

PEWGW Meeting #4

1st Floor Conference Room, 200 Ross Street

12 February 2019, 6-8pm



Agenda

- Welcome & Overview
- Strategy Draft Review (50 minutes)
- Meeting-In-A-Box Discussion (10 minutes)
- Strategy Roll Out (25 minutes)
- Survey of Process (15 minutes)
- Next Steps & Thank You!

Welcome & Overview

- **Thank you for your time and commitment to this process!**
- We hope to have you as partners in this process going forward into approval by the City Planning Commission
- We hope you'll continue to contribute/be involved as we go forward and you all can advocate for better public engagement across our various projects
 - Are there specific topics of interest to you? Please indicate at the end of the survey we'll share today.

Public Engagement Strategy

Draft Review



How We'll Review Today

- Hand out document
 - We will not review the Appendix today, but if you'd like to review it there are a few copies in the back of the room.
 - There is a blank page at the back of each copy of the Strategy. If you'd like to make comments and leave those for us, please use that page.
- Review each chapter and key components
- Between chapters, time for questions
- After today, please use the Google Survey to provide additional feedback (link provided at end of meeting).

Introduction



What is a Public Engagement Strategy?

- For DCP and other users who may be undertaking large-scale planning projects in Pittsburgh
- Sets expectations and best practices for residents, stakeholders, and staff engaging in long-range planning, and more specifically the Pittsburgh Comprehensive Plan
- ~~Standardizes~~ (improve, inform, add to) engagement efforts among City departments **to begin to define some common standards**
- Co-created by the City of Pittsburgh and approx. 40 residents through the Public Engagement Working Group, which met once per month for five months (Sept. 2018-Jan. 2019)

Why a Public Engagement Strategy?

- Authentic public engagement with clear expectations is key to the successful completion of the City's comprehensive planning activities, and other long-range planning
- Goals of Public Engagement Strategy:
 - To renew the approach to public engagement in the City's long-range planning process
 - To encourage and achieve active participation across a broad and diverse cross-section of the Pittsburgh community
 - To establish City-wide principles for public engagement across Departments and Authorities
 - To provide City staff with a diverse palette of tools and resources that they can easily employ as they undertake engagement efforts across the City
 - To set clear expectations among residents regarding public engagement efforts
 - To acknowledge local expertise, and to look to the expertise of our residents to inform the development of these standards

How was this tool developed?

- City planning staff, consultant (MonWin Consulting), Public Engagement Working Group (PEWG) + discussion with Mayor's Office and other City Departments
- PEWG Monthly meeting to co-create Strategy:
 1. Creating the principles
 2. Brainstorming guidelines (standards to achieve the principles)
 3. Examining engagement tools
 4. Review draft Strategy
- Final Strategy represents identified best practices, toolkit will continue to be adapted as new tools are recorded

When does the Public Engagement Strategy apply?

- All long-range planning projects managed by the City of Pittsburgh and its partners:
 - Comprehensive Planning activities
 - Neighborhood, Corridor, Art and Mobility/Transportation Plans
 - Major policy decisions and issues of significant public interest

Who will use the Public Engagement Strategy?

- Audience:
 - DCP Staff and those contracting with DCP
 - Other City Departments & Authorities
 - Community groups leading Neighborhood Plans
 - Residents leading independent planning programs
 - Stakeholders looking to understand City engagement protocols
- For practitioners: toolkit of techniques, resources throughout the City
- For residents: reference guide of best practices in engagement, tool so residents don't have to settle for the same approaches

How can Pittsburgh residents engage?

- Will vary depending on projects
- This document is a framework and starting point when beginning public engagements
- Provides manner for holding each other accountable to meaningful public engagement
- At the beginning of any large-scale planning effort, the project team shall consult this manual, refer to the toolkit, and ensure that proposed public engagement efforts are tailored to desired outcomes. Residents & stakeholders can look here to understand how those decisions are made.

Today's Review

- For each section there will be a list of questions that we would like you to consider as we are going through the draft.
- The questions will appear before the relevant material then again after the material has been presented.
- Once the questions appear for the second time we will open the floor for comments or questions.
- Keep in mind that the primary audience for the toolkit is city employees, community groups, and consultants looking to embark on long-range planning projects.

Principles & Guidelines



Things to Consider - Principles

- Are the principles clear in their intention?
- Do the principles accurately reflect the conversations that we have had over the last several months?
- Is there any specific language in any of the principles that you find to be problematic or that you think can be improved?

Principles

- Principles are a shared set of values, the foundation for good engagement
- Serve as an accountability measure to raise the bar for engagement
- **Principle 1:** Design engagement process to **maximize participation** of residents and stakeholders
- **Principle 2:** Value **human relationships with the community** to foster respect and increase engagement from representative community groups and residents
- **Principle 3:** Reconcile inequities to build a **foundation based on trust**
- **Principle 4:** Always place **equity and fairness at the core** of the process
- **Principle 5:** Build credibility through **transparency and open communication** to ensure legitimate process

Things to Consider - Principles

- Are the principles clear in their intention?
- Do the principles accurately reflect the conversations that we have had over the last several months?
- Is there any specific language in any of the principles that you find to be problematic?

Guidelines

- Guidelines are the tangible ways in which a public engagement process can reflect the principles
- They include **best practices** intended to improve the quality of participation and dialogue on planning projects

Things to Consider - Guidelines

- Do all of the listed guidelines seem relevant/appropriate for the principle they fall under?
- Are there any guidelines that you feel are missing or unnecessary?

Guidelines

PRINCIPLE 1: Design engagement process to **maximize participation** of residents and stakeholders.

- Guidelines:
 - 1.1 Do your research to understand the community and engage it before the process begins. Align resources throughout the process with community needs.
 - 1.2 Meet people where they are and understand that people come to processes at different levels of understanding and with different constraints. Be flexible in the location, time, and amount of education needed for projects, and allocate resources accordingly.
 - 1.3 Host meetings that are effective and purposeful. Ask intentional questions and establish the reason for the meeting and the opportunities for change.
 - 1.4 Let engagement be a creative, collaborative process that celebrates the uniqueness of communities and their residents. Try incorporating activities that are fun and make people happy, that make them want to participate.
 - 1.5 Respect the differing levels of time and effort that people are willing and able to participate. Provide options for people to participate in a simple and enjoyable way without major responsibilities, long-term commitments or protracted debates. Consider engagement ideas that build social connections & draw people to the engagement activity.
 - 1.6 Value participant's time by using appropriate engagement tools that makes sense to people- that are mutual and reciprocal in their approach.

Guidelines

- **PRINCIPLE 2:** Value **human relationships with the community** to foster respect and increase engagement from representative community groups and residents.
- Guidelines:
 - 2.1 Engage with trusted local partners who know the area, and can advise the Project Team on the best way to get people to participate. (Note: this is not always the most obvious organization)
 - 2.2 Build new and utilize existing networks for effective engagement. Be sure to consider less visible communities and networks.
 - 2.3 When reaching out to community organizations to fulfill engagement goals, make sure to identify specific individuals who can serve as resources to the group, and who can attend relevant informational meetings.
 - 2.4 Create a database that uses knowledge of other City departments so residents have a clear idea of who to contact to learn more about various topics.
 - 2.5 When available, refer to past dialogue that has happened on the same issue or project. Engage those participants accordingly.
 - 2.6 Engage community assets to proactively facilitate conversation that draw out community reflection on difficult topics.
 - 2.7 Co-facilitate meetings with community members and leaders.

Guidelines

- **PRINCIPLE 3: Reconcile inequities to build a foundation based on trust.**
- Guidelines:
 - 3.1 Recognize legacies of injustice and historic disenfranchisement, and the intentional decisions that led to those realities in our story.
 - 3.2 Listen with empathy and mindfulness.
 - 3.3 Build continuity in content by having clear ground rules and norms for public meetings.
 - 3.4 Demonstrate impact of input.
 - 3.5 Construct new guidance from past guidance, including existing plans, at the beginning of long-term planning processes.
 - 3.6 Commit to a process of community research through storytelling to learn about lived and past experiences and capture current community conversations.

Guidelines

PRINCIPLE 4: Always place **equity and fairness at the core** of the process.

- Guidelines:
 - 4.1 Trust and verify.
 - 4.2 Provide opportunities for two-way education that allows the community to be educated and informed throughout the process, and for City staff and project leaders to be educated and informed on the community reality.
 - 4.3 Develop a clear commitment to community members and stakeholders as part of engagement that identifies realistic expectations by acknowledging engagement limitations.
 - 4.4 Provide skilled, culturally competent facilitators, translators, interpreters, and representatives and offer other relevant training among engagement staffers and the public.
 - 4.5 Commit to a clear process of community ownership.

Guidelines

PRINCIPLE 5: Build credibility through **transparency and open communication** to ensure legitimate process.

- Guidelines:

- 5.1 State the purpose/goals of the process from the beginning, the steps you will undertake to get there, and how you will communicate with participants.
- 5.2 Communicate and document. Structure the process to include measurable data, then assess and score the data after each engagement and at the end of the entire process. Publish relevant documents & information in an easily accessible online format (meeting notes, presentations, staff & draft reports, upcoming events, and key contacts), and in common physical locations (libraries, public offices).
- 5.3 Advertise public meetings two weeks ahead of time when possible.
- 5.4 Support existing and upcoming leaders by providing structured leadership development opportunities throughout the engagement process.
- 5.5 Provide opportunities for people to get up to speed throughout, even if they weren't involved in the earlier part of the process. Find a way to onboard people to a project.
- 5.6 Show how community engagement influenced the outcomes of a project by demonstrating how feedback was included in policy and planning development, even when not directly applied.

Things to Consider - Guidelines

- Do all of the listed guidelines seem relevant/appropriate for the principle they fall under?
- Are there any guidelines that you feel are missing or unnecessary?

How to Develop a Public Engagement Plan



Lessons on Engagement: When to Start Thinking About Engagement

- From the beginning, build out a Public Engagement Plan
- The level of public engagement can range from keeping the public informed to involving the public's participation in the decision-making process. *The decision must be explained in the Public Engagement Plan.*
- Involving the public early and on the appropriate level helps create buy-in across the process and the final decision

Lessons on Engagement: Ongoing vs. One-Time Engagements

- Consider the duration of the engagement that is needed or appropriate the type and scope of the project
- Simple tools and policies (such as web pages requesting feedback) can create effective one-time, one-way avenues for feedback
- More complicated topics will requires ongoing engagements that are iterative and flexible

Lessons on Engagement: Building Positive Dialogue

You Inform Us	We Inform Each Other	We Inform You
Public → Project Team	Public ↔ Project Team	Public ← Project Team
You tell us what central issues are, what your vision is, etc.	We test ideas, brainstorm, and co-create vision statements.	We tell you about policy, resources, outcomes after some other form of engagement.

Things to Consider - Steps to Engagement

- Are there any steps that you feel are missing?
- Are there any steps that you feel are unnecessary or could be consolidated?
- Are there any sub-bullets that you think would be a better fit under a different step?

Steps to Engagement

Step 1. Prepare

- Begin to draft a Public Engagement Plan that fits the scope of your project.
- Identify who will make the formal decisions about the project, specific requirements for recommendations and public input, when formal decisions will be made, and what required activities must lead up to that point.
- Brainstorm a list of all the potential stakeholders--both internal and external--of your project (see “Public Impact” and “Level of Public Engagement” worksheets in Appendix).
- Determine which “public” is needed and how to engage them (ex. Create a website).
- Develop a timeline to achieve the remainder of the public engagement steps.

Steps to Engagement

Step 2. Notify

- Notify the public about the project and the Public Engagement Plan. Get the word out early, to as many affected members of the public as possible, that the Project Team is working on the issue or project.
- Describe the purpose and goals for the project.
- Remember to provide a minimum of two weeks' notice, ideally 21 days, for public engagement activities.
- Use materials in the index to notify the public (ex. Postcards, flyers, mailers, etc.)

Steps to Engagement

Step 3. Educate

- Determine the necessary materials and education needed to enable the public to participate in a meaningful way. Identify the earliest opportunity to begin this work and provide these resources.
- Educate the public about the project to allow them to build informed opinions about the project.
- Take time to clarify the decision-making process, the scope and impacts of the project, and the variables and alternatives to be considered.
- Use both printed materials, online alternatives, and public meetings to educate. Long staff reports may need to be summarized in an executive summary. Profession-specific language should be translated into simple terms.

Steps to Engagement

Step 4. Listen

- Gather public input and show the public that you are listening.
- Decide where to keep/record all of the public input.
- Determine how verbal input will be recorded.
- Consider what types of questions you will ask the public and how follow-up questions can reveal core concerns about possible solutions.
- Approach the public with willingness and openness.
- Show the public that you are listening by summarizing what you have heard, thanking them for their time, and reassuring them that they have been heard and that their input will be considered.

Steps to Engagement

Step 5. Follow Through

- By this stage, the Public Engagement Plan should be complete and should be made public.
- The next step is to carry out the Public Engagement Plan. Be sure to present the public input to the decision-makers.
- Document how the public input influenced your project.

Steps to Engagement

Step 6. Adapt

- Be flexible. During implementation of your public engagement plan, regularly assess whether goals and expectations related to public engagement are being met, and revise the plan as needed.
- During the project, consider gathering feedback from the public and your internal workgroup on how the process is going and whether it is meeting their expectations.
- After the project is complete, consider “debriefing” both internally and externally with discussions about how the public engagement for future projects can be improved.

Things to Consider - Steps to Engagement

- Are there any steps that you feel are missing?
- Are there any steps that you feel are unnecessary or could be consolidated?
- Are there any sub-bullets that you think would be a better fit under a different step?

Appendix



Things to Consider - Toolkit

- Are all of the tools listed under the appropriate category?
- Are there any tools that you think are missing from the toolkit?

Toolkit: Inform

	#	Tool	Description
Inform	1	Piggyback on Community Events	Host an information stand or session at community events to showcase plans or present designs.
	2	Open House	Engage stakeholders and confirm ideas, sometimes as a follow-up to more detailed engagements.
	3	Summits	Bring together a panel of experts from other areas to discuss relevant issues and stimulate dialogue.
	4	Website and/or Blog	Publish information and blogs including event descriptions, photos, comments from attendees, and future events.
	5	Newsletters	Inform and remind subscribers of relevant events, and offer follow-up opportunities.
	6	Social Media	Announce events and provide prompt feedback; attract new and hard to reach audiences using online tools.
	7	Advertising Products	Use tools like stickers and coasters to broadcast and remind of community events in a fun way.
	8	Office Hours / Coffee Hour	Set up shop near stakeholders to offer regular in-person updates and discussions.

Toolkit: Consult & Involve

Consult & Involve	9	Memoir Workshop	Learn about historical memories directly from residents through firsthand images and lived experiences.
	10	Community Walkshops	Create an interactive way for participants to share stories and identify challenges and opportunities.
	11	Problem Tree Analysis	Identify central problems, causes, influences, impacts, and how these problems relate to the project.
	12	Pop-Up Exercise	Use an idea comment poster, graffiti board, or picture tool to seek open-ended input and let comments be visible others.
	13	Community Mapping	Use maps as a geographic reference for comments about current situations and opportunities.
	14	Visual Preference Survey	Have participants vote, perhaps electronically, on images to get feedback on visual preferences.
	15	Focus Group	Assemble stakeholders based on interest topics to regularly provide feedback and shape the project.
	16	Collage Scenarios / Dot Activity	Groups prioritize ideas using icon or dot stickers on maps or images to suggest design options and preferences.
	17	Surveys	Conduct questionnaires in person or through online tools to gather additional feedback.
	18	One-on-One Meetings	Meet with residents individually or in small groups to facilitate more natural and informal conversation.
	19	Visioning Exercises	Work with residents to identify visions, goals and aspirations for a topic or geography relevant to a project.

Toolkit: Collaborate & Empower

Collaborate & Empower	20	Meeting-in-a-Box	Provide communities an accessible activity in a shoebox for them to facilitate independent meetings.
	21	Demonstration Projects	Use temporary installations and tactical urbanism to test ideas or demonstrate potential conditions.
	22	Charrette	Facilitate discussion and a series of hands-on working sessions in small groups about design proposals.
	23	Technical Advisory Group	Gather experts to collect information, conduct analyses and make recommendations to Action Teams.
	24	Facilitator/Advocacy Training	Offer trainings that empower and educate residents to participate in government planning processes.
	25	Stakeholder Mapping	Identify partnership opportunities and build more informed interviews and stakeholder outreach.
	26	Participatory Budget Making	Enable community members to work with government staff to make budget decisions democratically.
	27	Action Teams	Teams of experts, residents, and leaders discuss certain topics, provide ideas and identify implementers.

Things to Consider - Toolkit

- Are all of the tools listed under the appropriate category?
- Are there any tools that you think are missing from the toolkit?

Ongoing Questions

- How do we more explicitly incorporate ideas about equity into the worksheets in the appendix?
- Meeting-In-A-Box:
 - Did people enjoy the Meeting-In-A-Box and is this something that should be used for other engagement processes in the future?
- How do we show in the review of a Public Engagement Plan that the Principles have been fulfilled?

Strategy Roll Out

- What are the next steps?
 - **2.12.19** – Begin review of Public Engagement Strategy draft with Working Group and City staff
 - **Friday, March 8, 2019** – End of Working Group & City staff internal comment period
 - **TBA** – discussion with larger community
 - **TBA** – Presentation to Planning Commission for approval
- Seeking **broader input**:
 - What is a good way to do this? (i.e. big forum, small forum, online, etc.)
 - Are there any specific individuals, organizations or communities we should meet with?
- Are there certain **parts of the document** that require more input?

Survey of PEWG Process

- What was the best part about participating in the PEWG?
- Did this Working Group accomplish its goals?
- Are you satisfied with the Public Engagement Strategy draft?
- How do you feel your voice and opinions are reflected in the draft of the Public Engagement Strategy presented today?
- How would you like to be involved with the Department of City Planning and this project moving forward?

<https://goo.gl/forms/mdPx6LxrpsSBZiw23>

Next Steps: General

1. By March 1, 2019: Complete digital survey of Public Engagement Working Group process, and provide suggestions on how we should engage the public about the Strategy.
2. Give us comments by Friday, March 8th. Future drafts will be sent to the PEWG members with surveys for comment.
3. Once we determine the Public Engagement Plan for this Strategy, we will be reaching out again.
4. Working Group members can continue to use the Meeting-In-A-Box and use the included survey to tell us what their groups said.

THANK
YOU!!!



Additional Review Slides



Public Engagement Plan

- Document Components
- Public Participation Objectives

Things to Consider:

- Does the document provide enough information that you feel confident that you would be able to create a public participation plan that meets the principles outlined in the document?
- How feasible will it be to create a plan that meets the principles outlined in the document?
- Are the objectives clear?
- Do you disagree with any of the objectives?

Identifying Appropriate Engagement Tools

- Stakeholder and Issues Assessment Worksheet
- Assessing Public Impact
- Determining Level of Engagement
- Community Engagement Worksheet

Things to Consider:

- Is the purpose of these worksheets clear?
- Would these worksheets be helpful to you in determining what engagement tools would be most appropriate?
- Would you view completing these worksheets as burdensome?

Evaluation Worksheets

- Engagement Survey
- Demographic Survey
- Meeting Insight Form
- Event Summary
- Engagement Log

Things to Consider:

- Is the purpose of these forms clear?
- Is there other information that you would like to collect from participants through the survey?
- How likely are you to complete all of the form?

Sample Materials

- Project Timeline
- Project Website
- Comment Card
- Sign-In Sheet

Things to Consider:

- Do you find it helpful to have these sample materials included in the toolkit?
- Are there other sample materials that you find yourself using often (or not often) that would also be helpful to include in the toolkit?
- Have you used a different format for any of these materials that you thought was more useful?

Glossary

- Have any important definitions been omitted?
- Are there any definitions that you think should be edited?