, mulching, watering, and basic pruning techniques are essential components. This may be an opportunity to involve arborists in the community through the Minnesota Society of Arboriculture. City employees can also provide such a demonstration.
○ Tree Trust provides the Tree Owners Manual (a product of the US Forest Service, also available from the UMN UFOR Lab.

○ Framing trees as another household appliance may be a successful tactic for encouraging regular care.

○ Residents also need to know what maintenance they likely cannot perform on their own, and under what circumstances they should contact the City or a licensed arborist for help.

● Community Tree Inventory

○ If properly instructed, citizen scientists are able to identify tree genus at 90% accuracy (Roman et al. 2017).

○ Recruit residents to inventory the trees on their own property

○ Recruitment must be voluntary. It is beneficial for the city to collect data about trees on private property, but not a necessity. The primary goal of a home tree inventory is to encourage residents to become familiar with the trees at their home and appreciate their unique value and attributes.

○ If the City wants to collect the inventory results, no identifying information should be collected from the residents of a parcel.

○ Materials would include a tree identification key and instructions for providing the following information:
  ■ Street address of property
  ■ Number of trees on property
  ■ For each tree:
    ● Genus (and species if possible, but only if resident is confident in ability to identify to species level)
    ● Circumference of trunk at 4.5 feet
    ● Mortality (alive or dead)

○ Making a digital and paper version of the home inventory will allow greater participation.

○ For residents who are able and willing to use the digital version, results can voluntarily be sent to the City, compiled in tabular form, and even geolocated using the street address of the property.
Community Tree Event

**Pre-planning**
- City of Woodbury: Talk to partners to determine timeline
- Decide event date
- Develop home tree inventory materials
- Develop marketing material

**Staging**
- Test tree inventory workflow, iterate.
- Order participant yard signs
- Circulate

**Event**
- Recruit home tree inventory participants
- Distribute tree inventory materials
- Distribute yard signs

**Post Event**
- Pay Tree Trust
- Compensate arborist volunteer
- Collect inventory results

**Tree Trust**
- Inform
- Collaborate
- Circulate
- Provide ordered trees
- Provide tree owners manual

**Minnesota Society of Arboriculture**
- Inform
- Recruit arborists to provide education
- Demonstrate planting and maintenance techniques

**Woodbury Residents**
- Plan attendance
- Pre-order tree(s)
- Observe planting and maintenance techniques
- Acquire tree owners manual
- Pick up tree(s)
- Post yard sign
- Complete tree inventory