City of Rosemount
Parks and Recreation
Public Engagement Plan

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Resilient Communities Project

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I.
Introduction

Rosemount's many beautiful parks and thriving recreation programs have contributed greatly to making it a vibrant and active community. Residents rely on them for socializing, celebrating, playing and relaxing—by themselves or with their families.

The purpose of this Public Engagement Plan is to build on the work that the Parks and Recreation system has done to meet the needs of Rosemount, while continuing to function within the guidelines of its Comprehensive Plan, and acting as a blueprint for future projects. It will lay out strategies that best engage all interested and affected community members in the design process: residents, businesses, housing developers, schools, sports groups, and city personnel.

While each park and playground may have specific and distinct needs, there are three outcomes that this Public Engagement Plan will focus on providing:

1) Well informed, good decision outcomes
2) A plan that will help Rosemount feel like a community and foster engaging and lasting relationships with residents and other stakeholders
3) Momentum and buy-in from all parties involved in the engagement process, as well as minimize back-ups.

While this plan does not provide a template of steps that can be taken in multiple situations, this plan does provide guidance to the Parks and Recreation department towards a process that will ensure that all voices have been heard and that all options have been considered. This guidance takes the form of three tools; the Engagement Planning Worksheet, the Community Engagement Assessment Tool and the IAP2 Spectrum of Public Participation (including the IAP2 5 steps for Public Participation Planning). The demographics tell us that while the school age population is growing, so too is the number of seniors. The needs of different groups may sometimes pose conflicts, but the tools provided in this pan will help bring everyone to the table and will help in the decision making process, which will prove more acceptable to the residents of Rosemount.

II.
Fostering Public Engagement

Any effective planning process, particularly one dealing with the design and use of public spaces, should be grounded in the needs of those will use them. The best way to make sure concerns are addressed is through inclusive public engagement.

To truly foster equitable collaboration requires a shift from traditional outreach and participation processes to an engagement model that emphasizes shared problem solving, supportive partnerships and reciprocal relationships. It is the work done through this engagement practice that allows the different stakeholders to recognize the value of their collective strength, benefiting the long-term health of the community through a shared goal and vision.

In public decision-making processes, community engagement is an intentional, strategic, purposeful process to connect and empower individuals and communities. It should be flexible enough to be proactive, culturally appropriate, inclusive, and ongoing, with both short-term and long-term impact

This public engagement plan recognizes all people as full and equal partners in decision-making processes whenever possible. Specifically, it outlines the responsibilities and commitments of the City of Rosemount to equitably engage the public and key constituencies in planning and building best practices for engagement.

- **Engagement efforts should provide information for decision-making.** Meetings, problem-solving sessions, and other in-person interactions should be planned with advance notice to participants; a clear understanding of what to expect at the meeting; opportunities to participate at other times, in other ways; promoted widely and via multiple means (web, email, newspapers, radio and television stations, community organizations, posting flyers in public places, etc.); at times and places where people naturally convene; with an opportunity to enhance community connections.

- **Participants should understand when and how their efforts will influence and change planning efforts and project development**. Discussions and problem solving should occur early in a project process and on an ongoing basis to solidify long-term relationships. Although the time and investment of all participants is valuable and appreciated, keeping them aware that choosing between conflicting opinions may not be immediate, and subject to review.

- **The experience should reflect shared learning and multi-directional problem solving.** Engagement should address issues that a locale or broader community has identified, not merely the project-specific needs of the City of Rosemount. Accommodations should be made for transportation, child-care, food, etc.

- **Engagement efforts involve residents and communities as full and equitable partners in public decision-making.** Some residents and communities may require different approach to ensure participation. Opportunities for participation should be flexible, appropriate to scale of the project or planning effort, and responsive to the needs of participants.

- **Community members should understand the tangible benefits of their participation in a project.** Whenever possible and appropriate, funds should be made available to community organizations (primarily non-profit organizations) to participate and engage their constituencies. We believe that community thrives when each community member contributes.

- **Planning for engagement efforts should include input and direction from directly affected communities**. Each project and planning effort will require different approaches. Effective engagement involves preliminary consultation about the community's values related to an issue, the appropriate method and venue for engagement, and establishing expectations for ongoing communication and engagement.

- **Each project and planning effort should include an assessment** of the affected communities and appropriate measure of success, inclusion, and culturally appropriate approaches and communication techniques. The culturally appropriate approaches are based on a set of shared understandings.

- **People always intend to associate with others who share common perspectives, experiences and interest**. Engagement efforts should work to mitigate existing racial, ethnic, cultural or linguistic barriers and include diverse races, cultures, genders, sexual orientations, and socio-economic and disability statuses. Engagement efforts should be culturally competent, in that they reflect and respond effectively to racial, ethnic, cultural and linguistic experiences of people and communities.

- **Engagement efforts will be coordinated to provide sufficient context about how all the policy and systems plans work together**. Materials will be presented in plain language, and with detail appropriate to the audiences. Translation of materials and interpretation services will be provided when necessary.

- **Among the items participants should clearly learn are the following:** a timeline for decision-making and current status of the process; who has the power to make decisions? When will decisions be made? How will their input be used? How will they be able to track and watch their input affect the process? How can they directly interact with decision-makers?

- **The city of Rosemount will periodically report back** to constituencies and communities regarding outreach and engagement efforts to communicate their progress.

- **Whenever possible, community organizations will serve as experts** for planning and implementing outreach strategies and be compensated/reimbursed for expenses.

- **In effect, specific for park and recreation facilities**, the formation of public engagement has intergenerational dimensions. The mitigation of cultural or social class barriers tend to remain mutual understanding and trust among kids in community by parental influences. So the intergenerational inclusion and involvement are important.

The following table sets forth participants' likes and dislikes about how public participation is conducted for local decision-making:

Participants like it when …

- They are able to provide meaningful input that influences decision. They are asked to participate at a point when there is still some time to influence decisions.
- Public officials and managers listen, take participants' concerns seriously, and respect the validity of their knowledge and opinions.
- They get to learn something new, for example by gaining new information or hearing new perspectives.
- There is an in-depth dialogue, and diverse views are represented and exchanged.
- The decision-making process feels authentic, transparent, and fair. They can accept the outcome because the decision-making process is fair, even if they do not like the content of the decision.
- They get to see that the public officials and managers are competent and caring. They especially appreciate learning that they are doing their best under constraints, not being unresponsive or lazy.

Participants dislike it when …

- The decision seems to already be made, so participation is inauthentic. Participation feels like "window dressing" to legitimate an existing decision or to "sell" it, or comes too late to impact the plan.
- The meeting does not give them an opportunity to work on their particular interest/concern. They turn up to be heard, but are told their issues is not on the table for discussion, or that it is not negotiable.
- Their knowledge is not accepted or respected, when "the rules" or "the experts" dismiss the value of, or cannot accommodate, their knowledge and perspectives.
- Important stakeholders are not aware of the meeting or are not in attendance.
- Proposals are not adequately explained.
- Engagement efforts are convened by people/institutions that have previously broken their trust, which takes a long time to restore.

Source (adapted from): Quick, K., Guillermo, N., and Saunoi-Sandgren, E. (2014). *Participants' Criteria for Evaluating Public Participation in Transportation Policy-Making.* Humphrey School of Public Affairs.

III.
Engaging the Community

Community engagement is a fundamental requirement of a thriving city and a key to delivering meaningful, relevant recreation that is reflective of the community's attributes. Engagement is essential to ensure that the recreation and parks system is reflective of diverse community interests and needs. The following objectives are at the core of engaging the community in parks and recreation planning:

Design and program for community gathering and festival opportunities, and for smaller informal gatherings by:
- Designing community gathering spaces for festivals and events during park renovation and planning for new parks. These gathering spaces will be designed appropriately for the particular park under development or renovation, considering the gathering space's size, access, utilities, and other factors relative to the type of park and surrounding context.
- Creating a new park with amplified sound opportunities for community events, large private gatherings, and outdoor performances.
- Programming events to draw residents to the parks. These events will be scaled appropriately for each particular park (for example, concerts in community parks, neighborhood picnics in neighborhood parks, etc.)

Develop a process for community and neighborhood involvement in the design and planning processes for parks with consideration of:
- Coordinating efforts with various city departments and initiatives.
- Utilizing effective engagement methods and strategies.

Improve outreach to immigrant and minority groups by:
- Strengthening relationships with existing organized groups that serve minorities and recent immigrants.
- Actively recruiting minority people and recent immigrants as volunteers Reducing language barriers by:
  - Offering translation services
  - Translating written material into multiple languages
  - Including universal symbols on park signage

Improve communication about available facilities and programs by:
- Continuing to utilize diverse methods of communication, including in-person, written, and social and digital media
- Actively marketing activities and events

Establish a process for periodically evaluating the recreation and park system, specifically by:

- Using the Rosemount community survey and focus groups to measure resident satisfaction
- Establishing a park user count program
- Continue to track the number of program participants
- Continuing to gather feedback from program participants
- Tracking the number of volunteers and participants in park master   planning efforts
- Establishing a baseline for resident perception of safety in parks and on trails
- Continuing to evaluate condition of facilities
- Creating an annual report that provides a summary of the system and the year's projects, accomplishments, and challenges

A. Ensuring Inclusion

The planning process will be a proactive public engagement process that provides public access to key decisions. The public engagement process should provide timely information about issues and processes to the community's residents, affected agencies, other interested parties and segments of the broader community affected by plans, programs, and projects.

In addition, the city of Rosemount will collaborate directly with the public and traditionally underrepresented populations (people of color, immigrants, low-income populations, people with disabilities, the elderly, and youth), as well as community advocates and partners in regional public engagement. The city of Rosemount acknowledges the importance of flexibility when planning engagement efforts to meet the specific needs of the community. Staff will build relationships with community organizations to effectively plan for inclusive engagement opportunities.

Engagement opportunities will be structured to meet the needs of audiences, to assure participation is meaningful both to participants and decision-makers. The engagement process will be iterative, with periodic evaluation and adjustment to ensure expected outcomes will be achieved.

B. Engagement Strategies

This plan identifies engagement strategies that reflect commonly used practices in regional planning efforts, as well as communications and engagement practices used by government agencies and non-profit organizations.

Engagement strategies should embody two overriding principles: (1) engagement is about building long-term, lasting relationships, and (2) it's important to be present in and connected

to communities in order to build long-term relationships. This means participating in other community conversations, events, and activities, even when the city of Rosemount may not have a specific role in an event or conversation.

A specific engagement plan will be created for each planning effort to detail activities, timelines, outcomes, and evaluation processes for engagement opportunities. These activities will be planned collaboratively with stakeholders and will be widely promoted.

- Leverage partnerships and feedback to guide policy development.
- Collaborate directly with the public and traditionally underrepresented populations (people of color, immigrants, low-income populations, people with disabilities, the elderly, and youth), as well as community advocates, and partners in regional public engagement. Collaboratively set goals and outcomes for engagement efforts.
- Appoint policymaking and technical groups to advise the updates to city policy plans, as well as other major city initiatives, both at the policy level and in operational divisions, as appropriate. When necessary, include business and community interests on these advisory boards or create specific groups to address the needs and engage these interests. These boards should have a specific role in directing the activity they are advising, and setting meeting agendas. Each meeting agenda should include a progress report on the project.
- Create opportunities for the general public to engage in similar conversations and decision-making as advisory groups. Whenever possible, create opportunities for all these stakeholders to interact and discuss relevant issues together to advise the process and decision-making.
- Coordinate with the city and community-based engagement efforts of related topics and major initiatives, to the extent possible.
- Sponsor periodic listening sessions and workshops to feature policies, key topics, and other content from city planning efforts.
- Use online interactive spaces, including social media platforms, to gather feedback and foster discussion about city planning activities and policy plan content.
- Plan informal activities to provide members of the community with information and an opportunity to inform and influence planning processes. Informal activities would include reaching out to park and recreation users and being present at community events.

C. Communication Strategies

- Assess desired methods for updating audiences and constituencies specifically affected by an effort. Build this regular reporting into the communications and outreach plan for each effort.
- Develop and implement a promotional campaign (included web pages, social media content, news releases, newsletter articles, background for presentations, working with partners to disseminate content).

- Create editorial calendar to highlight topics in various city products - including traditional and social media.
- Develop and host content for the city website.
- Create content on the city's website to describe planning efforts and key policy topics. Make it prominent on the website. Update content regularly via editorial calendar. Highlight aspects that are timely.
- Use the city's web newsletter to highlight content and illustrate concepts and discussion, and summarize progress and feedback.
- Create an engaging television campaign
- Create topic for electronic mailing system that stakeholders and the public can sign up for or be subscribed to.
- Work with project staff to assign a point of contact for questions from the public and stakeholders. Communicate updates periodically through the city's website, newsletters, etc.
- Send updates and summaries regularly to local government agencies and external groups, as necessary.
- Create visualization of park and recreation designs to show how planning starts and changes within context. Participants can see how facilities, sidewalks, streets and buildings fit together. People have said that 3-D visualizations can help them get a more realistic sense of planning and make project go forward.

D. Measuring Success

At the beginning of each project-related effort, the city will perform an assessment of groups that will be directly affected or may have an interest. For citywide planning efforts, that assessment will always include a broad array of regional stakeholders. Audience assessments will specifically address groups that are historically underrepresented in planning efforts.

Following this initial assessment, the city will consult with community organizations, and other stakeholders to confirm the audience needs and to begin planning for engagement related to the effort. This will include discussion about goals for engagement and desired outcomes.

Once goals have been established, a combination of qualitative and quantitative measures will be used to evaluate the success of the public engagement activities. Evaluations will take place on an ongoing basis throughout the project. Periodic evaluations will be followed by mid-project assessment to ensure strategies will result in expected outcomes and the city will make necessary adjustments.

At the conclusion of a project, the city will first survey participants to assess the following qualitative elements:

- Were the methods and structure of the outreach effort engaging?
- Did they feel their time and opinions were valued?

- Did they understand the goal of the outreach effort and their role?
- Was their contribution reflected in the final product?
- Would they participate in another city outreach activity?
- Did they receive regular updates about progress on the project?
- Their opinions regarding the overall quality of their experience with the city and the engagement effort.

The city will also call together partner agencies for a meeting to debrief on the outreach efforts, including what worked, what didn't work, lessons learned, and what could be improved for future efforts. In addition, the city will survey partners who were involved in setting goals and expectations for the effort to assess whether expected outcomes were achieved.

A number of quantitative measures will also be collected:

- Number of people participating in public engagement activities
- Number and diversity of organizations participating in planning efforts
- Number of individuals who participate in related discussions on the city's website, social media platforms, and online information-gathering sites
- Percentage of city staff and policymakers who participated in planning efforts
- Earned media related to planning efforts (and comparisons, as available)

In addition, on an ongoing basis, outreach and engagement staff will work with residents of the city and members of the community to assess needs and measure the level of engagement in city operations. This may include, but is not limited to, convening focus groups, conducting surveys, convening independent review boards, and one-on-one interviews.

IV.
Levels of Engagement

The range of projects anticipated as part of the city of Rosemount's Parks and Recreation planning suggests varying intensities of public engagement activities. In some cases, an informational meeting will suffice as a method of communicating essential information to neighbors and stakeholders, while in others – those where more dramatic changes might be contemplated – are occasions where multiple meetings will be desired or necessary.

Engagement Format	Inform	Consult	Collaborate
Engagement Purpose	To provide the public with correct and timely information regarding a planned park improvement Educate the public about the rationale for the project or decision; how it fits with City goals and policies; issues being considered, areas of choice or where public input is needed	To assess a park and evaluate potential changes during a series of meetings with both interactive and passive engagement activities during each meeting Gather information and ask for advice from citizens to better inform the City's work on the project	To more fully and directly engage the public, especially neighbors and park users and user groups, in the planning and design of a park Create a partnership with the public (key stakeholder groups) to work along with the City in developing and implementing the planning process and project
Anticipated Change in Park	Reconstruction of a park component in the same and nearly the same location without a change in activity or intensity of use	Significant improvements in a park (more than replacement of park components in the same location)	Creation of new facilities with more broad influence on the use and intensity of the park; creation of a new park or park facility
Project Types	Playground replacement, court replacement, field improvements, irrigation improvements	Any park with a new building	Improvement projects with significant complexity and requiring public contributions during planning process
General Meeting Description	One meeting, relatively short in length (60 to 90 minutes)	Three meetings, up to 2 hours per meeting, with 2 meetings during concept planning stage and one during final design	1 meeting up to 3 hours to kick off the concept planning stage, followed by 1 or 2 meetings up to 2 hours each to conclude the concept planning stage, and one meeting during final design

V.
Summary of Principles for Engagement

When planning for engagement efforts, local governments should create an inclusive list of all aspects of the community that may be affected or have a role in fulfilling the goals of the project. At the beginning of this process, the city should engage members of affected groups and collaborate on planning engagement efforts that will facilitate broad involvement and result in better, more equitable outcomes.

The city should also identify key staff resources to serve as points of contact for the public, as well as funds to support creating an appropriate environment for engagement. People need to feel welcome, that their participation is valued, and that time is respected in order to engage fully.

In addition, as noted above, engagement efforts should follow these principles:

- **Equity**: Residents and the community are partners in decision-making.
- **Respect:** Residents and the community should feel heard and their interests should be included in decisions.
- **Transparency**: Residents and the community should be engaged in planning and decisions should be open and widely communicated.
- **Relevance**: Engagement occurs early and often throughout a process to ensure the work is relevant to residents and the community.
- **Accountability:** Residents and the community can see how their participation affects the outcome; specific outcomes are measured and communicated.
- **Collaboration:** Engagement involves developing relationships and understanding the value residents and the community can bring to the process. Decisions should be made with people, not for people.
- **Inclusion:** Engagement should remove barriers to participation that have historically disengaged residents and the community.
- **Cultural Competence:** Engagement should reflect and respond effectively to racial, ethnic, cultural, socio-economic and linguistic experiences of residents and communities.

VI.
Meetings

While non-meetings are important in the engagement process, this engagement plan focuses on the importance of meetings.

A. Importance of Meeting "Take-Aways"

While it is important to focus on public engagement by attempting to gather as many residents and stakeholders as possible to attend meetings, it is equally as important to make sure that those same residents and stakeholders feel like their time was well spent while attending the meeting. To address this, the importance of a meeting "take-away" cannot be understated. A take-away does not necessarily mean giving away a magnet or something with an associated cost. It could simply mean a handout that would be provided at the end of a meeting, addressing next steps that a resident could take to save energy, or help conserve water, or any number of other things. The handout should address how the meeting's contents can further benefit the resident and not necessarily just the City of Rosemount. The take-away could also include coupons to services mentioned in the meeting or a benefit of attending the meeting, like a free voucher to the splash pad for a day. This take-away will not only make the resident feel that their time was well spent learning the material in the meeting that they have chosen to attend, but it will also encourage more residents to attend future meetings.

B. Notification of Meetings and Other Outreach Methods

The city's ordinances relating to public notice of meetings should be followed, even though this is not a formal meeting of any board or commission. At a minimum, notices should be sent to properties within 500 feet of any park or area designated as the site of a future park or recreation area specifically inviting residents to participate in the concept/master plan meetings. The nature of some park improvements may suggest that those parks may have a broader audience (that is, the park's constituency is not neighborhood-based), in which case the notification area may be larger. It is not the intention to set parks apart from the neighborhood in this process; when community-level improvements are included in a park, balance must be achieved in the design of the improvements, and this is best achieved by drawing representation from all of that park's constituencies.

In addition to residents, some parks may have unique interest groups that will want to participate. Park stakeholder or special interest groups, if known by city staff and if organized sufficiently to understand the group's composition, should also be invited to the concept/master plan meetings for specific parks. Some of these groups may not be directly connected to a specific park; still, finding ways for them to become aware of and participate in the planning process is critical for the park and the system.

The city's typical methods of advertising to parks and recreation constituents (notices in Parks and Recreation catalog) might be sufficient for those already attached to the city's parks. Notices on the city's website, cable television crawlers, inserts in utility bills, posted at local businesses and other standard methods of "advertising" might also be pursued; notices should also be posted in each park informing users of meetings regarding the planning meetings.

Local media also play a role in building awareness of the projects and inviting people to participate. It seems that regular updates (every three months, perhaps) in the local paper might offer the chance to provide broad information about progress (impacts on the public use of parks resulting from construction and, eventually, completion of improvements at parks) and specific information related to meetings for each park. Thoughts for media might include a "park of the month," with photographs highlighting existing conditions, needs, and issues, and followed by photographs of completed improvements.

As improvements are contemplated, it might be useful to have a banner or a series of lawn signs (like campaign signs) placed at a park prior to the start of meetings and maybe during the entire period of construction. The city's planning staff should be contacted to make certain the banners or signs would not violate an ordinance. A variance to the ordinance could be pursued to allow signs of the types described to be used and placed at a park for more than 60 days.

Current technology might be pursued as a part of the public engagement process. Using QR codes, park users could use their smartphones to access information about the park and the entire renewal program.

With the start of construction, construction signs could be fabricated as part of the contract for construction with notices of the renewal program and anticipated completion date for the improvements at that park. Construction signs are commonly used, especially for public improvement projects.

Notification Schedule			
Notification Type	*Distribution*	*Schedule*	*Responsibility*
Resident and property owner notice letter	USPS	Sent 1 ½ to 2 weeks prior to meeting	Staff
Inserts in utility bills and other city mailings	USPS	Aligned with utility bill schedule and other city mailings	Staff

City newsletter	City	Aligned with newsletter schedule	Staff
Parks and recreation catalog	City	Aligned with catalogue schedule	Staff
Web notices	City website	Ongoing, at least once per week	Staff
Cable television crawler	Local access television	Ongoing	Staff
Local media articles		Ongoing	Staff
Banners and/or signs		Placed 1 month prior to meeting and remaining until start of construction	Staff
Construction sign		Placed by the contractor 2 weeks prior to start of construction	Contractor

C. <u>Meeting Formats</u>

"Inform" Format: Meetings with Residents and Stakeholders

Many improvements anticipated provide upgrades to park components without changes in location of the component or in the intensity of use. For these park improvements, providing information to the public and park stakeholders during a single meeting (along with other notifications via media, email, web notices, or other written communications) should suffice. This meeting might best occur in an open house format using the following agenda as a guide:

Open House Meeting Agenda			
Item	*Topic*	*Description*	*Time Allowed*
1	Introduction/Overall purpose	Introductions of parks and recreation staff, commission members present, consultants Speak about why we are all gathered there and what take-way will result	2 minutes

		from the meeting	
2	Open House Review	Review of open house format, general information shared, and methods for offering input	5 minutes
3	Public Review	Review of proposed improvements by public; comments may be received in writing or be provided directly to staff or consultants; staff and consultants available to answer individual questions from public	35 minutes
4	Overview Presentation	Presentation of proposed improvements, including impacts to park use and schedule for improvements; questions most likely addressed individually during Item 5	15 minutes
5	Public Review	Review of proposed improvements by public; comments may be received in writing or be provided directly to staff or consultants; staff and consultants available to answer individual questions from public	25 minutes
6	Next Steps	Update on upcoming actions and meetings	5 minutes
7	Announcements	Provision of any other information related to other parks or the parks and recreation renewal program	3 minutes
8	Adjourn		0 minutes
			90 minutes

"Consult" Format: Meetings with Residents and Stakeholders

The renewal program anticipates meetings with neighborhoods and stakeholder/interest for each park as improvements are planned. For each park where significant changes are anticipated, two meetings will occur during the concept/master planning stage to focus on gaining input and reaction to proposed improvements, while one meeting would occur prior to the start of construction to provide information on the schedule and impacts on park use. The general outline for meetings relating to each park would be as follows:

Meetings			
Meeting	*Focus*	*Presentation Type*	*Facilitation*
1	Initial Concept Planning and Input	Interaction Workshop	Parks and Recreation Department staff and consultant, training department, contractor
2	Review of Proposed Concept/Master Plan	Interactive Workshop	Parks and Recreation Department staff and consultant
3	Construction Schedule and Impacts on Park Use	Open House	Parks and Recreation Department staff and consultant, construction staff

Even though no park in the community is the same, meetings should generally follow a similar format and agenda to ensure consistency in planning and implementation. Some parks might necessarily have a unique agenda due to circumstances related to that park

Materials might be presented in PowerPoint to aid in projecting a large enough image of the plan and as a way of demonstrating process and schedule discussion items. Having display boards will allow meeting participants to more closely review drawings and other presentation materials at their own pace. As a strategy that anticipates meeting participants' needs, having a PowerPoint and hard copies should be pursued. The PowerPoint can be translated to a PDF file for posting on the city's website. To be able to invite all community members to be involved, the city should provide the materials ahead of the meeting to be able to be reviewed. Materials in different languages will also provide access to all populations in meetings.

Significant time will be directed to resident and stakeholder interactions. Meeting participants will be assembled in small groups (if enough people are present to allow reasonably sized groups). The following agenda might be used as the general prototype for most initial meetings during the concept/master planning stage of the renewal program:

Initial Concept / Master Plan Meeting Agenda (Meeting 1)			
Item	*Topic*	*Description*	*Time Allowed*
1	Introduction	Introductions of parks and recreation staff, commission members present, consultants	2 minutes
2	Parks and Recreation Master Plan as Guidance	Overview of core values and key directions articulated in the Master Plan	5 minutes
3	Park and Recreation Plan	Overview of the program and improvement funding	5 minutes

4	Concept Planning Process	Description of the planning process, meetings during the planning process, other opportunities for input	5 minutes
5	Schedule	Schedule for planning and design; anticipated construction schedule; impacts to park use and programs	5 minutes
6	Park Conditions	(Small Group Discussion) Resident and stakeholder assessment of existing park conditions (comments on an aerial photograph of the park)	15 minutes
7	Existing Concept Plan Review	(Small Group Discussion) Review of alternative concept plans created during the Master Plan; resident and stakeholder comments provided on alternatives (notes directly on the plans) as a way of gauging reaction and receiving guidance in alignment with the Master Plan	30 minutes
8	Open Discussion	(Large Group Discussion) Reporting from groups on key messages	15 minutes
9	Questions	Questions from meeting participants	10 minutes
10	Next Steps	Update on upcoming actions and meetings	5 minutes
11	Announcements	Provision of any other information related to other parks or the parks and recreation program	3 minutes
12	Adjourn		0 minutes
			100 minutes

The concept/master planning meeting process will include a second meeting to allow residents and stakeholders the opportunity to react and further shape the concept prior to advancing the plan to the final design stage. The following agenda might be used for the second concept/master plan meeting:

Follow Up Concept / Master Plan Meeting Agenda (Meeting 2)			
Item	*Topic*	*Description*	*Time Allowed*
1	Introduction	Introductions of parks and recreation staff, commission members present, consultants	2 minutes
2	Meeting 1 Summary	Presentation of findings from initial meeting	10 minutes
3	Concept Plan	Presentation of the concept plan proposed for the park, including identifying elements that will	15 minutes

		be defined during final design, staging of improvements and use of the park during construction, public safety measures to be employed	
4	Concept Plan Assessment	(Small Group Discussion) Review of proposed concept plan	20 minutes
5	Open Discussion	(Large Group Discussion) Reporting from groups on key messages	20 minutes
6	Questions	Questions from meeting participants	10 minutes
7	Next Steps	Update on upcoming actions and meetings	5 minutes
8	Announcements	Provision of any other information related to other parks or the parks and recreation program	3 minutes
9	Adjourn		0 minutes
			85 minutes

While not a part of the concept/master planning process or the Lead Consultant responsibilities, the following agenda might be used during the final design stage during a meeting framed as an open house:

Final Design Presentation Meeting Agenda (Meeting 3)			
Item	*Topic*	*Description*	*Time Allowed*
1	Open House	Residents and stakeholders are allowed to view the plan and ask questions directly of parks and recreation staff and consultants; materials are set up in stations (existing conditions, proposed final plan, anticipated schedule, impacts on park use during construction)	20 minutes
2	Introduction	Introductions of parks and recreation staff, commission members present, consultants	4 minutes
3	Master Plan, Park and Recreation Program, and Concept Plan Process	Review of information leading to the final plan	5 minutes
4	Final Design Plan	Presentation of the final design	15 minutes
5	Anticipated Schedule	Discussion of anticipated schedule for construction and impacts on public use of the park	5 minutes

6	Questions	Questions from meeting participants	10 minutes
7	Next Steps	Update on upcoming actions and meetings	3 minutes
8	Announcements	Provision of any other information related to other parks or the parks and recreation program	3 minutes
9	Open House	Residents and stakeholders are allowed to view the plan following the presentation and ask questions directly of parks and recreation staff and consultants	25 minutes
10	Adjourn		0 minutes
			90 minutes

"Collaborate" Format: Meetings with Residents and Stakeholders

For some projects, a more intensive engagement process may be needed. In these cases, the meetings might be the most interactive, allowing the public and stakeholders the opportunity to be more deeply engaged in sessions that might be longer than in other levels of engagement.

Meetings			
Meeting	*Focus*	*Presentation Type*	*Facilitation*
1	Initial Concept Planning and Input	Interaction Workshop	Parks and Recreation Department staff and consultant
2	Review of Proposed Concept/Master Plan	Interactive Workshop	Parks and Recreation Department staff and consultant
3	Construction Schedule and Impacts on Park Use	Open House	Parks and Recreation Department staff and consultant

Meetings with Local Boards and Commissions

Through the process of implementing improvements, it will be useful to provide updates to the City Council, the Parks and Recreation Commission, and other local boards and commissions. In each case, updates would likely occur as a part of their own meeting agenda; it's equally likely that an update on the renewal program will be limited in time. Updates could be best timed to coincide with presentations of concept plans as indicated in the Project Schedule (generally scheduled for mid-March, late April, and mid-June).

Tasks

While not definitive or comprehensive, the following list of tasks might assist in the process of ensuring engagement activities are well-planned and coordinated to allow the best possible involvement of residents and stakeholders.

Tasks		
Task	*Responsibility*	*Schedule*
Prepare list of stakeholder or interest groups for each park		
Parks concept plan list and schedule of meetings		
Contact local media		
Create and place banner		
Tag line		
Verify sign ordinances and limits on banners and signs in parks		

VII.
Meeting Notices

The letter and the postcard are provided for general content direction only. The letter may be on city letterhead or a more customized sheet used for the program. Staff may desire to add graphics or photographs to enliven the postcard.

A. Invitation Prototype

While staff may desire to personalize an invitation or be more deliberate about how the renewal program's "tag line" is used, the following is offered as a prototype for an invitation to a resident or park stakeholder for the park improvement meetings:

 <<<insert date>>>

Dear <<<name>>>,

During 2012, the Rosemount City Council approved a plan that would renew the city's Parks and Recreation system in parks across the city. This major investment in our Parks and Recreation system builds from a successful master planning process that took place in 2010. It also aligns with Imaging Rosemount 2025, a citizen-developed vision of what the Rosemount community will be as we move into the future.

With funding in place and a master plan to guide us, the Parks and Recreation Department is looking for guidance from residents and parks stakeholders as improvements are framed for the community's parks. We have scheduled meetings to consider improvements at <<<*insert park name*>>> for:

>   <<<*insert time, date, and place for meeting 1*>>>
>   <<<*insert time, date, and place for meeting 2*>>>

At the first meeting, Parks and Recreation staff and their consultants will present initial ideas for improvements in the park. You will be asked to help staff better understand any issues present at the park and to assess the viability of initial ideas. Using input from this meeting, our consultants will develop a concept plan that will be shared at the second meeting.

<<<insert park name>>> is a part of your neighborhood. We hope that you can take time out of your busy schedule to share your thoughts and ideas during both of these meetings. **Through this process we believe our community will become a more vibrant and attractive place to live and play.**

You can find more information about the Parks and Recreation Program on the city's website at _____ . On the city's home page, just click on the "Parks & Recreation Renewal Program" tab on the left side of the screen.

We look forward to seeing you at these meetings.

Sincerely,

<<<invitation from staff, Parks and Recreation Commission, mayor>>>

B. <u>Follow-Up Postcard Prototype</u>

A follow-up postcard might be sent two weeks in advance of the meeting as a reminder. Essentially the same information could be included:

We need your input!

The City of Rosemount will be making significant improvements to its Parks and Recreation system over the next three years. <<<*insert park name*>>> is scheduled for improvements soon and the first step is sharing ideas for improvements. Please plan to attend meetings to discuss **<<<insert park name>>>** scheduled for:

> <<<*insert time, date, and place for meeting 1*>>>
> <<<*insert time, date, and place for meeting 2*>>>

You can find more information about our parks improvements by checking the city's website. On the home page, click on the "Parks & Recreation Program" tab on the left side of the screen.

Your voice is important! We hope you can attend!

VIII.
Project Review Process

A. Idea Evaluation Phase (Idea Generation)

- Idea may come from commissioners, public, stakeholders, staff, etc.
- Idea proposal that includes: description of project, facilities affected, need, benefits, costs, funding sources, timeframe, permits, market study (if applicable/needed), permits needed, availability to the public

1. Baseline Evaluation by Staff
- Test idea against master plan goals and objectives and the decision principles
- Depending on the scope of the idea, decision can be made by staff or introduced to the Parks and Recreation Commission, Planning Commission, and/or City Council
- Decision Principles Checklist
    - o Is the action a priority?
    - o Will the action help build a great neighborhood?
    - o Will the action be a catalyst for private sector investment?
    - o Will the action encourage community gathering?
    - o Will the action build community awareness, advocacy, and passion for recreation and parks?
    - o Will the action advance outreach and communication to minority groups within Rosemount?
    - o Does the action inspire community pride?
    - o Does the action contribute to welcoming parks?
    - o Does the action create new recreation opportunities?
    - o Does the action increase awareness of Rosemount history and culture?
    - o Will the action improve pedestrian and bicycle mobility?
    - o Does the action reflect different needs for different neighborhoods?
    - o Does the action support a citywide system of recreational facilities and parks?
    - o Have all facility and partnership options been evaluate before deciding to add infrastructure or programs?
    - o Does the action serve an unmet need?
    - o Will the action be sustainable from year to year?

2. Recreation and Parks Commission / Planning Review
    •   Review focus if the idea has merit, how it relates to policies and broad based fiscal implications
    •   Depending on scope of the idea, decision can be made here or sent to the City Council

3. City Council Review
    •   Review focus if the idea has merit, how it relates to policies and broad based fiscal implications
    •   Council Action: authorize staff to proceed to planning phase or not

B. <u>Planning Phase</u>

1. Planning
    •   Concept refinement
    •   Preliminary plan
    •   Final plan
    •   Program timetable

2. Program Prioritization
    •   Project is prioritized based on policy decisions, public needs, and other initiatives

3. Funding Allocation
    •   Funding for all aspects of the program/project are approved and annual operations and maintenance and staffing costs are addressed
    •   Council Action: authorize funding

C. <u>Implementation Phase</u>

1. Implementation
    •   Construction documents
    •   Construction
    •   Program delivery
    •   Method for measuring success is defined

2. Operation of Facility for Programs
    •   Facility or program is now serving the public need
    •   Council Action: authorize development and operation, award contracts

IX.
Four Steps of Evaluation

A. <u>Level 1 - Resident Satisfaction (Reactions)</u>

While the meeting is being conducted, several stops for questions should be scheduled in the agenda. This will allow the residents time to clarify content or ask questions. It will also allow the facilitator/committee who is leading the committee to gauge the resident's satisfaction and adjust the meeting session as necessary. A survey should then be handed out at the end of a meeting, allowing residents to have input into the structure of the next meeting, ask questions they may not have been comfortable asking in a more formal setting and also helps the city track who attended a meeting (if personal information is asked for on the survey), so that the city can make sure to contact residents to attend additional meetings.

B. <u>Level 2 – Knowledge Transfer</u>

The goals of the meeting should be decided before the meeting begins. The goal/s should also be addressed at the beginning of a meeting, which will serve as a reminder to both residents and the meeting facilitators why they are there. This will then lead to the trainees applying this new knowledge to their individual job and to the company's overall mission. To measure knowledge transfer, it is suggested to send out an additional survey via email and mail to residents two weeks after a meeting takes place. This will help the city of Rosemount gauge if additional meetings are needed and if there are larger concerns within the community that may not have been observed during the initial meeting.

C. <u>Level 3 – Individual Performance</u>

Engagement meetings should help instill a sense of community and create a foundation of trust between the city of Rosemount and its' residents, no matter what issue is currently being addressed. This should produce tolerance for a diversity of ideas within the city of Rosemount, as well as increasing overall motivation for each resident to become more active and engaged in the city of Rosemount's issues and events. Part of this engagement process is for the resident to take individual responsibility for issues they are concerned about. To help a resident feel like they have an individual voice in the issue at hand, residents should be encouraged to contact the city council and/or the city manager at any point and those contacts should be tracked and reported annually. This way, if there are changes that are made due to multiple individuals taking the time to contact the city of Rosemount, then residents can see that their voice is being heard and an action has taken place.

D. <u>Level 4 – Process Performance (Results)</u>

After the conclusion of an engagement process, the city of Rosemount should be able to measure and communicate results and/or progress to the public. Accordingly, the most accurate assessment of engagement results/progress are as follows:
- Number of people participating in public engagement activities
- Number and diversity of organizations participating in planning efforts
- Number of individuals who participate in related discussions on the city's website, social media platforms, and online information-gathering sites
- Percentage of city staff and policymakers who participated in planning efforts
- Earned media related to planning efforts (and comparisons, as available)

X.
Measuring Progress

Routine evaluation of the park and recreation system is valuable, particularly when justifying requests for funds, facilities, staff time and volunteers. It is important that system benefits are communicated as it is likely that elected officials, the public and other decision makers do not have a thorough understanding of the magnitude of park and recreation users and the benefits of the system provides. Regular evaluations also have the potential for pinpointing which improvements would better serve system users and identifying benchmarks for excellence.

It is recommended that the existing evaluations be expanded to include more quantitative and qualitative data gathering to better illustrate the benefit of the system and its individual components. It is also recommended that the annual report be expanded as a marketing tool to summarize the system and its programs, as well as discuss its successes and challenges.

Comprehensive evaluations of park and recreation systems should include both quantitative and qualitative components. Quantitative methods, such as counts, are important to capturing the best information on park and recreation use. Counts are most beneficial in demonstrating the magnitude of usage. Qualitative tools, such as surveys, are relatively easy to conduct and are important in gauging satisfaction, trends, and need. However, surveys do not show the whole picture and must therefore be supplemented with qualitative data. The evaluation system should also include an analysis of the community's progress on its goals and implementation of its plans.

Quantitative Data

- Number of recreation activities and participants tracked through registrations
- Number of events, facility users and participants tracked through reservations, permitting and requests of associations
- Number of volunteer participants
- Number of people using parks, trails and other non-fee based facilities through the development of a user count program. This might be accomplished by counting cars in the parking lot, creating a neighborhood park count volunteer program, or installing new technology to count park or trail users

Qualitative Data

- Continue city-wide survey on a regular basis and evaluate trends over time
- Conduct satisfaction surveys of recreation activity participants
- Evaluate perceptions of safety in use of parks and trails
- Create evaluation for associations and other groups that regularly use facilities

- Interview park users to find out how they got there, why they came, how long they stayed, and the importance of the park's different attributes and facilities. If done regularly, this can be informative in terms of trends
- Conduct focus groups to gather information about park use habits and desires for future park system directions

Public engagement efforts can be evaluated through collection and analysis of qualitative data. The following table sets forth criteria for evaluating public engagement efforts from participants' perspectives, along with questions directed at gathering relevant data:

Types of criteria for evaluating engagement:	Questions for gathering data:
Participant satisfaction, measured through stakeholders' perceptions about what constitute good criteria for evaluating public engagement processes.	• Did you consider your participation in this process to be productive? • Was it a good use of your time, could you influence decisions? • Was this process fair? Even if the decision or outcome was not what you most wanted, was it reached in a transparent and appropriate way? • Were you able to participate in the ways that you expected to? • Was there transparent communication about how (and how much) you could influence the decisions? • Has there been follow through? Do you know if and how the decisions were implemented? Has there been additional communication about what to expect next? • Are you satisfied with the outcomes of these efforts? Why?
Impacts of participation on individuals, namely whether, what, and how they changed or learned through their engagement.	Suggested pre- and post- meeting survey questions include: • What brings you to participate in this process? What do you hope to accomplish? • What are your greatest concerns about local parks and recreation? • How well informed do you consider yourself to be about local parks and recreation?

Impacts of participation on groups, such as whether they discovered shared interests, discerned new ways of understanding the issue, or created new development options.

• What is your level of support (on a five-point scale from "strongly opposed" through "neutral" to "strongly in support") on the following development options: [a diverse range of 8-10 options such as "Do nothing and leave the parks as they are" or "Build a nature park"].

See question above regarding impacts of participation on individuals. In addition, in interviews ask:

• Did any novel or surprising proposals, plans, partnerships, or understandings of issues emerge from interacting in the group or interpreting stakeholders' input?
• Has this process altered relationships (for better or worse) among all or selected participants? If so, how? [This question could be asked in a survey of individual participants or assessed for the groups as a whole by a public manager sponsoring the effort, a facilitator, or an outside evaluator.

Quality of decision outcomes, such as whether the process produced well informed decisions that content area experts would support, or pragmatic recommendations that could be implemented.

These need to be developed specifically for the context, and then evaluated in conjunction with relevant content area experts.

Long-term results, such as whether the understandings or agreements reached are still in place, whether participants have sustained partnerships, or whether participation affected their response to subsequent engagement opportunities.

• Are you satisfied with the outcomes of these efforts? Why?
• Has your involvement in this process affected anything you have done subsequently? For example, have you been involved in meetings or advocacy about this or related issues?
• Was there anything about this experience that led you to respond this way?

Source (adapted from): Quick, K., Guillermo, N., and Saunoi-Sandgren, E. (2014). *Participants' Criteria for Evaluating Public Participation in Transportation Policy-Making.* Humphrey School of Public Affairs.

System Analysis

- Identify progress on marketing plan goals
- Identify improvements implemented based on individual park master plans
- Analyze whether demographic mix of park, trail, and program users is reflective of the city's demographic composition (age, income, race/ethnicity, etc.)
- Outline steps taken toward implementing system plan recommendations and priorities
- Evaluate ability to fund the desired system
- Summarize the amount of outside funding (partnerships, grants, etc.) secured
- Evaluate whether perceptions of safety have improved and compare to actual statistics of incidents
- Identify challenges and what step have been taken to address them

XI.
Appendices

Appendix A   Engagement Planning Worksheet

Appendix B   Community Engagement Assessment Tool

Appendix C   IAP2 Spectrum of Public Participation

Appendix D   IAP2's Five Steps for Public Participation Planning

Appendix A

Engagement Planning Worksheet

Engagement Planning Worksheet

1. Project Name and Objective(s) (What is the scope of the project and the goals of the project? *Briefly describe your project and what the project will accomplish. Include a timeline and any other process-related information that may affect engagement decisions. In your timeline, indicate opportunities to conduct mid-project evaluations of engagement efforts.)*

2. What is the purpose of engagement for your project? What engagement goals does your project hope to achieve?

3. Who will specifically be affected by your project (both the potential positive and negative impacts)? Specify how they will be affected. (*Examples include: cities, counties, neighborhoods, specific populations, businesses, schools, community groups, sports groups, PTA groups or age groups). Use data when available to identify populations affected.*)

If answer is, "I don't know":
- Ask, who would know?
- Who would have this information?
- Who are the influential people?
- Is there someone that is influential that's not on the list?

4. What groups will your project directly or indirectly affect and what, if any, regional issues will your project address? Describe specifically:
- What are the historical contexts and/or corporate knowledge of the project/issues?
- Have you worked with this constituency before?
- What did or did not work and why did it or did it not work?

5. What do you know about public and stakeholder perspectives on the issues involving this project? What are the stakeholders' interests/concerns? What information will they need? How can we otherwise address any concerns?

6. What specific outcomes are anticipated with this project? What decisions will be made with this project?
- Anticipated by whom?
- Can we engage the developer in a more communal way early on--get their buy in early?
- What is the relationship with the developer--is it contentious or cooperative?
- How can we most positively change the culture
- Is everyone expecting the same things? What are the expectations?

7. How can stakeholders be involved in the decision-making process?
- What is the range of options?

8. What is the public's perspective of the project? What degree of public influence is possible and likely?
- Who can influence any decisions or the direction of the project?

9. Are there specific opportunities with this project to promote inclusion, reduce disparities, or otherwise address equity concerns?
- Check with organizations/individuals with particular expertise?

10. Are there specific opportunities with this project to build leadership capacity in the community?
- Are there specific opportunities with this project to build community?

11. What resources will you need for engagement? What resources and responsibilities are needed to carry out the public involvement activities?
- Understanding what is happening in city and taking advantage of opportunities
- Accessing captive audiences
- What are potential barriers to participation/involvement?

12. What are the basic communications strategy for the project and the goals for the project?
- Is there an overall strategic plan used by the city for projects
- What are the outlets used by the city to communicate with residents
- What are the internal and external channels used
- Do they share communications with other entities, such as the school district, the business community, the Chamber of Commerce?

13. Will you be using contracted services for this project? Are there opportunities to support local or community-based professionals or organizations to do any work on this project?

14. As part of the planning process, staff will likely meet with external stakeholders to discuss goals for engagement. What stakeholders should be interviewed or met with?

15. What public involvement tools/activities are appropriate for the project?

16. What financial support is required and can be achieved? What is transaction cost during the participation process?

17. Describe the community's demographic, land-use and park/recreation profile, which can help identify conflicting interests and engagement strategies.

Appendix B

Community Engagement Assessment Tool

Community Engagement Assessment Tool

This model is intended to provide the city of Rosemount with a starting point for assessing whether its work is community engagement.

Answers in the LEFT-HAND COLUMN describe work that is not community engagement. These may be outreach, organizing, volunteering, service learning, or data-gathering activities. It is important to note that these are valuable activities, but they are not what is defined as community engagement. Relationships in organizations that fit these descriptions are often transactional - they are built to accomplish a goal that is short-term in nature. Decisions are often made and ideas generated by the organization rather than the community. The organization's structure is frequently designed to further its mission rather than to reflect and engage the community.

Answers in the RIGHT-HAND COLUMN, on the other hand, describe an organization that is authentically engaging the community, building power in people to change their lives and their communities. In addition to being community-driven, these processes and activities are built upon solid relationships and have the goals of developing long-term leadership. These organization's structures are designed to invite participation from the community and to build trust with community members. The engagement itself is considered an outcome (along with others) and it leads to better decision-making and a healthier community. It is far more than checking the community engagement box.

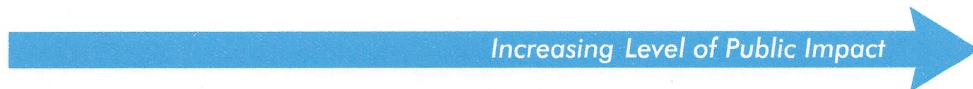| Question:	WHAT KIND OF RELATIONSHIP DO YOU HAVE WITH COMMUNITY MEMBERS?	
	Outreach	**Community Engagement**
Answer:	- Relationships are primarily TRANSACTIONAL, for the purpose of completing a project. - Relationships are often NOT INCLUSIVE of all racial or cultural groups in the community. - Relationships can be LIMITED to a few community members, often giving influence to those with the loudest voices. - Relationships are SHORT-TERM, so staff has to rebuild them as other projects or issues come up.	- Relationships are FOUNDATIONAL, continually built between and among people and groups. Staff/institutions continually build the relationships they need to know their community. - Relationships reflect the DIVERSITY within the community. - Relationships are built not just with current leaders, but also with people who have an interest and/or POTENTIAL TO BE LEADERS.

		● Relationships are transformational and LONG-TERM, so community leaders/members can engage in projects and issues as they come up.
Question:	**WHY ARE YOU ENGAGING PEOPLE?**	
	Outreach	**Community Engagement**
Answer:	● To accomplish a project or a SPECIFIC GOAL, defined by the organization. ● To SEEK BUY-IN OR APPROVAL of something the organization has already planned.	● To create space for people to CONNECT, RAISE CONCERNS, BUILD POWER, and ACT IN THEIR OWN INTERESTS. ● To CREATE SPACE for the community's assets to be recognized and utilized.
Question:	**WHAT ARE YOU GETTING PEOPLE INVOLVED IN? WHEN?**	
	Outreach	**Community Engagement**
Answer:	● Primary activities with community include FLYERING, SURVEYS, FOCUS GROUPS, WORKSHOPS, etc. ● Information is given or feedback is requested AFTER A PROJECT IS PLANNED.	● Primary activities with community include LISTENING SESSIONS, ONE-TO-ONE MEETINGS, CELEBRATIONS, LEADERSHIP DEVELOPMENT, COMMUNITY-BUILDING PROJECTS, etc. ● Planning is done WITH THE COMMUNITY from the beginning.
Question:	**HOW DO IDEAS GET GENERATED?**	
	Outreach	**Community Engagement**
Answer:	● STAFF/INSTITUTIONS GENERATE IDEAS they think the community will support. ● Staff/institutions generate SOLUTIONS TO A PROBLEM they have defined.	● Staff/institutions SUPPORT COMMUNITY MEMBERS in generating their own ideas. ● Staff/institutions engage in CONTINUAL SELF-REFLECTION to respond to and incorporate people's ideas, feedback, talents, and challenges into the work.

Question:	DO YOUR ORGANIZATIONAL STRUCTURES AND POLICIES SUPPORT ENGAGEMENT?	
	Outreach	**Community Engagement**
Answer:	- The organizational culture is primarily focused on OBTAINING SPECIFIC OUTCOMES. - Board and staff may NOT REPRESENT the community. - The organization ADHERES TO WAYS OF OPERATING that reflect the DOMINANT CULTURE, such as using Robert's Rules of Order for meetings, prioritizing staff to speak, etc. - Racism and other prejudices and power may not be discussed or may be DEALT WITH SUPERFICIALLY. - The organization adheres to ORGANIZATION-DRIVEN policies and structures.	- The organizational culture is focused on learning and it values EMERGENT AND LONG-TERM OUTCOMES. - Board and staff REFLECT the community. - The organization CREATES SPACE FOR DIFFERENT CULTURAL WAYS, such as offering cultural foods and social spaces/times, giving elders a special role, etc. - The organizational culture supports discussions to UNDERSTAND AND DISMANTLE structural racism and other prejudices, to help heal historical trauma and to claim individual and community power. - The organization demonstrates a willingness to revisit organizational policies and structures to RESPOND TO COMMUNITY NEEDS AND IDEAS.

Appendix C

IAP2 Spectrum of Public Participation

IAP2 Spectrum
of Public Participation

International Association
for Public Participation

Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	▪ Fact sheets ▪ Web sites ▪ Open houses	▪ Public comment ▪ Focus groups ▪ Surveys ▪ Public meetings	▪ Workshops ▪ Deliberative polling	▪ Citizen advisory committees ▪ Consensus-building ▪ Participatory decision-making	▪ Citizen juries ▪ Ballots ▪ Delegated decision

Appendix D

IAP2's Five Steps for Public Participation Planning

IAP2's Five Steps for Public Participation Planning

Step	Action	Tasks
1.	**Gain Internal Commitment**	**Activity 1:** Identify the decision maker(s)
		Activity 2: Profile sponsoring organization's approach to P2
		Activity 3: Clarify the scope of the decision
		Activity 4: Identify preliminary stakeholders and issues
		Activity 5: Assess sponsor's view of the IAP2 Spectrum level
2.	**Learn from the Public**	**Activity 1:** Understand how people perceive the decision
		Activity 2: Develop a comprehensive list of stakeholders
		Activity 3: Correlate stakeholders and issues
		Activity 4: Review/refine the scope of the decision
3.	**Select the Level of Participation**	**Activity 1:** Assess internal and external expectations
		Activity 2: Select level on the IAP2 Spectrum
		Activity 3: Assess "readiness" of sponsoring organization
4.	**Define the Decision Process and Participation Objectives**	**Activity 1:** Understand the existing decision process
		Activity 2: Set P2 objectives for each step in the process
		Activity 3: Compare decision process with P2 objectives
		Activity 4: Check to confirm objectives meet needs
5.	**Design the Public Participation Plan**	**Activity 1:** Determine plan format
		Activity 2: Integrate baseline data into plan format
		Activity 3: Identify the public participation techniques
		Activity 4: Identify support elements for implementation
		Activity 5: Plan for evaluation