Department of Community Planning & Economic Development
105 5th Avenue South, Room 200
Minneapolis, MN 55401

MEMORANDUM

TO: City Planning Commission, Committee of the Whole

FROM: Beth Elliott, Principal City Planner, (612) 673-2442

DATE: April 28, 2016

SUBJECT: *Minneapolis 2040* Draft Civic Engagement Plan

PROJECT DESCRIPTION

On April 1, 2016, the City Council directed CPED staff to commence the update the City's Comprehensive Plan. The City's Comprehensive Plan establishes a long-term vision for the growth and physical development of the city and acts as a policy framework to guide planning, zoning and development decisions. The update is expected to be in service to the values of growth and vitality, equity and racial justice, health and resilience, livability and connectedness, economic competitiveness, and good government with a focus on public and private investment in the built, natural, and economic environment.

Minneapolis 2040 is the public visioning process that leads to the update to the City's Comprehensive Plan. The civic engagement conducted during this effort will help to shape citywide policies and priorities, working toward a unified vision for Minneapolis in 2040. *Minneapolis 2040* will address such topics as land use, housing, jobs, transportation, parks and open spaces, public health, and water resource management.

CPED has created an interactive website with infographics, maps, engagement opportunities, and other resources. You can find it at www.minneapolis2040.com.

CPED Long Range Planning staff has led an internal process to develop a civic engagement plan for the Comprehensive Plan update. The engagement plan is based on the City's goals, our own engagement experiences, and best practices from across the country. The result is the attached Draft Civic Engagement Plan. It lays out an extensive engagement process focused on reaching out to key audiences that are traditionally underrepresented in civic life with technology, in-person interactions, large convening events, and creative engagement strategies.

Staff is currently seeking review and feedback on this draft of the engagement plan from the project's Steering Committee, from each Council Member, from the Minneapolis Neighborhood and Community Engagement Commission (NCEC), and from this body. Necessary revisions will be made to the document in preparation of a final iteration which will be presented to the Zoning & Planning Committee of the City Council on May 19th.

ATTACHMENTS

Minneapolis 2040 Mission and Values
Minneapolis 2040 FAQ
Engagement Roadmap
Draft Civic Engagement Plan

March 7, 2016

Minneapolis 2040

Mission Statement

Minneapolis 2040: An inspiring City growing in equity, health, and opportunity.

Comprehensive Plan Purpose

The update to the City's Comprehensive Plan will shape citywide policies and priorities, working toward a unified vision for Minneapolis in 2040. The Plan will address and plan for the city's role in regional systems. Planning comprehensively provides an opportunity to consider a broad range of topics relevant to our goals, and in service to our core values, with a focus on establishing a sound foundation for the regulation and guidance of public and private investment in the built, natural, and economic environment.

Comprehensive Plan Values

Every four years the City Council adopts its vision, values, goals, and strategic directions. The statements below reflect the Minneapolis Values identified as part of the 2014 City Goals process, adapted for the purposes of guiding the update to the comprehensive plan. City staff will take these into account during their work of proposing draft comprehensive plan policies, and will weave these themes consistently throughout the plan framework.

GROWTH AND VITALITY

Plan for more people, businesses, housing and jobs in the city, and accommodate growth in appropriate locations while enhancing community character.

LIVABILITY AND CONNECTEDNESS

Ensure that all neighborhoods in Minneapolis are safe, green, healthy and inviting, affordable, served by connected and accessible systems and amenities.

ECONOMIC COMPETITIVENESS

Strengthen economic competitiveness to fuel growth and economic sustainability, while supporting public and private sector innovation.

HEALTH AND RESILIENCE

Move beyond mitigation and begin building resiliency to climate changes and impacts, with sustainable social and environmental systems.

EQUITY AND RACIAL JUSTICE

Promote fair and just opportunities and outcomes for all people, and work to eliminate the gaps between white people and people of color.

GOOD GOVERNMENT

Develop and maintain a fiscally sustainable government that works for everyone, with fair and transparent public systems.

Frequently Asked Questions

WHAT IS MINNEAPOLIS 2040?

It is the public visioning process that leads to the update to the City's Comprehensive Plan. It will shape citywide policies and priorities, working toward a unified vision for Minneapolis in 2040. It establishes a long-term vision for the growth and physical development of the city and acts as a policy framework to guide planning, zoning and development decisions. Minneapolis 2040 will address such topics as land use, housing, jobs, transportation, parks and open spaces, public health, and water resource management.

HOW WILL THE CITY USE MINNEAPOLIS 2040?

Minneapolis 2040 will provide guidance to elected officials, City staff, developers and other businesses, neighborhood groups and other community stakeholders to ensure progress toward a common vision. The City of Minneapolis refers to the plan when:

- ✓ Designing and implementing a wide variety of City policies and programs;
- ✓ Developing and adopting neighborhood, small-area and citywide plans;
- ✓ Reviewing and approving project-specific site plans and land-use applications;
- ✓ Reviewing and approving public land-acquisition and disposition proposals;
- ✓ Planning and prioritizing capital improvement and infrastructure projects; and
- ✓ Determining priorities for public financing of projects and programs.

WHY IS THE CITY UPDATING ITS COMPREHENSIVE PLAN?

State law requires the City of Minneapolis to update its plan periodically. To meet regional planning requirements overseen by the Metropolitan Council, the City must complete an updated plan in 2018. The last major update was approved in 2009, although there have been amendments since then.

WHAT ARE THE COMPREHENSIVE PLAN VALUES?

On April 1, 2016, the City Council directed the update to the policies of the City's Comprehensive Plan to be in service to the values of growth and vitality, equity and racial justice, health and resilience, livability and connectedness, economic competitiveness, and good government with a focus on public and private investment in the built, natural, and economic environment.

HOW DO I GET INVOLVED?

1. Visit the plan's website at www.minneapolis2040.com:
    a. See engagement opportunities on the Events page
    b. Tell us how you want to be engaged by clicking on Contact Us or through the survey
    c. Sign up for email updates
    d. Share your own big ideas for Minneapolis in 2040 through the blog or survey
2. Follow us on Twitter @Mpls2040.
3. Call the Minneapolis 3-1-1 Assistance Line.
4. Do you want to host your own conversation? Visit the website to download "Meeting-in-a-Box".

HOW WILL MY VOICE BE HEARD AND MY FEEDBACK USED?

Every engagement activity will start with a summary of previous feedback and how this feedback has influenced the direction of the plan. The feedback received during each activity will be documented, analyzed, uploaded to the website, and shared with staff research teams. A report summarizing overall engagement activities and feedback will be available on the website at the end of each planning phase.

WHAT IS THE MINNEAPOLIS 2040 PROCESS?

A Steering Committee made up of elected officials and department heads will serve as stewards in advancing the qualitative goals of the City through the process. Research teams of internal City experts are the content engines and will be responsible for drafting policy language. Input gathered through the Civic Engagement process will inform major milestones of the Minneapolis 2040 planning process and how these formal committees draft the plan.

Phase I – Launch (January - April 2016)

- **Purpose**: Explore emerging ideas and trends, current conditions, and existing policy to begin to define the key directions for the plan.
- **Product**: A finalized structure for the overall planning process and initial identification of key themes and priorities for plan.
- **Your Voice**: During the Launch phase, we'll ask you how you would like to be engaged in the planning process and hear your big ideas for the future.

Phase II – Key Directions (May - October 2016)

- **Purpose:** Develop and refine key directions, providing the overall structure and outline for the plan.
- **Product:** An overview of key directions for each major policy topic, backed up by data and analysis and informed by community input.
- **Your Voice:** During the Key Directions phase, your input will inform key directions that will be outlined through a major public outreach effort in the fall of 2016 and made available for public comment.

Phase III – Proposed Policy Framework (November 2016 - September 2017)

- **Purpose:** Create draft City policy that is responsive to the key directions and comprehensive in scope.
- **Product:** A draft framework document covering policy topics and high level implementation steps for all major policy topics covered by the plan.
- **Your Voice:** As City staff begins to add detail to the major themes identified in the Key Directions phase, we'll be asking for your feedback on the draft policies.

Phase IV – Draft Policy Document (October 2017 - January 2018)

- **Purpose:** Further develop the elements developed in Phase III into a cohesive, comprehensive document, highlighting major themes and priorities.
- **Product:** Draft comprehensive plan document for review.
- **Your Voice:** During Phase IV, we'll ask for your feedback on how all of the draft policies fit together, with a focus on making sure the draft plan advances the comprehensive plan values of growth, equity, sustainability, livability, competitiveness, and good government.

Phase V – Formal Review (February - December 2018)

- **Purpose:** Provide for an extensive and thoughtful review process at all levels that informs the plan development
- **Product:** A final comprehensive plan for City and Metropolitan Council review and approval
- **Your Voice:** During the Formal Review phase, you will have an opportunity to comment on the complete plan – in person, online, or on paper – to inform the City Planning Commission and City Council's decision on final plan revision and adoption.

Minneapolis
City of Lakes

Minneapolis 2040
Engagement Roadmap

Minneapolis 2040 is the city's twenty-year Comprehensive Plan visioning process that will direct the logical and coordinated physical and economic development of the city into the future. The City of Minneapolis is required by the Metropolitan Council to update the Comprehensive Plan every ten years to meet State law and regional planning requirements. This update will be adopted in 2018 by the City Council.

WHY CIVIC ENGAGEMENT

Civic engagement is a means for all people to bring their thoughts and voices and share their own ideas, backgrounds, experiences, and expertise to collectively achieve a shared outcome. The *Minneapolis 2040* visioning process is an opportunity to promote quality of life in the Minneapolis community for residents, workers, and visitors in a manner that everyone can benefit from. The civic engagement process is the vehicle for policies that will help guide the creation of places and spaces for civic responsibility and determination to be enhanced. The Minneapolis community will assist in the creation of *Minneapolis 2040* and the final plan will reflect that participation.

ENGAGEMENT GOALS

Civic engagement in the Comprehensive Plan update will feature opportunities to participate in activities to gather information, interact in the process, and provide meaningful feedback. The City aims to achieve these outcomes:

Meaningful and Relevant Dialogue: The community feels that the dialogue is meaningful and relevant to their daily lives and the critical issues facing the City.

Inclusive Representation: The perspectives and participation of a broad range of community members are equitably represented in the plan.

Access to Information and Opportunities: The public has the information they need to participate in ways that are appropriate to their experiences and lifestyles.

Contributions Have Impact: The public feels their input has been thoughtfully considered and sees their contributions reflected in the plan.

Empowering Experience: Community leadership and capacity has been built through the process.

Effectively-Used Resources: Government resources are used wisely and effectively.

The Process is:

MEANINGFUL

RELEVANT

ACCESSIBLE

INCLUSIVE

EQUITABLE

The Community is:

REPRESENTED

INFORMED

HEARD

EMPOWERED

PLANNING PHASES AND CIVIC ENGAGEMENT

The planning process will have five phases:

1. **Launch:** Explore emerging ideas, trends, current conditions, and existing policies. Engagement will focus on asking the public how they would like to be engaged in the planning process and their big ideas for the future.
    - Primary engagement methods: Community Dialogues with cultural leaders, Community Connections Conference, Interactive website

2. **Key Directions**: Develop key directions for overall plan. Engagement will focus on what major themes the city should highlight in the plan and what the public wants the city to look like in 2040. Input on these topics will inform key directions that will be outlined at a large event.
    - Primary engagement methods: Meeting-in-a-Box, Street and Cultural Festivals, Creative Tools, Community Dialogues with cultural leaders, Key Directions meeting, Digital Workshop

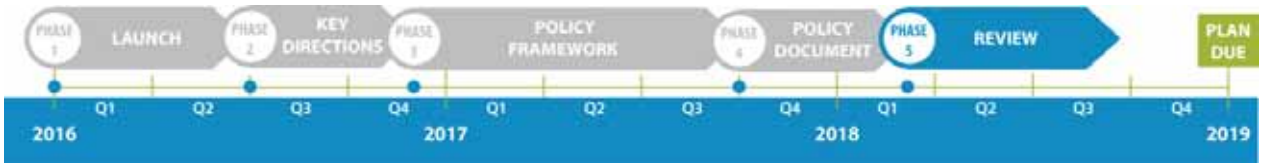
3. **Proposed Policy Framework:** Create draft policies from the key directions. Engagement will focus on

whether the public agrees with the plan's proposed major themes and if participants see themselves in the direction the plan is heading in. This input will provide detail to the major themes.

- Primary engagement methods: Community Dialogues, Community Liaisons, Augmented Reality, Creative Tools, Community Connections Conference, Tweet with a Planner, Third Place Pop-Up Galleries

4. **Draft Policy Document:** Further develop and prioritize the policy elements. Engagement will focus on how the plan's direction can improve the lives of residents, workers, and visitors. This input will assist planners and policymakers in creating an implementation strategy for *Minneapolis 2040.*
    - Primary engagement methods: Community Dialogues, Community Liaisons, Community and Digital Workshop, Street and Cultural Festivals, Creative Tools, Interactive Preferred Scenario/Trade-Off Explorer

5. **Formal Review:** Inform the final plan through a thoughtful review process. Engagement will focus on getting the word out about the plan and collecting broad input on the details of the draft plan.
    - Primary engagement methods: Community and Digital Workshop, Interactive Plan, Creative Tools, Community Liaisons



HOW DO YOU GET INVOLVED?

- Visit the *Minneapolis 2040* Events Calendar at the project website at www.minneapolis2040.com
- Sign up for email updates at *(add link when available).*
- Call the Minneapolis 3-1-1 Assistance Line.
- Host your own conversation through Meeting-in-a-Box *(add link when available)*.

HOW WILL YOUR VOICE HEARD AND YOUR FEEDBACK USED?

Every engagement activity will start with a summary of previous feedback and how this feedback has influenced the direction of the plan. The input received during each activity will be documented, analyzed, uploaded to the website, and shared broadly with the public. A report summarizing overall engagement activities and feedback will be available on the website at the end of each planning phase.

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Minneapolis 2040

Civic Engagement Plan

Minneapolis Department of Community Planning and Economic Development

April 1, 2016

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ACKNOWLEDGEMENTS

ELECTED OFFICIALS

Betsy Hodges, Mayor
Kevin Reich, Ward 1 Council Member
Cam Gordon, Ward 2 Council Member
Jacob Frey, Ward 3 Council Member
Barbara Johnson, Ward 4 Council Member
Blong Yang, Ward 5 Council Member
Abdi Warsame, Ward 6 Council Member
Lisa Goodman, Ward 7 Council Member
Elizabeth Glidden, Ward 8 Council Member
Alondra Cano, Ward 9 Council Member
Lisa Bender, Ward 10 Council Member
John Quincy, Ward 11 Council Member
Andrew Johnson, Ward 12 Council Member
Linea Palmisano, Ward 13 Council Member

CITY PLANNING COMMISSION

Council Member Lisa Bender
Matthew Brown
Rebecca Gagnon
Ryan Kronzer
Alissa Luepke-Pier
Nick Magrino
Sam Rockwell
John Slack
Amy Sweasy
Scott Vreeland

MINNEAPOLIS 2040 STEERING COMMITTEE

D. Craig Taylor, Community Planning and Economic Development Executive Director (Co-Chair)
Spencer Cronk, City Coordinator (Co-Chair)
Mayor Betsy Hodges
Council Member Lisa Bender, Zoning & Planning Committee Chair
Council Member Kevin Reich, Transportation & Public Works Committee Chair
Gretchen Musicant, Health Department Commissioner of Health
Steve Kotke, Public Works Director
Joy Stephens, Equity and Inclusion Manager

COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT CIVIC ENGAGEMENT TEAM

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Michelle Chavez, Neighborhood Support Specialist
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Chapter 1: Introduction: *Why* Civic Engagement matters

Minneapolis 2040 is the city's twenty-year Comprehensive Plan update. The comprehensive plan is an important citywide vision that will direct the logical and coordinated physical and economic development of Minneapolis into the future. The City of Minneapolis is required by the Metropolitan Council to update the Comprehensive Plan every ten years to meet State law and regional planning requirements. This update will be adopted in 2018 by the City Council.

On April 1, 2016, the City Council directed the Department of Community Planning and Economic Development to update the policies of the City's Comprehensive Plan in service to the values of growth and vitality, equity and racial justice, health and resilience, livability and connectedness, economic competitiveness, and good government with a focus on guiding public and private investment in the built, natural, and economic environment.

This engagement plan recognizes the complexity of engaging the Minneapolis community in a transparent and effective way to develop *Minneapolis 2040*. It contains goals to guide engagement, identifies creative methods for engaging key audiences, establishes a timeline and phases for activation, and presents an outline of how the City will incorporate feedback from the public and key audiences into the City's formal decision-making structure when the Mayor and Council are asked to approve the vision and the plan.

WHY CIVIC ENGAGEMENT

Civic engagement is a means for all people to bring their thoughts and voices to the plan. Civic engagement is a forum for these groups and individuals to share their ideas, backgrounds, priorities, experiences, and expertise to collectively achieve a shared vision and outcome. The development of *Minneapolis 2040* provides an opportunity for residents, workers, and visitors to promote quality of life in the Minneapolis community in a manner that everyone can benefit from. This engagement plan is the vehicle for conversations that will help guide the city's long range policy. The Minneapolis community will assist in the creation of *Minneapolis 2040* and the final plan will reflect that participation.

ENGAGEMENT GOALS

Civic engagement for *Minneapolis 2040* will feature opportunities to participate in activities to gather information, interact in the process, and provide meaningful feedback through both in-person interactions and hands-on technology. The engagement goals were created based on the *Core Principles of Community Engagement* which were adopted by City Council in 2007 (see them listed at the end of this chapter). The City aims to achieve these outcomes in our engagement process:

Meaningful and Relevant Dialogue: The community feels that the dialogue has been meaningful and relevant to their interests and daily lives.

Objectives:

- Focus all materials, activities, and tools on specific topics.
- Use key audiences' time efficiently and effectively.
- Connect topics to the work of the internal Staff Research Teams process of developing and updating City policies.
- Clearly define the expectations, goals and outcomes of every activity, especially in terms of how they relate to key audiences.

- Tell the story of how creating a vision of Minneapolis for the year 2040 connects to various key audiences.
- Follow-up by connecting people to resources.

The Process is:

MEANINGFUL

RELEVANT

ACCESSIBLE

INCLUSIVE

EQUITABLE

The Community is:

REPRESENTED

INFORMED

HEARD

EMPOWERED

Inclusive Representation: The perspectives and participation of a broad range of community members are equitably represented in the plan.

Objectives:

- Create a variety of options for key audiences to engage in the process.
- Share information through ethnic and community media venues.
- Market events, materials, and tools to different age groups.
- Meet people where they already gather and attend existing meetings.
- Facilitate discussions and develop materials with cultural sensitivity and eliminating biases in mind.
- Provide clear and comprehensive summaries of public input and share them through engagement activities, materials, and other tools.
- Create opportunities for different key audiences to understand each other's various perspectives.
- Share case studies of different demographic groups in the city.

Access to Information and Opportunities: The public has the information they need to participate in ways that are appropriate to their experiences and lifestyles.

Objectives:

- Provide translation of activities and materials in appropriate languages and for people who are visually and hearing impaired.
- Provide childcare and transportation when feasible.
- Ensure meetings, events, and tools are ADA and transit accessible.
- Test methods and tools to confirm they are understandable and accessible to people from a range of cultural backgrounds and with a range of abilities.
- Be concise and use plain language at events and in materials and tools.
- Make engagement more accessible through visual examples (diagrams, charts, photographs) and develop tools that are accessible to people with a variety of learning styles and on a variety of levels.
- Incorporate the City's standard language block into all public documents and information.

Contributions Have Impact: The public feels their input has been thoughtfully considered and sees their contributions reflected in the plan.

Objectives:

- Have face-to-face interactions.
- Report back on what we heard.
- Report back on how public input has influenced decisions that shape policies.

Empowering Experience: Community leadership and capacity has been built through the process.

Objectives:

- Build relationships with and between various communities through follow-up interactions.

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- Engage diverse key audiences in speaking at and facilitating meetings and activities.
- Encourage key audiences to tell the visioning process and Comprehensive Plan story.
- Engage key audiences in reporting back to their communities.

Effectively-Used Resources: Government resources are used wisely and effectively**.**

Objective:

- Use objectives, methods, and tools that make the most effective use of government resources.
- Develop methods than can be used in future planning processes beyond *Minneapolis 2040*.

Figure 1: City's Core Principles of Community Engagement

In 2007, the City Council approved these Core Principles of Community Engagement:

Right to be involved – Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

Contribution will be thoughtfully considered - Public participation includes the promise that the public's contribution will be thoughtfully considered.

Recognize the needs of all - Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.

Seek out involvement - Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

Participants design participation - Public participation seeks input from participants in designing how they participate.

Adequate information - Public participation provides participants with the information they need to participate in a meaningful way.

Known effect of participation - Public participation communicates to participants how their input affected the decision.

Chapter 2: Key Audiences: *Who* the City of Minneapolis would like to engage in developing a shared vision for the future

The City of Minneapolis local government intends to be as inclusive as possible in its civic engagement process and has identified key audiences that best meet the engagement goals and objectives of this plan. These are broad audience groups that will help focus engagement efforts to be as far-reaching as possible but may not represent all interested people.

THE GENERAL PUBLIC

The general public encompasses any residents, workers, and visitors of the city that do not identify with a particular group or organization. Outreach to this broad group may be accomplished where everyday life happens – at parks or transit stops, in the grocery store, in a shopping mall's parking lot, or walking down the street.

CULTURAL ORGANIZATIONS

Cultural organizations are agencies that represent people who share one or more unique characteristics, such as race, national origin, ethnicity, or religion. This includes organizations that assist immigrant populations in Minneapolis and other historically underserved populations. While not all people who share a cultural characteristic may be involved with a representative organization, official cultural organizations can be an effective stakeholder to assist in engaging their members in this visioning and planning process. Most of these interactions will occur where the participants generally gather, including at places of worship, organization offices, cultural fairs, or street festivals.

LIMITED-ENGLISH POPULATIONS

According to Minneapolis Public Schools, Minneapolis students speak more than 100 languages at home. Limited-English speakers of all ages will require additional services such as translation of materials and interpreters for discussions. The City of Minneapolis supplies non-English resources in Spanish, Somali, Oromo, Hmong, and Vietnamese. The diversity of languages in the City requires providing engagement opportunities where anyone can participate and have a voice.

HOMELESS POPULATION

People experience homelessness in many life circumstances whether it is in their youth, as families, on their own, or with a disability or illness, but all usually from a life-altering event. Housing costs are rising while wages remain stagnant and one unexpected financial burden can shift a person or family out of permanent housing. Members of this key audience can be reached through City/County initiatives such as Heading Home Hennepin, support services organizations, or places that provide emergency shelter or meals. This plan also envisions engaging this audience group through other creative methods.

ACCESSIBILITY POPULATION

According to a 2012 report from the US Census, one in five people have a disability in the United States. As with all levels of government, the City of Minneapolis local government is required to plan and implement the city's future in a manner that is consistent with the American with Disabilities Act, and it is one of the City's goals to create a city that everyone can experience safely and effectively. The accessibility population has representation

on appointed boards or committees within various levels of government that direct the public sector in providing funds and services to support people with cognitive or physical disabilities.

RESIDENTS

Residents, including homeowners and renters, have widely different perspectives on cost of living, housing conditions, and neighborhood amenities. Some residents can choose where they live while others have limited options due to limited means. Homeowners are more connected to their neighborhood groups and more likely to attend traditional community meetings than renters since renters have the flexibility to move more often, and therefore the civic engagement process will need to reach out to renters through non-traditional methods.

PUBLIC AGENCIES

The City of Minneapolis partners with other local, regional, and state governments such as Hennepin County, the Metropolitan Council, Metro Transit, the State of Minnesota, local watershed organizations, Minneapolis Park and Recreation Board, Minneapolis Public Schools, and other neighboring jurisdictions. They have a significant role to play in this engagement process because they support the implementation of City of Minneapolis plans and policies.

BUSINESS ASSOCIATIONS

The City of Minneapolis local government officially recognizes 34 business associations, including the Minneapolis Downtown Council. These organizations are geographically based around an intersection or corridor and act as organizing groups for the businesses within their defined areas. Many associations are connected into the City through business development grant programs.

Credit: City of Minneapolis

PROPERTY OWNERS

People who own homes or other properties encompass a wide breadth of interests depending on the type of use – residential, office, retail, industrial, mixed-use – and size of their sites. Large property owners likely have staff or representation through property management companies and therefore have potentially more flexibility to participate in engagement events. Residential property owners include owners of smaller units and duplexes up to large rental complexes and may be connected to the City government already through rental license programs. Industrial property owners are usually the owners of the on-site business and may not have direct lines of connection to the City government.

YOUTH AND FAMILIES

A plan for the city in 2040 is particularly relevant for youth and young families because they are most likely to be the city residents, employees, and visitors of the future. The civic engagement process will reach out to them through Minneapolis Public Schools, events hosted through the Minneapolis Park and Recreation Board, the Youth Coordinating Board, or at street festivals and neighborhood events.

SENIORS AND AGING POPULATION

Senior citizens may be Minneapolis residents, work full- or part-time in the city, or visit the city for cultural events or to see family and friends. Many senior residents are aging in place in homes where they raised their families, while others live in residential facilities that can take care of their daily needs. The population of seniors will continue growing with the aging of the Baby Boomer generation, so the voices and needs of seniors should be strong drivers in the engagement process. Customized outreach efforts may be required in locations where current or future seniors live or congregate.

NEIGHBORHOOD ORGANIZATIONS

Neighborhood organizations represent one or more neighborhoods within an established boundary. Most neighborhood groups are governed by a board and run by volunteers while some are able to fund full- or part-time staff. Staff and volunteers alike work to improve the quality of life in their geographic area through organizing community events, assisting Block Clubs in crime prevention, representing neighborhood interests in City processes, and implementing other localized priorities. City of Minneapolis staff will work through these formal organizations to get the word out about engagement opportunities as well as offer them tools to facilitate their own discussions.

DEVELOPERS & BROKERS

Developers invest in and develop properties. Brokers market them and serve as the bridge to ultimate users. Most Minneapolis developers have a specialty such as housing (rental, ownership, or affordable), industrial, commercial, or historic rehabilitation. Minneapolis developers tend to work in a sub-market of the city where they own a lot of property, have a market-tested development model, have a good relationship with neighborhood organizations, and/or understand the political climate. They will be interested in a vision for how and where the city grows and how that affects the growth of their own business. Brokers are highly attuned to market conditions and expectations, whether they are dealing with residential or commercial properties, for sale or lease. Their insights about what drives value, where demand is short of supply, and what contextual elements are key to achieving enduring value are important inputs.

POLICY ADVOCATES

Policy advocates work toward improvements on one particular topic or set of similar topics. These are often organizations and non-profits but can also be interested individuals. Examples of policy topics include, but are not limited to, affordable housing, multimodal transportation, resiliency, equity, employee wages, and public realm enhancements. Policy advocates may want to play an active role in the planning process but likely on their topic of choice rather than the plan as a whole.

MEDIA OUTLETS

The media will be a critical player in getting the word and images out about engagement activities and sharing the story of the Comprehensive Plan. Mainstream media will reach people who watch local news or read newspapers in print or online versions, but this only reaches a small segment of Minneapolis key audiences. Special attention should be paid to working with culturally-specific radio stations, social media venues, and community television.

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SOCIAL MEDIA

More and more Minneapolis residents are talking about planning issues in a digital format with an audience that furthers their perspectives, including elected officials. Many Minneapolis bloggers not only aim to create a venue for a discussion but also, like policy advocates, argue for a certain outcome on planning topics such as transportation, land use, and urban design.

COLLEGE STUDENTS

College students either attend school full-time or part-time around work and family obligations. There are seven colleges with a physical presence in Minneapolis - including the University of Minnesota – and many of these higher-education facilities also house students on campus or near campus. College students' class schedules can occur at all times of the day and evening and sometimes on the weekend which should be a consideration in outreach efforts. They are also more likely to rent and ride transit. Attending already organized events on or near campuses – such as the Open Streets event on University Avenue – may be an effective outreach effort.

Credit: Minnesota Public Radio

INSTITUTIONS

Institutions can be colleges and universities, hospitals, theaters, and other organizations with physical property assets that connect in a campus-like configuration. Institutions perform a certain function as a destination for customers or students which in turn require them to be physically recognizable through branding or signage. As destinations, institutions also need to be accessible by transit, biking, walking, and driving. Institutional partners may be interested in engaging through an interactive website and small group discussions.

SMALL BUSINESS OWNERS

Small business owners include people running bricks-and-mortar businesses or entrepreneurs working from home or a co-working location. Those who own a physical business may be connected to a local business association that represents their interests. Those who work independently, without a physical storefront, likely have different goals and opinions on the city's future and may choose to get involved during off-hours through an interactive website.

TOURISTS AND VISITORS

Tourists and visitors live in other parts of the Twin Cities, Greater Minnesota, other parts of the country, or internationally. People visiting with an organized convention may hold some shared interest with others in attendance and can be engaged through the Convention Center or Meet Minneapolis. Minneapolis is also a draw for its cultural scene – theaters, art shows, and cultural festivals. As the largest city in Minnesota, Minneapolis experiences tourism through travel. Visitors who live within the region and attend either conventions or cultural events can be reached through those respective venues. Others may be accessible through local hotels or street intercepts in Downtown or other tourist areas.

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CITY BOARDS AND COMMISSIONS

The City of Minneapolis has numerous Boards and Commissions that will play varying roles in the engagement process. A list of relevant City Boards and Commissions can be found in Appendix A. Boards and Commissions may be invited to have a seat on a related Task Force or to assist that Task Force on its technical team. The City has a few development-related Boards and Commissions that will have a stronger role throughout the planning process. These Boards and Commissions have members who are appointed to assist in creating policy affecting the built environment and regulating properties through the zoning and preservation ordinances.

Credit: Minneapolis Neighborhood and Community Relations

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Chapter 3: Phases of the Visioning Process: *When* the public and key audiences can participate in the flow of the conversation

The visioning process has five phases that are tied to the Staff Research Teams goals and methods of civic engagement, including gathering public and community feedback on various ideas and proposals that come to the surface throughout the unfolding process of the project. The five phases are

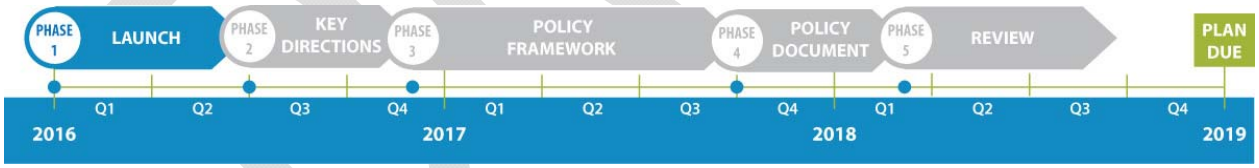
1. Launch
2. Key Directions
3. Proposed Policy Framework
4. Draft Policy Document
5. Formal Review

The City anticipates this process will be dynamic and that participants and City of Minneapolis staff and elected officials will continually be learning, interacting, and engaging in feedback opportunities. Beyond an extensive effort to engage the plan's identified key audiences in meaningful dialogue on the direction of the city, we will also be garnering input from the Steering Committee, the City Planning Commission, relevant Boards and Commissions, the City Council, and the Mayor.

ENGAGEMENT PHASE #1 – LAUNCH (JANUARY-APRIL 2016)

The first phase of the project focuses on building awareness of *Minneapolis 2040* with an exploration of emerging ideas and trends, current conditions, and existing policies. The public will have fun and interactive opportunities to learn from experts, experiment with an interactive website, and express their thoughts on big ideas for the future of Minneapolis. The public feedback received during this phase of work will influence the key themes, directions, and priorities that will be set by the Staff Research Teams.

Figure 2: Phase 1 Timeline



Preparation

In preparation for each phase of engagement, City of Minneapolis staff will work with key audiences and the Staff Research Teams to identify critical questions. At the beginning of the process, we will be asking participants how they want to be involved, what their existing priorities and initiatives are about, and what their big ideas are for the city in the future.

Credit: Minneapolis Neighborhood and Community Relations

City of Minneapolis staff will participate in a series of Community Dialogues with leaders

from various cultural organizations. These conversations will be an opportunity to learn how to engage the organizations' membership in an inclusive and meaningful way. The Community Dialogues will also serve as an initial assessment and baseline for understanding for how to get the word out about engagement activities and to build awareness of the upcoming work. The Community Dialogues will take place over the course of a number of days prior to the plan's kick-off and be repeated in each phase of the planning process.

This is also a period of time where City staff will be setting up a project website and social media, creating communications and artist-designed infographics, designing the methods that will likely be the most useful during the Launch, and creating effective documentation techniques. The newly-formed Staff Research Teams will be getting up to speed on existing conditions related to their policy topics and finalizing their big ideas sessions for the Community Connections Conference, preparing to begin their work.

Activation

Minneapolis 2040 will be kicked off at the April 2016 Community Connections Conference (www.minneapolismn.gov/ncr/CommunityConnectionsConference). The conference theme is *Big Ideas: Your Minneapolis*. Communications material and social media tools developed for and around the conference will aim to encourage a broad range of key audiences to participate in the conference. As a major topic at the conference, the *Minneapolis 2040* sessions will inform participants about the existing Comprehensive Plan and the process for updating it, generate dialogue and interaction on big ideas for the city (such as the comprehensive plan values identified in Chapter 1 of this engagement plan), develop our audiences by building up the mailing list and website/media awareness, and provide opportunities for input on future engagement.

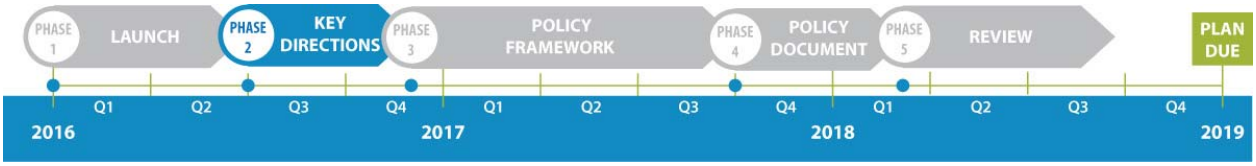
In this phase, the *Minneapolis 2040* website will be launched to serve as a resource to inform the public about the purpose of the plan and engagement opportunities. It will include background for people with a high level of interest (links to previous plans, the Local Planning Handbook, *Thrive 2040*, statutory language, information on existing conditions, interactive maps related to established comprehensive plan values, etc.) as well as interactive and engaging content and colorful infographics for those who are more interested in overview information.

At the end of each engagement phase, City staff will summarize and synthesize the engagement tools used, information about the participants, lessons learned, and the input collected into an Engagement Summary that will be available on the Minneapolis 2040 website. During the Launch phase, staff will attend a meeting of the Neighborhood and Community Engagement Commission (NCEC) to provide an introduction to the engagement process and seek initial comment on how to best analyze community input.

ENGAGEMENT PHASE #2 – KEY DIRECTIONS (MAY-OCTOBER 2016)

In the Key Directions phase, the Staff Research Teams will have begun the work of analyzing existing policy - assessing trends, background, and priority issues related to their topic. Additionally, they will have the benefit of the public's input on "big ideas" gathered from the Launch. From their initial policy research and consideration of public input, they will develop a list of key directions for their policy topic. A large event called "Key Directions" will be the culmination of this phase. Planners and Staff Research Team members will share the recommended key directions in a large public forum for discussion and comment. Staff Research Teams will then have the chance to further shape the key directions in light of engagement outcomes.

Figure 3: Phase 2 Timeline



Preparation

To set the stage for this phase, the Staff Research Teams will identify topics for the community to address in preparation for crafting their topical priorities. City staff will likely not be able to conduct in-person engagement on every topic but will instead focus on issues with a lack of existing policy direction or new trends for the future. The website will be a helpful tool in broadening the conversation for items of interest.

Credit: City of Minneapolis Lyndale Open Streets 2015

Engagement methods such as Meeting-in-a-Box and Street Festivals mobile engagement will be developed (see Chapter 4). We will use the feedback received during the Community Dialogues in the Launch phase to design engagement methods for limited-English communities. The website will also become fully interactive with multiple entry points for people to engage. Accessible and brief policy summaries submitted by the Staff Research Teams will be presented in written form and graphically on the website with opportunities for quick and easy feedback by the public

Activation

This engagement phase will begin in May 2016 and continue until October 2016 when the Key Directions meeting will be held. The main questions that participants will consider during this phase are: what do you think about the key directions that have been identified? Do they seem to reflect the city's needs for the future? What do you anticipate your interests and priorities to be in 2040? Is anything missing from the identified key directions? City staff and stakeholers will also begin to discuss what resources are needed for the city government to achieve the directions outlined by the Staff Research Teams. While the subject matter will still be high level during this phase, staff will need to initiate conversations about what role government has to influence potential recommended outcomes.

Analysis

At the end of each engagement phase, City staff will summarize and synthesize the engagement tools used, information about the participants, lessons learned, and the input collected into an Engagement Summary that will be available on the project website. A major component of the analysis in this phase will include an evaluation of participants thus far. This will be accomplished through a review of engagement results up to that point and a log of in-person interactions. Staff will revisit NCEC to discuss how to most effectively analyze the data from the engagement process, including data on how effectively we have been reaching the key audiences. This can be a more in-depth conversation with more robust data points than in the first phase. Staff will specifically get advice on how to code community input and analyze the feedback received throughout the full planning process.

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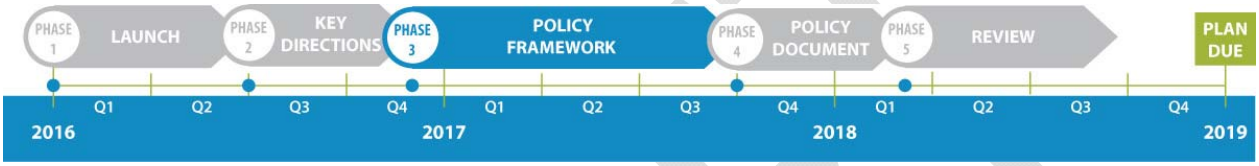
The analysis will focus on the top themes to arise from the public and how it influenced the key directions proposed by the Staff Research Teams.

ENGAGEMENT PHASE #3 – PROPOSED POLICY FRAMEWORK (NOVEMBER 2016-SEPTEMBER 2017)

This phase of the planning process is the longest and when substantive conversations will need to occur in order to draft policy language that is responsive to the key directions, as well as comprehensive in scope. Planning staff will ensure that all policy areas subject to either regional or state requirements are being addressed in policy development. This phase of the process will be one of the most interactive, so planning staff, Research Team members, and the public can engage in meaningful discussions that will provide better context and detail to the proposed policy framework.

Figure 4: Phase 3 Timeline



Preparation

Planning staff will set the stage for debates on topics such as the land use growth strategy, modal priorities, and environmental resiliency. They will work with Staff Research Teams and the Steering Committee to frame critical questions for public engagement based on priorities identified in the previous phase. The feedback received from key audiences during the first two phases will provide critical detail to each of the key directions and contribute to prioritization of proposed policies.

Many of the web tools will be in use during this phase of engagement. Draft documents will be available for review and comment in an interactive form. The website will feature a "trade-off explorer" allowing users to interact with the proposed growth scenarios. It will also include an interactive map to enable exploration and comment on the draft future land use and other policy areas.

Preparation will also be needed for another large public meeting, identification of Community Liaisons, establishment of Third Place Pop-Up Galleries, and a rollout of technology methods that will assist participants in making choices, such as Augmented Reality and 20 Years From Now (see Chapter 4).

Activation

Planners and Staff Research Team members will play a strong role in interacting with community members, experts, the Steering Committee, and with each other during this phase as the policy framework is developed. Planners will also craft implementation strategies for realizing those policies across the City enterprise.

Broad engagement questions used during this phase may ask participants to comment on the detail developing around the key directions and if they see themselves or their constituency group reflected in it. Specific topics will include options for land use growth strategies. Creative engagement tools will assist the audiences in interacting with each other and city staff as well as shaping policy conversations into something tangible and valuable to a participant's daily life.

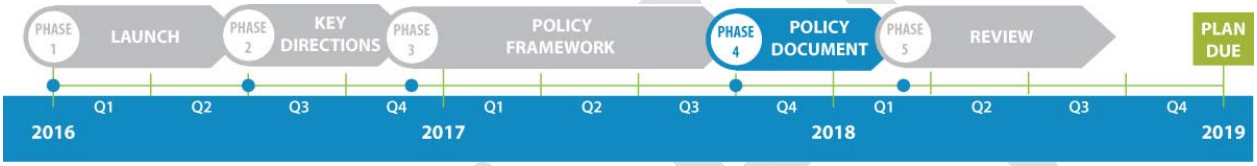
Analysis

At the end of each engagement phase, City staff will summarize and synthesize the engagement tools used, information about the participants, lessons learned, and the input collected into an Engagement Summary that will be available on the project website. The analysis will focus on identifying community priorities for realizing the key directions, including a preferred scenario for accommodating population, household, and job growth in Minneapolis by 2040. The analysis will be provided to the Staff Research Teams and policymakers.

ENGAGEMENT PHASE #4 - DRAFT POLICY DOCUMENT (OCTOBER 2017-JANUARY 2018)

The detailed key directions and policies from Phase 3 will be developed into a cohesive, comprehensive document, highlighting major themes and priorities. As the final phase of engagement prior to formal review of the completed draft plan, participants in engagement will be contributing to aspects of the key directions by providing input on implementation priorities.

Figure 5: Phase 4 Timeline



Preparation

While there will be some new website tools, this phase will generally employ the same in-person convening methods from the previous phase, providing an opportunity to evaluate the effectiveness of these methods and make improvements to increase the ability of participants to provide feedback and influence the final draft plan document.

Activation

Planners and Staff Research Teams will again play a strong role in interacting with community members, the Steering Committee, and experts during this phase. City staff will engage participants on the details supporting the major policy directions and on the steps needed to implement the plan. Staff will ask participants if the plan's direction can be applied to their daily lives now and how it will improve their lives into the future. These questions will again get to how the plan details get implemented on the ground.

Draft documents will be available for review and comment in interactive form. "Trade-off explorer" and the interactive map of proposed land use and policy changes will continue to allow users to interact with the proposed growth scenarios and comment on the draft future land use map and other policy areas.

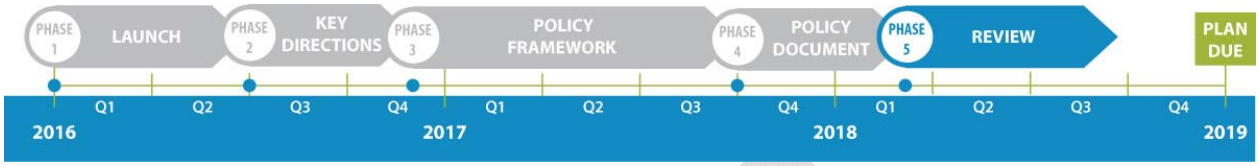
Analysis

At the end of each engagement phase, City staff will summarize and synthesize the engagement tools used, information on participants, lessons learned, and the input collected into an Engagement Summary that will be available on the project website. The analysis in this phase will determine if stakeholders support the direction the plan is laying out for Minneapolis by 2040. Not everyone will agree on the direction but we want to determine if a general consensus exists among the key audiences with the proposed direction of the plan. The input will assist City staff in determining the details of the plan's recommendations.

ENGAGEMENT PHASE #5 – FORMAL REVIEW (FEBRUARY-DECEMBER 2018)

This phase of engagement needs to be far-reaching as it is the last phase prior to plan adoption for the public to influence the details of the plan. A key focus will be getting the word out about the comment period and providing the tools for that feedback.

Figure 6: Phase 5 Timeline



Preparation

City staff will have finalized the drafting of *Minneapolis 2040* based on the work completed by the Staff Research Teams and input from the public, the Steering Committee, the City Planning Commission, relevant Boards and Commissions, the City Council, and the Mayor. When the draft is complete, it will be made available on the project website and at public libraries in the city for public comment. Comments will be collected in written form, online, and by email.

It will be important for the plan document to be available in formats that comply with ADA standards and can be viewed by limited-English communities.

Activation

The most crucial elements of this phase will be a broad range of communication tools as well as notifications to everyone who has participated in the process to date. We will adjust any communications tools to reflect the content of the plan and opportunities for comment and deploy it as broadly as possible.

During this final phase of engagement, the website will present the draft document both in the static form for submittal to the Met Council as well as in an easily-accessible and interactive form for engaging on high-level policy themes. Staff will design feedback mechanisms to be meaningful and easy to use for the public and organized in a manner in which staff can absorb it all.

Analysis

As with the other engagement phases, City staff will summarize and synthesize the engagement tools used, information about the participants, lessons learned, and the input collected into an Engagement Summary that will be available on the project website. This synthesis will be the basis of revisions to the final version of *Minneapolis 2040* that will be approved by the City Council.

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Chapter 4: Methods of Engagement: *How* we would like to engage the public and key audiences

The goals and objectives identified in the beginning of this plan are the primary touchstones for which engagement methods will be the most effective to achieve a plan that has buy-in and support from the community. The City of Minneapolis hopes all of the identified engagement methods offer opportunities for meaningful and relevant dialogue, are inclusive, provide participants with access to information and opportunities, participants can see how their contributions have impact, participants have an empowering experience, and City of Minneapolis resources are effectively used.

HOW TO GET INVOLVED IN THE CONVERSATION

The engagement methods that will be used in the *Minneapolis 2040* planning process have been designed to encourage participation in a variety of ways. Participants will have an opportunity to attend large events if that is of interest to them, engage in the conversation when attending neighborhood or cultural activities, facilitate their own conversation with friends and neighbors, or learn and interact through the use of technology. Engaging should be fun, easy, and efficient. The plan's website – www.minneapolis2040.com – will be a valuable resource with future engagement opportunities listed in the Events Calendar and summaries of past events.

CRITERIA FOR ENGAGEMENT METHODS

Outlined below are opportunities for the public to be a partner in this planning process through in-person convening activities and online tools. The listed engagement methods were developed initially by staff brainstorming sessions and then prioritized from a list of around fifty methods to about the twenty-five most versatile methods (see Appendix D – Additional Engagement Options). Additional input and advice was offered by the Steering Committee. City staff may refer back to methods in the appendix in unforeseen opportunities, and participants will also be asked early in the engagement process how they would like to engage. The prioritized list of methods is based on these criteria:

1. Is the method consistent with the engagement plan's goals and objectives?
2. Can the method be used during multiple phases of the planning process?
3. Does the method inform, create interaction, elicit feedback, or accomplish more than one of these?
4. Could the method be used in more than one of the following:
    a. Large convenings
    b. In-person interactions
    c. Mobile engagement
    d. Technology-based interface
    e. Artist-led activities
5. Is the method expedient in terms of use of staff time and resources?

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INFORMING, INTERACTION, AND FEEDBACK

A priority of the engagement process is for every activity to have opportunities for participants to learn, interact with City staff and other participants, and provide input on key questions. The majority of engagement methods used throughout this process will accomplish at least one of these approaches.

1. Informing: Staff will update the community on the planning process and create access to resources. It is particularly important to inform key audiences on the various topics early in the timeline so there can be more meaningful discussion and feedback once policy topics start to get prioritized.

2. Interaction: This is an exchange of ideas between the City and the community. Many engagement methods create a forum for participants to interact with each other while also learning from different experiences and perspectives. The best time for interaction will be in the middle of the process.

3. Feedback: Community members will share their thoughts and ideas with the City. Feedback loops will be used throughout the entire planning process but will be critical once a draft document has been written.

STRUCTURED VERSUS INFORMAL ENGAGEMENT

Each phase of engagement will have both structured methods of engagement as well as opportunities for informal interactions. The structured components will be widely advertised. The informal interactions will be available on the Events page of the project website. Both structured and informal methods will focus widely on the general public and key audiences alike. Special attention will be paid to populations that are traditionally underrepresented in City processes by meeting people where they naturally gather, such as at community festivals, events, or existing engagement meetings. Each time a new phase of the visioning process occurs, the City will:

1. Prepare information on the engagement phase in an FAQ
2. Distribute a press release
3. Upload engagement methods on the website (e.g. survey)
4. Deploy a large community event
    a. Book same location(s) during each phase
    b. Send out email and social media blast advertising events
    c. Prepare presentation
    d. Outline and implement feedback tools
    e. Document feedback
5. Host a City Council Study Session
6. Present to the Planning Commission Committee of the Whole (CPC COW)
7. Deploy informal outreach using in-person convening and technology methods
8. Collect and analyze the input received
9. Publish engagement summary

Informal engagement methods will be activated as appropriate for each phase when opportunities arise and upon request – such as cultural and street festivals – and be customized based on the event, population, and available resources.

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PRIORITIZED ENGAGEMENT METHODS

The methods of engagement for this process are described below in two categories: In-person convenings and technology. Staff will prepare each to deploy at the most effective time in the process and create the best ways to document input from the public.

In-Person Convenings

In-person convenings encompass any activities where staff, community members, and other interested key audiences meet face-to-face. These may be large events such as conferences, small group workshops and discussions, or one-on-one conversations. Many people will not or cannot attend large evening meetings but still want an opportunity to have dialogues and provide feedback into *Minneapolis 2040*. This process includes a variety of in-person convenings in order to reach as many diverse key audiences as possible.

Community Dialogues: Community Dialogues are facilitated conversations, supported by the Department of Neighborhood and Community Relations, between City departments and cultural communities as well as other under-represented groups (people with disabilities, renters, etc.) The dialogues take City staff outside City buildings to meet with various community leaders in many of Minneapolis' significant cultural and community-based locations. Immersive and experiential-learning based, they create an atmosphere for authentic dialogue by meeting community leaders where the community is to learn about each community's initiatives and concerns. Community Planning and Economic Development (CPED) staff will participate in customized conversations related to the *Minneapolis 2040* process to better understand under-represented and cultural communities' awareness of the Comprehensive Plan, its relevance to them, priority issues, and the methods they use to engage their own communities. The desired results are to improve engagement with cultural and other under-represented communities, increase diverse participation in the Community Connections Conference, provide feedback to City staff on effective engagement methods, give input on priorities participants think should be part of the comprehensive planning process, and identify community liaisons that may help organize participation in future engagement phases.

Credit: Minneapolis Neighborhood and Community Relations

Community Connections Conference: Community Connections is an annual conference hosted by the City of Minneapolis each spring to bring together neighborhood organizations, cultural communities, nonprofits, City departments, and residents over a particular theme of interest. The 2016 conference will be the official kickoff to *Minneapolis 2040*. The 2017 conference will also be an opportunity to design session topics around the Comprehensive Plan. Workshops at the 2016 conference that cater to the plan's policy sections (Comprehensive Plan values) such as Growth, Equity, Sustainability, Livability, Competitiveness, and Good Government will be hosted by City staff.

Community Workshops: Community meetings or workshops will be held when appropriate and designed to be as inclusive as possible. This can particularly be done by holding them in accessible locations, offering refreshments, creating family-friendly activities, and designing the content to be relevant to participants' daily lives. They will likely include short presentations, informative displays, small group discussions, and multiple opportunities to provide feedback.

Conference Presentations/Speaking Engagements: Each phase of engagement is an opportunity to interact with professional associations, institutions, and others where there may be large crowds of people who may not have been involved yet in *Minneapolis 2040*. It is an opportunity to present successes and challenges identified through the engagement process or by staff experts. This could garner excitement for the process and bring more people into the fold. A standard Microsoft PowerPoint will be created for this activity to be used by multiple staff.

Key Directions: A Key Directions meeting in the second phase of the planning process will highlight discoveries from the Launch phase and possible policy directions. The meeting will feature interactive stations to gather key audiences' ideas about the important issues and questions regarding the City's future.

Limited-English Communities Outreach: This method will be customized based on input received during the Community Dialogues and from NCR cultural community specialists for African American, Latino, East African, Southeast Asian, and Native American communities. This input will be used to understand issues that each cultural community faces and resources they need such as translated surveys, focus groups, and interpreters. Engagement of limited-English communities will most likely involve attending existing events and gatherings.

Meeting-in-a-Box: Meeting-in-a-Box will be designed for community groups, neighborhood organizations, or friends to gather at a convenient time and location to share their opinions about the future of Minneapolis without the need for City staff to be present. This method will be designed to inform groups about *Minneapolis 2040* and build relationships between the City and community members for future interactions. The kit will contain an agenda template, attendee sign-in sheet, surveys, group questions, and project contact information. The individual deploying the method will then collect the items and submit it back to the City to aggregate and summarize.

Public Artist Infographic: Artist Arlene Birt was engaged to contribute infographics, visual storytelling, and related materials for *Minneapolis 2040*. These graphics will illustrate the process, substance, and direction of *Minneapolis 2040*.

Credit: Juneteenth Minnesota

Street Festivals/Mobile Tools: During the summer and fall months, vibrant festivals draw residents, business owners, visitors, and especially youth, to destinations around the city. These include events such as Open Streets Minneapolis and National Night Out where attendees visit various exhibits, performances, and small presentations in parks and on streets. Creative intercept tools will engage attendees, share planning topics, and record responses visually through post-it notes or poster boards.

Third Place Pop-Up Gallery: This was a tool created by artists Wing Young Huie and Ashley Hanson through Creative CityMaking as part of the Penn Avenue North Small Area Plan process. The "third place" is a sociological term used in community building. The first place is home and second is the workplace. Third places are anchors of community life – such as coffee shops, places of worship, parks, etc. - and they facilitate and foster broader, more creative interaction. A community meeting can be

converted into a third place by asking artists to do an interactive activity with the audience; using creative methods of engagement and garnering feedback or arranging tables and chairs into a café seating area and leisure space.

Community Liaisons: Metro Transit deployed a program called Trusted Advocate during the Central Corridor Green Line process that we would like to learn from and potentially adapt. Advocates were selected during an interview process and contracted through the District Councils Collaborative of St. Paul and Minneapolis. The advocates were chosen based on their strong community ties and knowledge of the general topics. They received training on the transit system and anticipated community questions and concerns and then convened meetings within their communities in order to gather feedback, identify concerns, and assist with the submission of formal public comment.

Technology-Based Interface

More and more people want the opportunity to participate in public processes on their own time and wherever they might be. As technology improves, the City wants to improve our outreach efforts with it. The www.minneapolis2040.com website will be a location for a number of creative and interactive tools throughout the planning process. We will also use technological tools for in-person convenings and through social media.

20 Years from Now: This interactive application enables visitors to enter basic information about themselves (age, ages of children, plans for the future), and based on this information demonstrate how the city could support them in 20 years. The interactive application will be set up based on information provided by the user. For example: if age 25 is selected, the application might follow up with a specific question about "do you plan to rent or own housing?" If the age selected is 58, the application might follow up with a specific question about retirement.

Augmented Reality: This technology will allow Minneapolis key audiences to use their smartphones to envision the future of the built environment. It may be applied in a number of different ways. For example, people may use an electronic tablet or smart phone to drag and drop scaled buildings and street furniture into a pre-defined street scene, or people may view an area of the city live and click on superimposed modeled images of the future, or take a snapshot of their designed street environment, add comments, and share it on social media or with City staff.

Projection of Citizens' Comments: Comments on the plan can be collected from social media in real-time and other sources using pre-defined hashtags and projected onto a publicly-visible building or wall. Projections could incorporate site-specific information or display photographs of specific city locations with information overlaid on top. Projections can occur at night or be located indoors.

Tweet with a Planner: With this method, a planner or other expert would be available over the lunch hour to interact with the public on certain topics. A schedule will be posted along with the topics they are going to discuss. This could be combined with the method directly above.

Website - Digital Workshop: A digital workshop will be deployed to coincide with each major public meeting to support the content and further enhance feedback opportunities. Community members unable to attend may access meeting summaries, videos, photos, and exercises. Attendees and other users can also submit feedback, comments, and demographic information through a survey.

Website - Dynamic Surveys: Dynamic surveys will be administered on mobile devices and computers. Within these surveys there will be detailed related information such as images, videos, and maps that provide context that may not be captured in a traditional survey. This will inform the user about specific topics when providing feedback.

Website - Engaging Questions: This tool encourages collaborative discussion by asking users to respond to questions and then interact to other ideas presented. Users create a profile and identify their relationship to the city. The City will then create threads asking open-ended questions and allow users to respond.

Website - Interactive Feedback Map: This tool encourages key audiences to submit comments about location-specific planning policies. On the website, key audiences select a planning topic under review. After reading a description of the topic, they are invited to place markers on a city map and add comments as well as see feedback from other users and then add on to existing comments.

Credit: Urban Interactive Studio

Website - Community Mapping: This tool is similar to the City's 311 app that allows users to report issues to City staff by pinpointing locations and uploading photos. It invites key audiences to share places they love or describe existing conditions at a location and areas for improvement. Images can also be attached to show how community members interact with the space. Places can be submitted from any device and also be rated by other users, opening the door for collaborative brainstorming and problem-solving.

Website - Data Visualization: Users can view data on the website from various sources, including data representing existing conditions of their community, organized according to the six comprehensive plan values. Data will be displayed in the form of interactive charts, graphs, and maps. This method will allow community members to analyze existing data and generate discussions among on-line users about patterns and connections they may see. This method will target people interested in data visualization from institutions, including college students. Outreach will be conducted at public libraries and community technology labs to inform users about this method.

Website - Ideation Wall: This app turns the traditional Post-It and flip chart method of brainstorming into a quick interactive digital experience by encouraging open brainstorming among key audiences. Users submit ideas through texts, Twitter, or directly on the website. Each suggestion becomes a visual card that can be "Liked" by other users. Comments can be sorted by posting date or rating.

Website - Preferred Scenario/Tradeoff Explorer: These dynamic tools allow the City to solicit input on land use growth scenarios and inform the policies of *Minneapolis 2040*. The visitor selects planning priorities that have an important effect on their lives. They are then directed to planning decisions for each of these priorities. The app then demonstrates how each decision has a positive or negative impact on their priorities. This will show the visitor how planning decisions are interconnected and how these decisions can impact their future.

Website – Email Subscriptions: Key audiences can sign up for periodic updates so they get information and determine how and when they want to be involved in the process.

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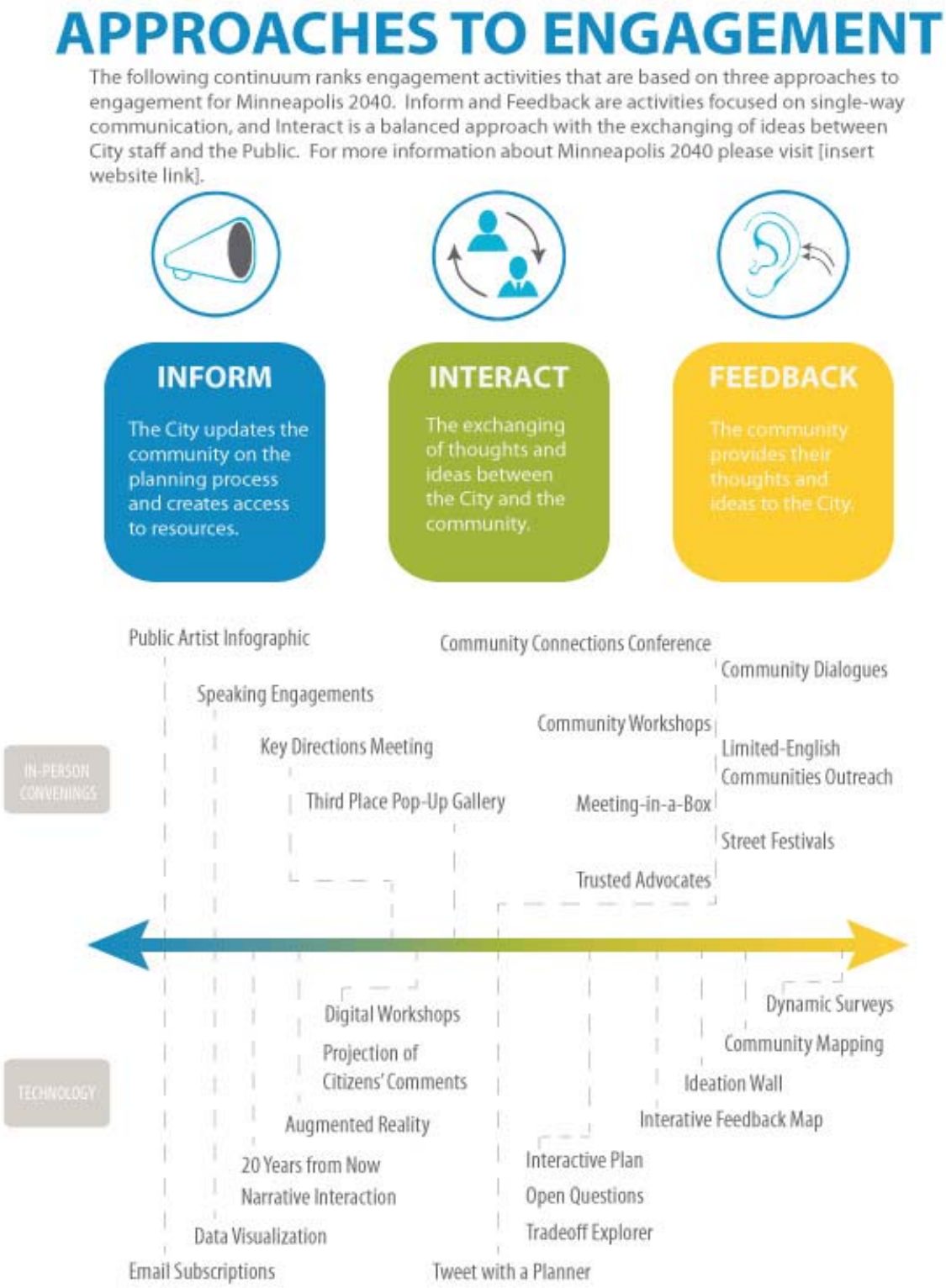
Figure 7: Engagement Continuum



Creative CityMaking Methods and Techniques

The City of Minneapolis formally supports incorporating the arts into engagement processes. One of the first major initiatives occurred in 2013 with the Creative CityMaking project, an innovative cross sector collaboration between Intermedia Arts and the City of Minneapolis providing opportunities for artists and City departments to leverage and apply the skills and resources of the creative community towards city goals. City staff have continued to collaborate with artists in creative and new ways of engaging the public in civic life. Public artists, arts organizations, and the use of creative engagement tools can be beneficial in many ways, including:

- Focusing on equity in engagement
- Reaching out to diverse populations by using art as a common denominator
- Translating a "bureaucratic process" into something tangible and understandable
- Making planning more fun and inviting

Below is a menu of tools that can be used in this engagement process.

Mobile Engagement Theater: This was a tool used during the Creative CityMaking process for the Dinkytown Small Area Plan. The operator attaches it to a bike and interacts with people at various stops with the material contained in the attached box. In the case of Dinkytown, participants drew their own "zines" of their community priorities and reviewed some of the plan recommendations graphically through a wind-up paper "theater reel". Discussions can be captured through note-taking, or through comment cards that are filled out by community members. This pop-up method is best suited for outdoor community events and street festivals.

Credit: Intermedia Arts

Mobile Tracing Unit: This was a tool used during the Creative CityMaking process for the Historic Capstone Study. The Mobile Tracing Unit can be set up across from a building or row of buildings, and people trace what they see. As they are tracing, we can talk with them about heritage preservation, designing good mixed-use buildings, the public realm, etc. Ideally, this method will be utilized at an event such as Open Streets Minneapolis that targets residents, youth and families.

Pop-Up Exhibition Kiosks/Galleries: This was a tool used during the Creative CityMaking process for the Historic Capstone Study. A kiosk can be set up in vacant lots, parks, or for outdoor festivals. This method will draw key audiences such as residents, youth, and families. The display is designed to start a conversation about a particular topic and allow participants to interact with each other and City representatives. This method can employ large colorful artwork or interactive pieces such as chalkboards for users to provide feedback on the planning process.

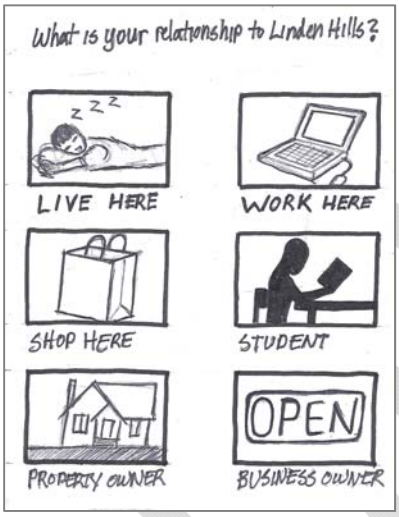
Public Artist - Land use and Growth Strategy: One artist (or team) may be selected to work throughout all phases of the engagement process on any work related to the Land Use chapter and the long-term growth strategy for the City. This work could focus on both creating and implementing new engagement tools, collecting data, and visually representing ideas to the public.

Red Thread: A visualization of the red-threads tying specific city improvements (or specific functions people interact with on a daily basis) to how they achieve larger vision goals. The idea is to show

connections between everyday events and the larger planning concepts behind them. There are a variety of media that can be used to illustrate this content-focused idea - interactive, static infographics, video, animation, etc.

Rolling Foot Cam: This was a tool used during the Creative CityMaking process for the Southwest LRT Transitional Station Area Action Plan. Bring this tool to existing and absent public pathways in transit areas to attract interest and stimulate conversation about what is a good or bad walking environment. We can use this tool during street festivals and community events to help participants think more critically about their walking environment and we can also show footage at large meetings.

Six-Word Stories: This was a tool used during the Creative CityMaking process for the Penn Avenue North Small Area Plan. Based on Hemmingway's six-word story contest, this activity allows participants to be creative while providing telling information about the core sentiment of their experience or a place. A string is tied between two objects like a clothesline and a theme or essential question is selected that the six-word stories will address. A six-word story attempts to distill a person's entire experience or narrative into a (very) short, evocative story. Participants write down their six-word story on a notecard and clip it to the twine. During the meeting or event, take a moment to read some of the six-word stories to provide a snapshot sense of where everyone in the room is coming from related to the issue.



Credit: Intermedia Arts

Urban Planning Zine: This was a tool used during the Creative CityMaking process for the Dinkytown Small Area Plan. A zine is a participant's graphic representative of survey questions they are provided. Instead of filling out a paper or online survey, people draw their responses in a document folded to resemble a small magazine. This is a useful tool for early phases of the planning process when we want to gauge participants on broad preferences like what they like and do not like in their neighborhoods. It can be used in community meetings as well as with small groups and at street festivals and community events.

Videos/documentaries: Staff may contract with a firm to develop informational videos on the purpose of a Comprehensive Plan. The intent will be to generate excitement and show how the plan affects the lives of people who live, work, and play in Minneapolis. The video could be short and translated into different languages including Spanish, Hmong, and Somali, and broadcasted on the City's government access channel and published on the City's YouTube account.

View Portal (to the Future): A smartphone app -or physical structure- that enables people to see the future vision for particular locations (intersections, for example) of the city. This site-specific visualization can be a way to take information from the Plan and locate it within the city. This self-guided walking tour will direct users to the designated site and learn more about the location through text, videos, and photos in the app. Users can then send their thoughts of the proposed vision of the location through the app to City staff. Target audiences for this method will include residents, youth, and college students. We would want to have on-site indication (poster, advertisement, sign, etc.) of the digital app.

Communications, Publicity, and Translation Services

Communicating opportunities to be involved in the planning process will assist the City of Minneapolis in broadening our outreach efforts to key audiences that are normally underrepresented in government decision-making. This will be accomplished through reaching out to cultural leaders, using technology, and advertising

engagement opportunities with culturally-focused radio stations and programs. Once our key audiences hear about the planning process, it will be critical to make events as inclusive as possible with special attention to interpretation, translation, and accessibility needs. City of Minneapolis communications and cultural outreach experts will play an important role in assisting in these efforts.

Credit: City of Minneapolis

Topical Interviews with radio hosts: This would be a communications tool to get the word out about various engagement activities and educate a radio audience on topics of interest from the planning process. These would be geared toward culturally-focused radio programs.

Regular press releases to publicize events and opportunities for interaction: Community Planning and Economic Development Communications staff will promote large events – likely at the beginning of each planning phase – through widely-distributed press releases. While the distribution list is extensive, this promotion technique usually works best with mainstream media outlets.

Tweeting: The Department of Community Planning and Economic Development will promote engagement activities (along with other CPED news) at its @growingmpls Twitter account. *Minneapolis 2040* has its own Twitter account @mpls2040 that will be used exclusively for engagement and other plan-related news.

Translation Services: This process will follow the City of Minneapolis policies and procedures to ensure equal access to City services for people with Limited English Proficiency (LEP) as outlined in the Minneapolis *2015 Language Access Plan.*

Others: City of Minneapolis will continue building our toolkit of promotion opportunities to reach the broadest audience possible.

TRANSPARENCY THROUGH DOCUMENTATION

Documentation of each step of the engagement process will be critical in defining the direction and priorities for *Minneapolis 2040* as well as better understanding which stakeholder groups are being reached. For each event or activity, the City will document:

1. What methods were used?
2. Who participated?
3. What information was provided?
4. What questions or issues were identified?
5. What feedback was received?
6. How was the feedback collected and analyzed?
7. What decisions did this input influence?

This documentation will shape the content process for each successive phase of engagement. City staff will collect demographic information in large convening events and on the website to help staff make those methods as inclusive as possible. Other in-person methods will then be used to reach key audiences who may not be able to attend a large event or be inclined to interact with technology. At the end of each phase, an Engagement Summary will be written to answer the questions outlined above.

With the goal of complete transparency, documentation of all engagement activities as well as the Engagement Summaries will be available on the project website at www.minneapolis2040.com.

Criteria

Every engagement method will include comprehensive documentation of stakeholder input. The following criteria were used to identify the most successful and reliable forms of documentation for this project:

- Data integrity: Will it be qualitative or quantitative? How is it collected? Is the documentation technique objective?
- Operator: Can the input be collected by both staff and others?
- Type of engagement: Can the technique be used for both in-person convenings and technology tools?
- Template: Can a template be created and can it be used for multiple engagement methods?
- Staff process: Is the information relatively easy to summarize and analyze?

Techniques

Based on the above criteria, the following documentation techniques were selected for this engagement process:

- Comment Cards
- Sign-in Sheet
- Engagement Summary
- Debriefing
- Topical and Process Surveys
- Visual Preference Survey
- Demographic Survey
- Planner Insight Form
- Voting Software/Hardware
- Social Media Documentation
- Mapping
- Photos and Videos
- Flip Charts
- Phase Engagement Log

The techniques outlined are not the final list of documentation techniques that will be used through the engagement process. Informal engagement methods such as Street Festivals will require unique documentation techniques based upon key audiences and the types of events that are held.

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Chapter 5: Committee Structure and Decision-Making Process

The input gathered through Civic Engagement will inform major milestones of the *Minneapolis 2040* planning process and how these formal committees guide the plan.

STEERING COMMITTEE

The Steering Committee is comprised of seven individuals who are either elected officials or departmental leadership whose committees, boards/commissions, and departments are strongly correlated with long range comprehensive planning and visioning. They will guide the planning process, review draft material, and provide input into the engagement process as it evolves. Steering Committee members include:

- Community Planning and Economic Development Executive Director D. Craig Taylor (Co-Chair)
- City Coordinator Spencer Cronk (Co-Chair)
- Mayor Betsy Hodges
- Zoning & Planning Committee Chair, Council Member Lisa Bender
- Transportation & Public Works Committee Chair, Council Member Kevin Reich
- Commissioner of Health Gretchen Musicant
- Public Works Director Steve Kotke
- Equity and Inclusion Manager Joy Stephens

STAFF RESEARCH TEAMS

The Staff Research Teams will study and make recommendations to the Steering Committee on identified priority policy themes for the plan. Each Research Team is formed around a specific area of policy priority that will be guide engagement questions and then be responsive to engagement feedback. The Staff Research Teams are working on these topics:

- Land Use
- Transportation
- Housing
- Environmental Systems
- Parks and Open Space
- Heritage Preservation
- Economic Development and Competitiveness
- Public Services and Facilities
- Human Capital, Community Engagement and Education
- Arts and Culture
- Urban Design and Development
- Technology and Innovation
- Public Health
- Complete, Livable, and Resilient Communities
- Intergovernmental Relations and Partnerships

Research Teams have been provided with a "toolkit" of legal requirements, engagement protocols, meeting notes and notice requirements, and deliverable expectations. Staff Research Teams will conduct rigorous study and data collection and then pair that with input through this engagement process to inform recommendations related to their respective policy priorities. They will also create a team of technical experts that will be available as needed to lend support to their analysis or discussions. Staff Research Teams include a co-chair from a City department and another co-chair from CPED Long Range Planning.

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In addition to the policy areas that are the focus of the Staff Research Teams, there are also six high-level values that will be central to the *Minneapolis 2040* vision. These values are comprehensive plan values that will be woven throughout the plan and will inform the direction of every policy area.

CORE STAFF TEAM (CST)

The Core Staff Team is comprised of a small working group of CPED management and staff who will serve as the project management and production team. The Core Staff Team is led by the Director of Long Range Planning, will serve as the liaison to the Steering Committee, and will be in regular communication with each Staff Research Team. The Core Staff Team will be responsible for:

1. Overall project management, including agenda setting for the Steering Committee, scheduling, coordination, and provision of technical assistance and guidance to Staff Research Teams.
2. Plan production, including preparation of draft content for review, creation of the policy document and exhibits (including a web platform and interactive tools), and facilitation and incorporation of public engagement and public comment. The Core Staff Team will be responsible for producing the *Minneapolis 2040* deliverables, including print and interactive components, and shepherding it through the City adoption process.

CITY STAFF SUPPORTING THE ENGAGEMENT PROCESS

Roles & Responsibilities for Engagement

The Core Staff Team has identified the following resource needs, which will be mobilized at levels commensurate with the resources available in order to facilitate civic engagement:

- City planners to facilitate and synthesize most engagement methods.
- City experts in a variety of fields to be available for outreach and education.
- Artists to create explanatory graphics about the process and content of the plan.
- Creative tools to engagement the public where they naturally gather.
- Consultants to assist in summarizing engagement activities, recording information about the process, running large events, and preparing maps and other graphic material for the process an final document.

City staff participating in or responsible for civic engagement must:

- Plan for the needs of, and engagement with, everyone, with special attention given to ensure that under-served and under-represented communities are at the table.
- Engage all key audiences in meaningful, interactive and accessible ways with a wide range of opportunities for involvement.
- Foster ongoing positive relationships between communities and the City by ensuring accountability for improving community wellbeing and inclusion.
- Build community capacity to increase meaningful participation and leadership in the decision-making process.
- Adhere to the values of civility and respect in all manners and methods of engagement.

Community Planning and Economic Development

Staff from CPED has formed a Civic Engagement Team which will be responsible for managing and coordinating all aspects of engagement for *Minneapolis 2040*. Specific responsibilities of the CPED Engagement Team are:

- Writing this Civic Engagement Plan.

- Staffing the Steering Committee and Staff Research Teams.
- Facilitating the major engagement methods.
- Communicating to the public and media the major plan milestones and opportunities to participate.
- Collecting, analyzing, and reporting out the feedback received.

Neighborhood and Community Relations

NCR has expertise, tools, and resources that will be invaluable to the plan's outreach efforts. The responsibilities of NCR staff include:

- Facilitating "Community Dialogues" focused on the comprehensive plan, including arranging meetings, making introductions, and managing follow-up connections.
- Organizing the Community Connections conference(s) in coordination with CPED staff.
- Focusing on ensuring equity considerations in policy development.
- Facilitating engagement of cultural communities throughout the development of *Minneapolis 2040.*

CPED Communications and City Communications

This plan for engagement will be much less effective without support from staff who specialize in promotion and communication of events and activities. Communications staff from CPED as well as from the broader City Communications office will assist in writing press releases, supporting project-sanctioned Twitter accounts, advise on the plan's website format and content, and connect planners to resources that will help outreach efforts to the identified key audiences.

City Staff from Other Divisions of CPED and Other City Departments

City staff from all departments are participating in Staff Research Teams, and the Leaders of those Research Teams have been appraised of their Research Team's responsibility to participate in civic engagement opportunities to inform their policy topic. Research Team Leaders are responsible for either participating themselves, or identifying a participant for engagement opportunities as needed to support the goals of the engagement plan. The first task of Research Team Leaders in this capacity has been to coordinate or serve as a speaker on one of six panels addressing Comprehensive Planning Values at the Community Connections Conference on April 2. CPED recommends that Managers and Department Heads be appraised of the expectation of occasional participation from staff, and will prepare communication as needed, since civic engagement responsibilities may occasionally require that one of their Direct Reports be staffing a table at an event or speaking to a key audience on behalf of the planning effort.

Artists Hired Through a Call for Services

The participation of artists, designers, and consultants to support and advance civic engagement is desirable. As mentioned in Chapter 4, City staff will continue to collaborate with artists through Creative Citymaking as well as through other means, and would welcome dedicated resources to support creative engagement methods for *Minneapolis 2040*. Public artists, arts organizations, and the use of creative engagement tools can be beneficial in many ways, including:

- Focusing on equity in engagement
- Reaching out to diverse populations and building capacity through art and social practice
- Translating a "bureaucratic process" into something tangible and meaningful
- Making planning more fun and inviting

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Below is a sample of ways that artists can play an active role in the planning process. Methods will be selected commensurate with available resources.

Infographic: Artist Arlene Birt has been selected to graphically represent the *Minneapolis 2040* process in a tangible way and break through the world of planner-speak and technical jargon by putting these issues into everyday (and visual) language through infographics, visual storytelling, and related materials. These graphics will illustrate the process, substance, and direction of *Minneapolis 2040*.

Land use and Growth Strategy: One artist (or team) may be selected to work throughout all phases of the engagement process on any work related to the Land Use chapter and the long-term growth strategy for the City. This work could focus on both creating and implementing new engagement tools, collecting data, and visually representing ideas to the public.

Large Convenings: One or more artists can be involved in the large convening events during each of the plan phases, beginning with Phase 2 - Key Directions. These events will be designed to be as inclusive, interactive, and fun as possible. Artists can be asset in graphically representing ideas, designing fun and participatory engagement tools, and assisting City staff in reaching out to diverse audiences to attend the convenings.

Community Engagement Consultants Hired Through a Call for Services

Civic engagement for *Minneapolis 2040* is a significant undertaking. Assistance and support from other departmental staff and artists will help, but additional support will be needed to achieve the level of engagement preparation, activation, documentation, and analysis necessary for full transparency and decision-making.

A consultant or team of consultants will be engaged to fulfill these tasks, at a minimum:

- Note-taking at organized events, both large and small
- Electronically tracking engagement documentation
- Transcribing hard copies of engagement documentation into a tracking tool (e.g. Meeting-in-a-Box)
- Assisting in large convening events by:
    - Preparing necessary maps and other graphics
    - Finding a meeting location and setting up the room(s)
    - Procuring food and beverages
    - Staffing the event
    - Facilitating the event
    - Creating meeting summaries

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Appendix A – Relevant City Boards and Commissions

City Planning Commission (CPC)

Zoning Board of Adjustment (BOA)

Heritage Preservation Commission (HPC)

Neighborhood and Community Engagement Commission (NCEC)

Minneapolis Arts Commission (MAC)

Skyway Advisory Committee

Bicycle Advisory Committee (BAC)

Pedestrian Advisory Committee (PAC)

Community Environmental Advisory Committee (CEAC)

Minneapolis Advisory Committee on People with Disabilities

Homegrown Advisory Committee

Public Health Advisory Committee (PHAC)

Thinc Green Joint Powers Agreement Steering Committee

NRP Policy Board

Above the Falls Citizen Advisory Committee

Latino Community Advisory Committee to the Mayor and the City Council

Minneapolis Tree Advisory Commission

Senior Citizen Advisory Committee to the Mayor and the City Council

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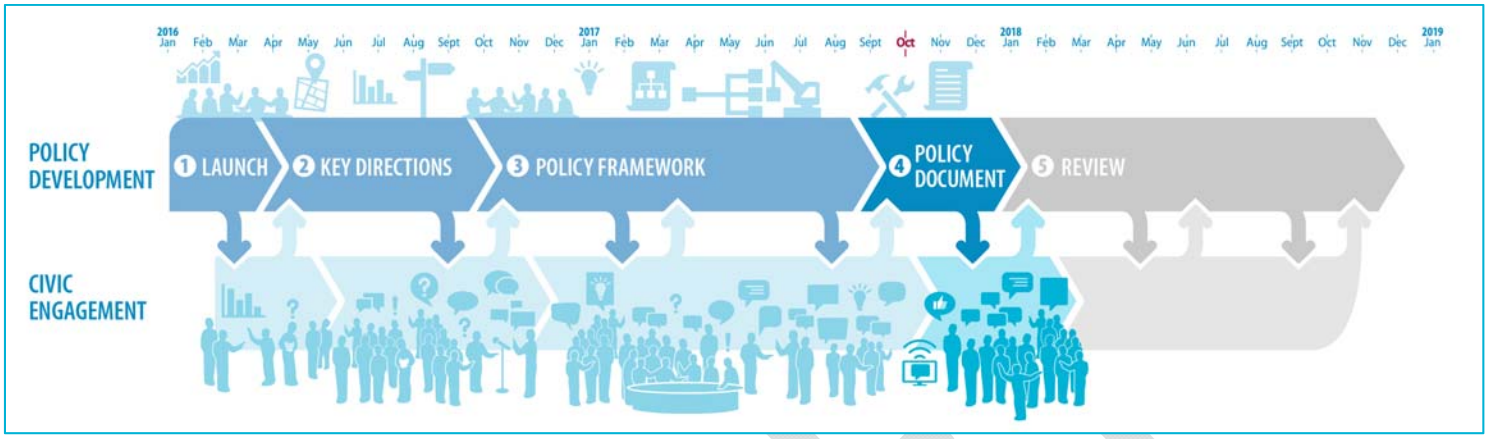
Appendix B – Timeline



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Appendix C – Engagement Best Practices

We are not the first city, nor will we be the last, to design creative and effective methods for engaging the community in a citywide planning process. Additionally, engagement is not a "one size fits all" exercise with a template and check boxes; it is the City's responsibility to learn what worked and did not work from our peers and then try to create lessons that others can learn from us. Below are examples from cities that deployed unique methods for public participation that can be used in the Minneapolis Comprehensive Plan process.

Imagine Flint Master Plan (infusing the arts in Comprehensive Planning)

With a strong arts community, the City of Flint and the Greater Flints Arts Council (GFAC) received an Our Town grant and additional funding through ArtPlace America to find ways to infuse the arts in all aspects of Flint's Comprehensive Planning process. As president of the GFAC, Greg Fielder said, "Our vision was simple. We wanted the city to keep the arts at the table during this whole process of reinventing themselves."

There were two main components to artist-involvement in the comp plan process. The first is that artists and arts administrators were encouraged to join the formal planning committees to ensure their perspectives were woven throughout all of the topical policy discussions. Next, nine artists were hired for residencies in each of the city's nine wards. Their task was to come up with creative tools for engaging those communities in ideas for the Comprehensive Plan as well as to collect data on community aspirations. These ideas were collected for the team facilitating the process and then went to the project consultant to be incorporated into a report to the City. The final component to the grant was a culminating event where the artists demonstrated their engagement tools and presented the feedback they received during the process.

Recommendation for Minneapolis: The City of Minneapolis could establish arts residencies with the goal of working with a small number of artists that would work throughout the planning process. Rather than hiring a number of artists to work on small components on the engagement process, focusing on a small number throughout the process helps the artists to get immersed in the issues and topics. Involving artists in the engagement process will help the City keep a continued focus on equitable involvement, translate a "bureaucratic process" into something tangible and understandable, and make planning more fun and inviting.

Raleigh Comprehensive Plan (early engagement ideas)

During the process for the 2030 Comprehensive Plan for the City of Raleigh, more traditional engagement techniques were deployed to buttress the centerpiece for public outreach, a series of three community workshops held in various critical phases of the planning process. The initial round of workshops was used to develop a vision and themes for the Comprehensive Plan. The City used these workshops as opportunities to educate the public on the "State of the City" through existing conditions information and assessments.

The citywide forums were supplemented by a number of creative engagement techniques. Their "Big Ideas Week" was held early in the process at various venues throughout the city that ranged from bars/restaurants to museums. The goal for the week was to conduct broad outreach that would result in brainstorming creative and transformative ideas for the comp plan.

Recommendation for Minneapolis: The Big Ideas Week would be a great method for Minneapolis to use in and around the April Community Connections conference to start drumming up excitement for the comp plan and hopefully act as an entre for many into the process.

Imagine Austin (in-person interactions)

The City of Austin used a number of creative engagement tools for more informal, in-person interactions.

One tool, traveling teams, is a simple yet effective idea for going where the people are. These teams visited high-traffic events like sports events, farmers markets, and festivals to promote the process and get people to participate in surveys. This type of outreach would simply require a table, City banners and table tents, a couple of staff, computers with WIFI access, and take-home material.

Austin also used a tool called "Meetings-in-a-Box". The box contained all the material necessary for community partners to host their own meetings at their convenience. It would also be effective for an organization to use at existing community events. While the idea is that City staff does not need to be in attendance for the box to be used, Minneapolis would need to create a means for documenting the input received.

Recommendation for Minneapolis:

- In-person interactions that will be a large part of the Minneapolis engagement strategy
- Going where the people are
- "Meeting-in-a-Box"

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Appendix D – Additional Engagement Options

These engagement methods have been captured and memorialized here from staff brainstorming sessions. Once we had a long menu of possible engagement methods, staff developed criteria for narrowing the list based on whether the method could be used in multiple planning phases, how effectively it elicited community interactions, whether it served a variety of engaging styles (e.g. technology versus in-person), how staff intensive it would be to prepare and deploy, and if we could document feedback well. The methods described below did not rate high on the outlined criteria but may still be a beneficial engagement tool in the planning process.

Art, Architecture, and Urban Planning Class: This was a tool used during the Creative CityMaking process for the Linden Hills Small Area Plan. An artist or City staff person develops connections with youth or neighborhood groups to recruit youth to survey particular communities through walking tours. Participating youth groups can include such groups as Juxtaposition and Kulture Klub Collaborative and customized to the community in which they meet. The youth can research the history of certain sites, create artwork based on what they learn, interact with students in other venues, and display their work. This method is best utilized during afterschool hours, weekends, and when youth groups meet.

Big Ideas Week: As a kick-off to the planning process, the City can hold a Big Ideas Week to coincide with the Community Connections conference and garner excitement about the decisions to come and provide a venue for thinking like a visionary. Our goal would be to collect ideas from the public during the Launch phase when brainstorming is the most beneficial. The ideas generated can then go to the relevant Staff Research Teams for analysis. Much of the collection of big ideas will be from the website, but we will also collect the public's ideas at the Community Connections conference during the six senses on the plan's overall comprehensive plan values.

City Comparison: Comparison of Minneapolis with other well-known cities (or with past Minneapolis) to show the advantages of things like more density (Paris, European cities?). This content focuses on communicating what city planning does & how it works (how it helps!) and can be based on the Comprehensive plan values. This could also be used to show the benefits of Minneapolis – how the city has a unique place in the world - having some of the best from other cities. This could be done through a variety of media: static infographic, interactive infographic, etc. The most beneficial time to deploy this would be in the Key Directions phase so we can start to compare our long-range goals with other places who are heading in the same direction.

Community-driven videos: Neighborhood associations and community members will work with City staff to create videos to share their experiences in the city between neighborhood boundaries. Videos will provide a snapshot of the lives of these key audiences, and provide an opportunity for individuals to voice their values and concerns to staff. In addition, these videos will provide a platform to display their identity and how they see themselves in the context of the city. Content can be uploaded and shared on the City's website and YouTube page.

Facet Boxes: This was a tool used during the Creative CityMaking process for the Linden Hills Small Area Plan. In classrooms, galleries, or a community workshop, an artist or City representative asks participants to draw six neighborhood assets on a paper cube. They are not to use words but instead use symbols, signs, and images. The participants are then asked to place their boxes on a shelf and then as a group discuss what the various designs mean, what was forgotten or purposely left out, and why some sides of the boxes are visible while others are hidden.

Happy Hour (Table Tents and Coasters): This was a tool used during the Creative CityMaking process for the Penn Avenue North Small Area Plan. Patrons at local businesses will select a key question that is used on either a table tent or coaster; the table tent encourages the user to tweet, text, or email their response and the coaster allows the option to write the response on the back of the coaster and turn it in to the server. This tool will be best deployed during the key directions phase of the planning process.

Local Leaders: Photographed in-context of particular neighborhoods, community leaders hold infographic posters that visually explain a topic that they care about - something that relates to comprehensive plan values/infrastructure and how it ties to their own work or advocacy. This idea highlights people working with their communities (can be working on specific issues, or active residents of an area). This could be done in parallel with soliciting community input on the Comprehensive Plan. Information can also come off the poster page, and highlight specific infrastructure details in the surrounding photo. This adds a human-focus to the Plan content and showcases what people care about. This idea would need some PR or advertising spaces to disseminate the content.

Mobile Engagement Theater: This was a tool used during the Creative CityMaking process for the Dinkytown Small Area Plan. The operator attaches it to a bike and interacts with people at various stops with the material contained in the attached box. In the case of Dinkytown, participants drew their own "zines" of their community priorities and reviewed some of the plan recommendations graphically through a wind-up paper "theater reel". Discussions can be captured through note-taking, or through comment cards that are filled out by community members. This pop-up method is best suited for outdoor community events and street festivals.

Mobile Tracing Unit: This was a tool used during the Creative CityMaking process for the Historic Capstone Study. The Mobile Tracing Unit can be set up across from a building or row of buildings, and people trace what they see. As they are tracing, we can talk with them about heritage preservation, designing good mixed-use buildings, the public realm, etc. Ideally, this method will be utilized at an event such as Open Streets Minneapolis that targets residents, youth and families.

Neighborhood Buddy System: This is similar to the Sister Cities program but on a neighborhood scale. The objective of this method is to facilitate conversations cross-geographically. We can create a venue for neighborhoods to match themselves up to reach across disparities, to teach one another and work with one another and advise one another. This could be used in the early phases of planning for them to teach each other about the current issues they are grappling with as well as what they love most about their communities. It can also be used when the policy framework is being developed to test how alternative scenarios would work across neighborhood boundaries. The best venue to use this method would be in large community events – we can create breakout groups based on geographic representation. We can also encourage this to be done informally through the Meeting-in-a-Box method.

Pop-Up Exhibition Kiosks/Galleries: This was a tool used during the Creative CityMaking process for the Historic Capstone Study. A kiosk can be set up in vacant lots, parks, or for outdoor festivals. This method will draw key audiences such as residents, youth, and families. The display is designed to start a conversation about a particular topic and allow participants to interact with each other and City representatives. This method can employ large colorful artwork or interactive pieces such as chalkboards for users to provide feedback on the planning process.

Professional socializing: Many key audiences in the Minneapolis community are not necessarily practicing planners but experts and advocates for specific planning topics within their spare time. These may be bloggers, students, and community advocates that have created their own "community" for social interaction. City staff would attend these social opportunities to just be part of the conversation. This will also serve to demystify the planning process, help to make professional planners more accessible, and hopefully offer a nuanced perspective when necessary. City staff will create a calendar of upcoming networking events hosted by these target key audiences. At the event staff will inform attendees how to further engage in the planning process and provide resources and contacts.

Public Artist - Land use and Growth Strategy: One artist (or team) will be selected to work throughout all phases of the engagement process on any work related to the Land Use chapter and the long-term growth strategy for the

City. This work will focus on both creating and implementing new engagement tools, collecting data, and visually representing ideas to the public.

Red Thread: A visualization of the red-threads tying specific city improvements (or specific functions people interact with on a daily basis) to how they achieve larger vision goals. The idea is to show connections between everyday events and the larger planning concepts behind them. There are a variety of media that can be used to illustrate this content- focused idea: interactive, static infographics, video, animation, etc.

Rolling Foot Cam: This was a tool used during the Creative CityMaking process for the Southwest LRT Transitional Station Area Action Plan. Bring this tool to existing and absent public pathways in transit areas to attract interest and stimulate conversation about what is a good or bad walking environment. We can use this tool during street festivals and community events to help participants think more critically about their walking environment and we can also show footage at large meetings.

Six-Word Stories: This was a tool used during the Creative CityMaking process for the Penn Avenue North Small Area Plan. Based on Hemmingway's six-word story contest, this activity allows participants to be creative while providing telling information about the core sentiment of their experience or a place. A string is tied between two objects like a clothesline and a theme or essential question is selected that the six-word stories will address. A six-word story attempts to distill a person's entire experience or narrative into a (very) short, evocative story. Participants write down their six-word story on a notecard and clip it to the twine. During the meeting or event, take a moment to read some of the six-word stories to provide a snapshot sense of where everyone in the room is coming from related to the issue.

Topical Interviews with radio hosts: This would be a communications method to get the word out about various engagement activities and educate a radio audience on topics of interest from the planning process. These would be geared toward culturally-focused radio programs.

Topical tours: This is an opportunity for the community to get acquainted with parts of the city they normally do not get to. Tours can be led by City staff or community members and have an educational focus or topic. If gaging visual preferences is a goal, this should be documented through video or photographs.

Urban Planning Zine: This was a tool used during the Creative CityMaking process for the Dinkytown Small Area Plan. A zine is a participant's graphic representative of survey questions they are provided. Instead of filling out a paper or online survey, people draw their responses in a document folded to resemble a small magazine. This is a useful tool for early phases of the planning process when we want to gauge participants on broad preferences like what they like and don't like in their neighborhoods. It can be used in community meetings as well as with small groups and at street festivals and community events.

Videos/documentaries: Staff will contract with a firm to develop informational videos on the purpose of a Comprehensive Plan. The intent will be to generate excitement and show how the plan affects the lives of people who live, work, and play in Minneapolis. The video will be shot and translated into different languages including Spanish, Hmong, and Somali, and broadcasted on the City's government access channel and published on the City's YouTube account.

View Portal (to the Future): A smartphone app -or physical structure- that enables people to see the future vision for particular locations (intersections, for example) of the city. This site-specific visualization can be a way to take information from the Plan and locate it within the city. This self-guided walking tour will direct users to the designated site and learn more about the location through text, videos, and photos in the app. Users can then send their thoughts of the proposed vision of the location through the app to City staff. Target audiences for this

method will include residents, youth, and college students. We would want to have on-site indication (poster, advertisement, sign, etc.) of the digital app.

Website - Narrative Interaction: An online, narrative interaction that walks viewers through the importance of the City's future plans and invites their input. This method will bring to life the static infographics that are developed to visualize the Plan process, and educates visitors on the opportunities that a Comprehensive Plan offers.

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Appendix E – Templates of Documentation Techniques

City staff will use standard templates for most of the documentation techniques to ensure consistency of collected information. If a template is not possible, staff will create a guide for using that technique.

- Comment Cards
- Sign-in Sheet
- Engagement Summary
- Debriefing
- Topical and Process Survey
- Visual Preference Survey
- Demographic Survey
- Planner Insight Form
- Voting Software/Hardware
- Social Media Documentation
- Mapping
- Photos and Videos
- Flip Charts
- Phase Engagement Log

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SAMPLE COMMENT CARD

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SAMPLE SIGN-IN SHEET

SIGN-IN SHEET	
Event/Activity:	Meeting Date:
Facilitator:	Location:

Name	Address	E-Mail	Resident?	Business/ Property Rep?	Other?

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Meeting-in-a-Box: Phase 1 Launch
CP1 - _ _ _ - _ _ V2

Minneapolis
City of Lakes

Minneapolis 2040 Engagement Survey

The purpose of this survey is to provide City staff feedback on the effectiveness of engagement methods during the comprehensive planning process to ensure equitable access to information for all stakeholders. The response that you submit will remain anonymous and will be used to improve future engagement with community members.

1. How would you like to engage in the upcoming Comprehensive Plan process?
   a) Large community meetings
   b) Interactive website
   c) Social media
   d) Email updates
   e) Festivals and cultural events
   f) Smaller group discussions
   g) Other (Please specify)

2. What are your big ideas for the future of Minneapolis' built, natural, and economic environment?

1. I was able to fully participate in today's activity.
   a) Strongly Disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly Agree

2. The information presented today is important to me.
   a) Strongly Disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly Agree

3. I was provided with enough information on how to be informed and involved in the planning process.
   a) Strongly Disagree
   b) Disagree
   c) Neutral
   d) Agree
   e) Strongly Agree

4. How likely are you to share the information you heard today with others?
   a) Very Unlikely
   b) Unlikely
   c) Neutral
   d) Likely
   e) Very Likely

5. How can we make it easier for you to be involved in the planning process?

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Meeting Insight Form

Date:

Location:

Engagement method:

Staff person:

What was the purpose or topic of today's engagement activity?

List at least three (3) things you learned from participants which could influence the direction or content for *Minneapolis 2040*:

1.

2.

3.

Based on your observations today, are there any ways that the City can improve its outreach efforts for *Minneapolis 2040*?

1.

2.

3.

Please use the space below for any additional insights.

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