Public Participation Policy 06/22/2022

THE CITY OF KALAMAZOO

imagine
kalamazoo
2025

What are the great things that need to STAY or be BUILT ON to make Kalamazoo the best city in the world?

Keep the old buildings!
↑
Agree
Yes!

mix of residential + commercial
need more variety in price

Love Brick Streets while keeping the area walkable

What is in the way of getting great work done?

money! but times are getting better

A community

ne kalamazoo 2025

Contents

"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."

- International Association of Public Participation, Core Values

Goals & Guiding Principles

Commitment to Public Participation

Kalamazoo is a vibrant, diverse, and active community, and its Public Participation Policy must reflect this. The City of Kalamazoo recognizes the importance of prioritizing meaningful engagement with citizens in all decisions that affect their lives - across all departments, and throughout the lifetime of all policies, projects, and processes. Effective public participation is

- A means of building and strengthening relationships.

- A commitment to honoring the public's contributions.

- An opportunity to give citizens influence over the decision-making process.

This document aims to create a predictable public participation process in alignment with Imagine Kalamazoo (IK2025) and Diversity, Equity, & Inclusion (DEI) goals. It serves as both an overarching visioning document and a "one-stop shop" for engagement standards and tools. This Public Participation Policy is both a resource guide for the City and an outline of the engagement process for community members. This increases accountability - City staff have an agreed-upon path to follow; developers and neighborhood leaders have set requirements; and the community has clear expectations.

Imagine It! Engagement activities during Imagine Kalamazoo 2025

Guiding Principles of Engagement

Ensure that all who may be impacted have an opportunity to participate.

The opportunity to engage must be made available to those who may be impacted by the proposed project or plan. This first requires a knowledge of who could be impacted, before developing a plan on how the outreach will occur. Working with neighborhood associations, local institutions, such as community groups or places of worship, businesses, and others active in the plan or project area will help identify who should be at the discussion table. Throughout the engagement process, it is important to check-in and see who has and has not participated and to remain flexible to change course as needed to reach stakeholders.

Recognize public participation as integral to decision-making across all City departments, Community Organizations, and Developments.

Engagement through public participation should not be limited to a specific plan or project. To be effective, projects of all types must be informed by community voices. It is our aim that this Public Participation Policy informs decision-making processes across departments and community projects, serving as both a record of public participation successes and a resource for further decision making.

Actively engage throughout the planning process.

The City of Kalamazoo views public participation as integral to each phase of a project's development, from beginning planning stages to final implementation and maintenance. Consistent public

Bike Rodeo Event (2022) at Mayor's Riverfront Park.

participation efforts can also help to mitigate tensions that may arise in between the various stages of project development. The Community Engagement Planning Guide and Toolkit outlines a variety of engagement tools that can be used throughout the life of a project.

Innovate by continuously developing tools that support our diverse community.

Public participation tools are suited to the community and its needs. The City of Kalamazoo recognizes that no single participation technique or tool can effectively reach all members of our community. We are committed to the consistent development and re-evaluation of our engagement methods to ensure we are nimble, transparent, and responsive in our efforts. The use of data to guide this process will become increasingly important to support these activities, making sure that those impacted are included in our outreach efforts.

Our Public Participation Policy when used with the Community Engagement Planning Guide and Toolkit holds innovation, creativity, and inclusion as key to successful outreach programs that serve and support all members of the Kalamazoo community.

Report back to the community and improve upon our Public Participation Policy.

Successful public participation processes are transparent and cyclical, with the City continuously seeking feedback and improving on methods and policies. The City commits to a system of social accountability to track outcomes and report back to the community. The imaginekalamazoo.com web site

has become the central location for project and plan information; use of this site to report continued work and progress will strengthen its importance as a two-way communication tool.

Ensure that City actions align with public participation input to the greatest extent possible.

Community engagement cannot exist in a vacuum. The City has a duty to ensure that outreach is followed by action. Public participation should directly inform City actions and citizens should have influence over decisions that impact their lives.

Youth activities to discuss traffic calming on Westnedge Avenue and Park Street.

Communicating Outcomes & Social Accountability

The City of Kalamazoo is dedicated to sharing public participation outcomes with the community in a timely and thorough manner. It is essential that participants are briefed on how their input shaped the decision-making process. This promotes transparency, makes the community a stakeholder in a project, and provides valuable information for residents who may not have had the chance to participate in initial project phases. Reporting outcomes and debriefing is also greatly beneficial for the City – with the benefit of hindsight. This is an opportunity to receive meaningful feedback on public participation efforts as a whole.

Every plan, policy, and project should include a clear strategy for communicating outcomes. Though it may change in response to feedback, new information, or community conditions, it is critical that this strategy is established up front. Community members should be able to get a sense of how the feedback is used to shape a project or activity-from its initial phases to the final product. While it is important for the City to continually seek feedback, public participation is effective only if this feedback is used in a productive way. City staff must be intentional when implementing public participation strategies for projects that have already been set in motion.

Communicating project progress and after-action reviews of projects is equally as important. Imaginekalamazoo.com, City social media tools, and reports at neighborhood meetings can all be used to share key progress benchmarks with the public. Upon completion of a project, an appropriate celebration should be held, including ribbon-cutting, posting of an Imagine Kalamazoo sign, social media post, newspaper announcement, etc.). Regular public check-ins after project completion, are critical to monitoring success or the need for adjustments.

Imagine Kalamazoo at Work sign at Davis Street Park notes that this project was a direct result of the 2025 Master Plan and Neighborhood Plans

Community of Practice

The commitment to continuous and open engagement with the Kalamazoo community begins with the recognition by City staff across departments that engagement is critical to all our work. In order to engage well for any City activity and in any circumstance, staff needs to work together and be nimble in the face of our ever changing world. This can be best realized through a Community of Practice. A Community of Practice is defined as a "group of people who share a concern or passion for something they do and learn how to do it better as they interact regularly"[1].

A Community of Practice for City engagement would consist of staff from across departments coming together regularly to not only discuss upcoming projects or activities, but also understand how these intersect with each other and how they might benefit from coordinated outreach. This group would also take the lead on long-term, City-wide projects, such as reviewing our communication methods and language in order to better engage.

A Community of Practice for City engagement would be the keepers of this policy and would

- Commit the City to achieving its engagement goals.

- Facilitate collaboration between City Departments, as they each engage the community.

- Engage more efficiently to limit community engagement fatigue.

- Support each other's efforts during times of crisis or unusual circumstances to maintain the pledge for continuous, predictable engagement.

- Evaluate which engagement tools work best in what situations and how to adjust when engagement did not go as planned.

- Use the City's Diversity, Equity, and Inclusion lens to ensure those who are impacted by decisions are a part of the process.

- Collect, evaluate, and share data gathered through engagement.

- Share the City's story throughout all its communities.

Community, Planning & Economic Development (CPED) and Public Services staff at Lunch Time Live in Bronson Park.

Community of Practice

A Community of Practice is a group that shares a common concern or interest for something they do and by collaborating they learn how to do the work better. A Community of Practice has 3 critical elements:

Domain. The community's common or shared interest; what the group is committed to or members of.

Community. In supporting the shared interest, the community works together and engages in discussions and activities.

Practice. The work done by the community. It's done best when a shared set of resources are available.

Departments that regularly work and evolve together in a Community of Practice for Engagement allow the City to better tell its story, build trust; maintain trust; and create a predictable and dependable relationship with the community.
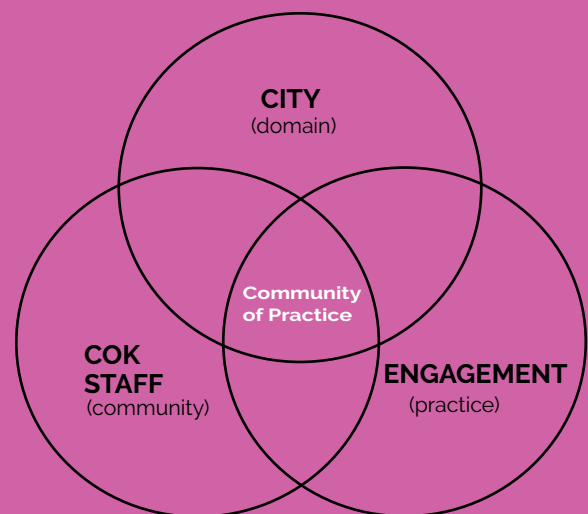
1 Jean Lave & Etienne Wenger-Trayner (1991) https://wenger-trayner.com/introduction-to-communities-of-practice/

Community Engagement Policy: Developers & Petitioners

The City believes communication with stakeholders and adjacent property owners is key to a successful project, whether the project is publicly or privately initiated. The purpose is to provide information on upcoming projects and an opportunity for the community to ask questions in advance of public hearings and meetings to eliminate confusion, and/or garner support for a project. In short, these steps make for a more successful review process for a developer, a petitioner (someone who is applying for review and approval from the City for a project) and the Kalamazoo community.

The City will continuously work to ensure a transparent review process for all projects. To this end, staff will publicly post and share development applications and plans and/or support outreach meetings to discuss projects. These activities are in addition to the state-mandated notice activities associated with several of the City's boards, including posting in the local newspaper and notification by mail to property owners and occupants within 300' of the proposed project. These required notices are the responsibility of City staff. In turn, to achieve an open development process, the City asks petitioners to undertake outreach to those stakeholders impacted by a potential project and those who live in close proximity.

The following outlines the outreach activities for development or petitioner driven project types. It is important for petitioners to understand:

- Prior to initiating any outreach for an upcoming or current review application, Petitioners must speak with Planning Division staff.

- Not following the outreach requirements could result in a delay of public hearings or approvals.

- During the review or public hearing, a presentation on the engagement activities by the developer/petitioner will occur.

These discussions allow questions to be answered in advance of the public hearing, can eliminate confusion, and/or garner support for the project. In short, these steps make for a more successful review process ...

Engagement is **RECOMMENDED** when proposed projects requires review through the following processes:

1. Variance Requests
2. Special Use Permits
3. Site Plan Review

Engagement is **REQUIRED** when any proposed project requires review through the following processes:

1. Rezoning [1] and Planned Unit Development (PUD)
2. Natural Features Protection (NFP), per Chapter 50
3. Street Vacations that will result in a change in traffic patterns, as determined by the Traffic Engineer

Engagement Activities

To inform or engage adjacent residents, property owners, businesses, and organizations, the following outreach activities are undertaken. The Engagement Activities by Review Board and Commissioner Table on page 13 outlines which activities are recommended (R) and which are required (X) based upon the request.

Outreach

The developer/petitioner outreaches to those adjacent to the project and other key stakeholders to provide information, an opportunity to learn more, and share dates of public meetings. Outreach can be done through door knocking, fliers, door hangers, phone calls, or letters/post cards to property owners and/or occupants. These efforts should seek to

Plan It! Imagine Kalamazoo engagement meeting.

> Outreach to property owners/ occupants within at least 300' of the property and the neighborhood association or neighborhood point of contact.

reach those within at least 300' of the property. At a minimum the following information should be shared:

- Proposed project details

- Requested approvals

- Date of public hearing and/or outreach meeting

- Where plans/proposal can be viewed

- Where additional information can be obtained

- Point of contact for project

If a property owner or occupant cannot be reached through the outreach activity, the above information in the form of a flyer, message, or letter must be left or sent via mail as a follow up.

In addition to property owners and occupants, developers/petitioner will reach out to the neighborhood association or neighborhood point of contact to provide the above information on the proposed project, timeline, and the requested review.

Outreach should be started at least 14 days before any scheduled review or public hearing. The developer/petitioner will provide a summary of the outreach activities for the Board or Commission staff

reports, including which properties or organizations were included in the outreach activities. Staff will provide deadlines for this information. A presentation to the Board or Commission on the outreach efforts will also be expected of the developer/petitioner during their project introduction.

Informational Meeting

Some projects require an informational meeting with adjacent residents, property owners, and area stakeholders before reaching a public hearing or review by a City board. This meeting is an opportunity for the developer/petitioner to present information on the proposed project and answer any questions or concerns.

To ensure a successful meeting, the developer/ petitioner should work with City Staff and the Neighborhood Association or point of contact to select a date and time to maximize attendance in that neighborhood. This meeting can be a part of the regularly scheduled Neighborhood Association meeting or a uniquely scheduled meeting.

> Outreach should be completed at least 14 days before, and the informational meeting should occur at least 7 days before, the scheduled review or hearings

Proper advertising for the meeting is the second critical step for a successful meeting. Meeting information should be shared during the outreach activities and can be coordinated with the City's notice. The meeting should occur at least 7 days prior to the scheduled review or public hearing by the City board.

The developer/petitioner will provide a summary of the outreach activities for Board or Commission staff reports. Staff will provide deadlines for this information. A presentation to the Board or Commission on the outreach efforts will also be expected of the developer/petitioner during their project introduction.

City Support of Engagement

The City can support the developer/petitioner engagement efforts upon request through the following:

- Providing addresses for properties and contact information for the neighborhood(s) association or other primary contact (Excel table).

- Sharing or posting information on City web or social media sites (surveys or meeting info).

- Including information on meetings in the State required notice activities.

- Communicating a clear timeline for when these activities should occur.

ENGAGEMENT ACTIVITIES BY REVIEW BOARD & COMMISSION

APPROVAL REQUESTED	CITY REVIEW BOARD	OUTREACH	MEETING	CITY NOTICE
Site Plan Review	Site Plan Review Committee			Post Plans on City Web; Public can sign up to receive alerts
Variance	Zoning Board of Appeals	R		City sends notice in the newspaper & letters to property owners/occupants within 300'
Administrative Appeal	Zoning Board of Appeals	R		
Special Use Permit	Planning Commission	R		
Rezone and Planned Unit Development (PUD)	Planning Commission	X	X [1]	
Street Vacation [2]	Planning Commission	X	X	
Natural Features Protection Projects - Per Chapter 50-6.2L(1)(c)	Natural Features Protection Review Board	X		

[1] An outreach meeting is not required when the intended project will result in 12 or less dwelling units or less than 2,500 square feet of commercial.

[2] Engagement required when vacation would cause a change in traffic patterns.

R - RECOMMENDED ACTIVITY
X - REQUIRED ACTIVITY

State Regulations

In accordance with State of Michigan legislation, certain minimum requirements of public participation must be met. The City of Kalamazoo's Public Participation Policy not only abides by this legislation, but also strives to go above and beyond it, incorporating community voice in all projects across all departments. State legislation regarding public participation is detailed below:

Open Meetings Act

The Michigan Open Meetings Act was created to ensure government transparency and accountability to citizens. It requires certain meetings of public bodies to be open to the public, timely public notice of these meetings, and the keeping of minutes at these meetings.

The entirety of the act can be accessed through the State Department or at the following web address: http://www.legislature.mi.gov/documents/mcl/pdf/mcl-act-267-of-1976.pdf

In accordance with PA 267 of 1976, the City of Kalamazoo will hold meetings in the City Hall building located at 241 West South Street, which is accessible to the public.

The public will be notified within 10 days of the first meeting of a public body in each calendar or fiscal year; the body will publicly post a list stating the dates, times, and places of all its regular meetings at City Hall.

If there is a change in schedule, within three days of the meeting in which the change is made, the public body will post a notice stating the new dates, times, and places of regular meetings.

For special and irregular meetings, public bodies will post a notice indicating the date, time, and place at least 18 hours before the meetings.

Note: A regular meeting of a public body which is recessed for more than 35 hours can only be reconvened if a notice is posted 18 hours in advance.

Public bodies will hold emergency sessions without a written notice or time constraints if the public health, safety or welfare is severely threatened and if two-thirds of the body's members vote to hold the emergency meeting.

Planning Enabling Act (PA 33 of 2008)

The Michigan Planning Enabling Act serves to codify laws regarding county, city, and village planning.

The entirety of the act can be accessed through the State Department or at the following web address:

http://www.legislature.mi.gov/(S(xj3g1jal1er4tq45ve4x5vuz))/documents/mcl/pdf/mcl-act-33-of-2008.pdf

In accordance with PA 33 of 2008, the necessary parties will be notified via first class mail, personal delivery or electronic mail notice explaining the Planning Commission's intent to plan and requesting the recipient's cooperation and comment.

Before approving a proposed master plan, a Planning Commission will hold not fewer than one public hearing on the proposed master plan. The hearing will be held after the expiration of the deadline for comment as outlined in the act.

The Planning Commission will give notice of the time and place of the public hearing not less than 15 days before the hearing by publication in a newspaper of general circulation within Kalamazoo.

The Planning Commission will also submit notice of the public hearing by first class mail, personal delivery or electronic mail to the previously listed entities for review.

After the adoption of the master plan, the Planning Commission may publish and distribute copies of the master plan or of any report, and employ other means of publicity and education.

City Commissioners listening to a presentation in chambers.
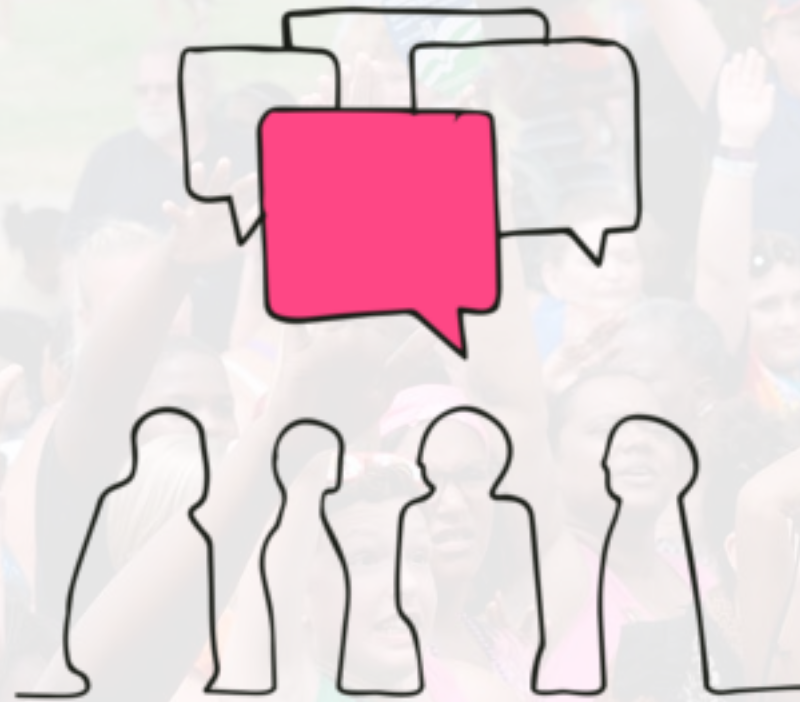
Community Engagement Planning Guide & Toolkit

imagine
kalamazoo
2025

THE CITY OF
Kalamazoo

Overview

The Community Engagement Planning Guide and Toolkit is designed to support the most effective engagement. Its a working document to put the Public Participation Plan into action for city projects and engagement initiatives.

The first part of the guide will walk through the different steps to planning engagement with examples of how to fill out the worksheets to create your **Engagement Plan**.

After walking through each step, there are blank worksheets at the end of the guide available for you to fill out to plan engagement for your project as well as an **Engagement Activities Toolkit** to help you think through each activity.

Sources:

Albemarle County Virginia, 10 Steps for Creating a Public Participation Plan

Arlington Virgina, A Six-Step Public Engagement Guide for Capital Projects

Planetizen Course, Planning and Promoting Your Community Engagement Process by Dave Biggs

Step 1: Define the Project

To start off, think through the overview of your project, where it will take place, how it aligns with existing City plans, who will carry out the project, what the timeline for the project is, and what will it generally include.

When considering the parameters of the project, think about what decisions have already been made about the project and what decisions still need to be made. Be intentional when implementing engagement strategies for projects that have already been set in motion.

> Be intentional when implementing engagement strategies for projects that have already been set in motion.
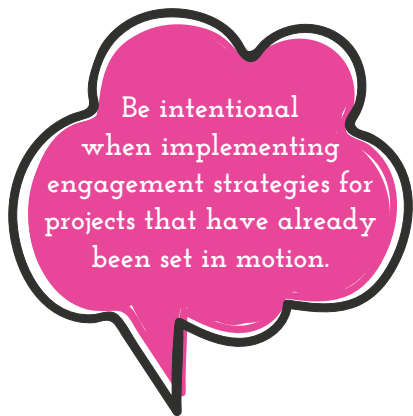
1 Define the Project

LOCATION
Specific address, neighborhood, city-wide

123 Copper Street in the Centre Neighborhood

PARAMETERS
Deadline, budget, decisions that have already been made

Collect input and design in 2020, construction in 2021.

Budget is $1 million

TIMELINE

Start: Month/Year	End: Month/Year
April 2020	Aug. 2021

PROJECT TEAM

Name	Title
Project Manager	
John Smith	Director
Amy Kay	Event Coord.
Sarah Leme	Ranger

DESCRIPTION Overview of the project. What decisions will be made?

Through this project we will be redesigning Copper Street Park based on input from residents who live near or visit the park.

PLAN ALIGNMENT
Was this project listed in an existing plan? Which goals or actions in these existing plans relate to your project?

Existing Plans Check all that align

- ☑ 2025 Master Plan
- ☐ HUD Consolidated Plan
- ☐ Shared Prosperity Plan
- ☐ Sustainability Plan
- ☑ Parks & Recreation Plan
- ☑ Centre Neighborhood Neighborhood Plan

List Related Plan Actions or Goals

Review park facilities or types to detail appropriate amenities

STRATEGIC VISION GOALS
Check all that apply

- ☐ Shared Prosperity
- ☐ Connected City
- ☑ Inviting Public Places
- ☑ Environmental Responsibility
- ☐ Safe Community
- ☑ Youth Development
- ☑ Complete Neighborhoods
- ☐ Strength Through Diversity
- ☐ Economic Vitality
- ☐ Good Governance

Step 2: Identify Stakeholders & Impact

Stakeholders

A Stakeholder is anyone who will be involved in or affected by the project. They are the people or organizations who you will want to be engaging with to reach out further into the community.

Listed below are some examples of stakeholder groups. This is not a complete list, but is intended to get you started.

- Residents (of specific neighborhood, street, or city-wide, etc.)
- Neighborhood associations/points of contact
- Local nonprofits or churches
- Entrepreneurs/business owners
- Major employers
- Neighboring municipalities
- City staff or departments
- City Commissions & Boards
- Senior groups
- Students (K-12, Kalamazoo College, Kalamazoo Valley Community College, Western Michigan University)
- Transportation-oriented organizations
- Young professionals

2 Identify Stakeholders & Impact

PROJECT IMPACT

PLACES that will be impacted
Ex: Neighborhood, streets natural feature, access to water

> Copper Street Park area. Natural Features: mature trees and a river.

Level of Impact
Considering the places, people, and processes being impacted, determine whether your project will have a high or low impact on the community.

☐ Low Impact
☑ High Impact

Impact Area
Considering the places being impacted, determine whether your project will impact a small or large area.

☑ Small Area
☐ Large Area

PEOPLE that will be impacted
Ex: Business, home owner, renter, citizen rights or liberties

> Residents who use and/ or live near the park. Centre Neighborhood Association

PROJECT PARTNERS
Are there other groups or organizations that will be helping carry out the project?

> Greenspace Architects

PROCESSES that will be impacted
Ex: New website, phone number, or office location, bill paying, permitting, accessing services

> N/A

STAKEHOLDER GROUPS
Stakeholders are anyone that you will need to engage throughout your project. Consider who will be impacted by the project, be interested in the project, have knowledge or expertise on the topic, and make decisions for the project (schools, churches, nonprofits, neighborhood residents, businesses, government departments, boards/commissions, etc.

> Centre Neighborhood Residents   City Commission
> Centre Neighborhood Association
> Centre Neighborhood Youth
> Residents who visit the park
> Environmental groups
> Planning Commission

Find a blank copy of this form on page 17

Impact Scale Grid

The **Impact Scale Grid** is a categorization tool that considers how the size and scope of a particular project might inform the type and depth of engagement that should be pursued.

This grid is particularly important given the City's dedication to utilizing public participation tools in the implementation of projects of all types, from high-impact, large-geography efforts like Master Plan updates to low-impact, small-geography efforts like minor street improvements.
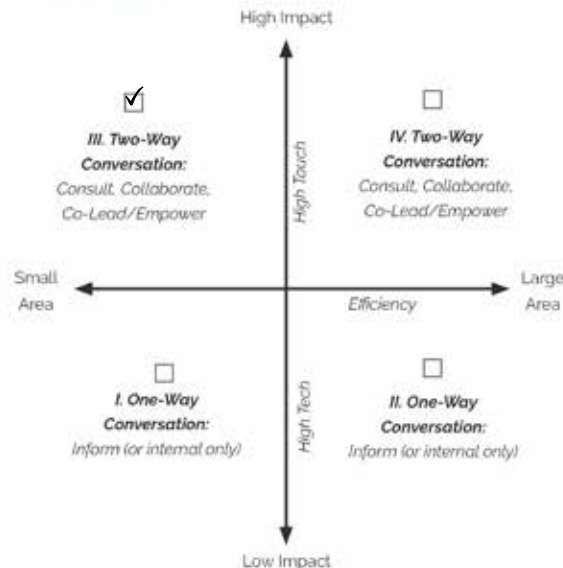
These categorizations are helpful when considering the reach of a project and what public participation tools might be most effective.

For example, Type I (low-impact, small-geography) and Type II (low-impact, large-geography) projects require 1-way, informative participation, while Type III (high-impact, small-geography) and Type IV (high-impact, large-geography) require 2-way consulting, collaboration, and or/co-leadership. Ultimately, a higher impact level must correspond to an increase in stakeholder involvement.

3 Determine Level of Engagement

Based on the level of impact and impact area you determined on the last page, check the applicable quadrant on the Impact Scale Grid below. This grid and the decision tree on the next page will help determine the level of engagement required for your project. In general the higher impact, the more in-depth engagement is required.

IMPACT SCALE GRID

High Impact

Small Area — Efficiency — Large Area

High Touch / High Tech / Low Impact

III. Two-Way Conversation: Consult, Collaborate, Co-Lead/Empower ✓

IV. Two-Way Conversation: Consult, Collaborate, Co-Lead/Empower

I. One-Way Conversation: Inform (or internal only)

II. One-Way Conversation: Inform (or internal only)

| TYPE	CLASSIFICATION	PROJECT EXAMPLE	LEVEL OF ENGAGEMENT	METHODS
I	Low impact, Small Geography	Lead water service replacement	1 way - Inform	Neighborhood newsletter, neighborhood email blast, social media
II	Low impact, Large Geography	Citywide hydrant flushing	1 way - Inform	E-blasts, website, social media
III	High impact, Small Geography	Zoning Map Update	2 way - Consult, Collaborate or Co-lead	Neighborhood meeting, door-to-door canvassing, door hangers, direct mail
IV	High Impact, Large Geography	Master Plan Update	2 way - Consult, Collaborate or Co-lead	Imagine Kalamazoo website, Town Hall meeting, focus groups

Find a blank copy of this form on page 18

Determining what level of engagement is required for your project will help you pick your engagement activities. The **Public Participation Decision Tree** is a tool designed to guide City staff towards a given project's most appropriate depth of engagement. We will be considering four different engagement levels:

- Inform
- Consult
- Collaborate
- Co-Lead/Empower
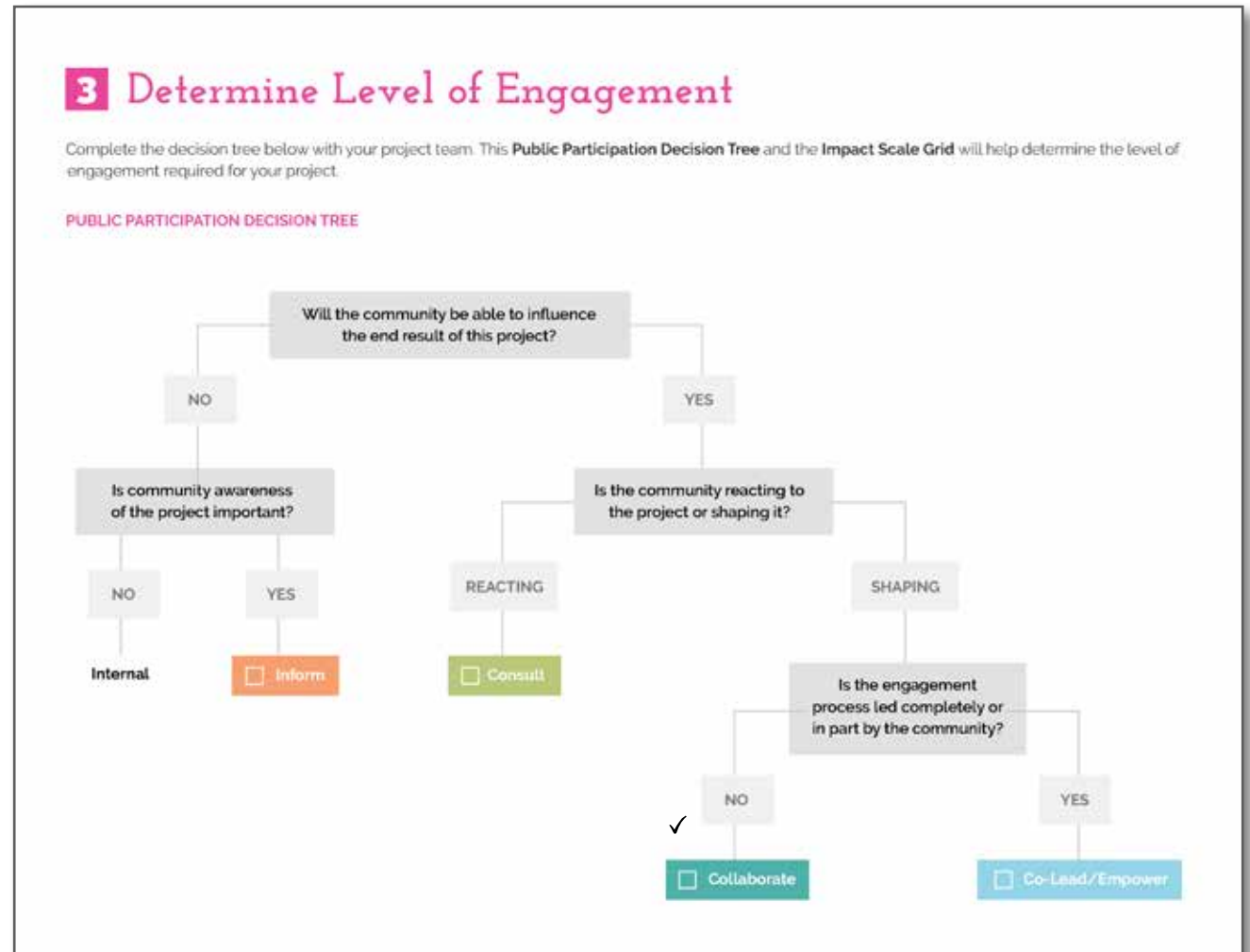
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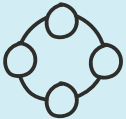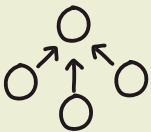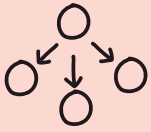
Step 3: Determine Level of Engagement
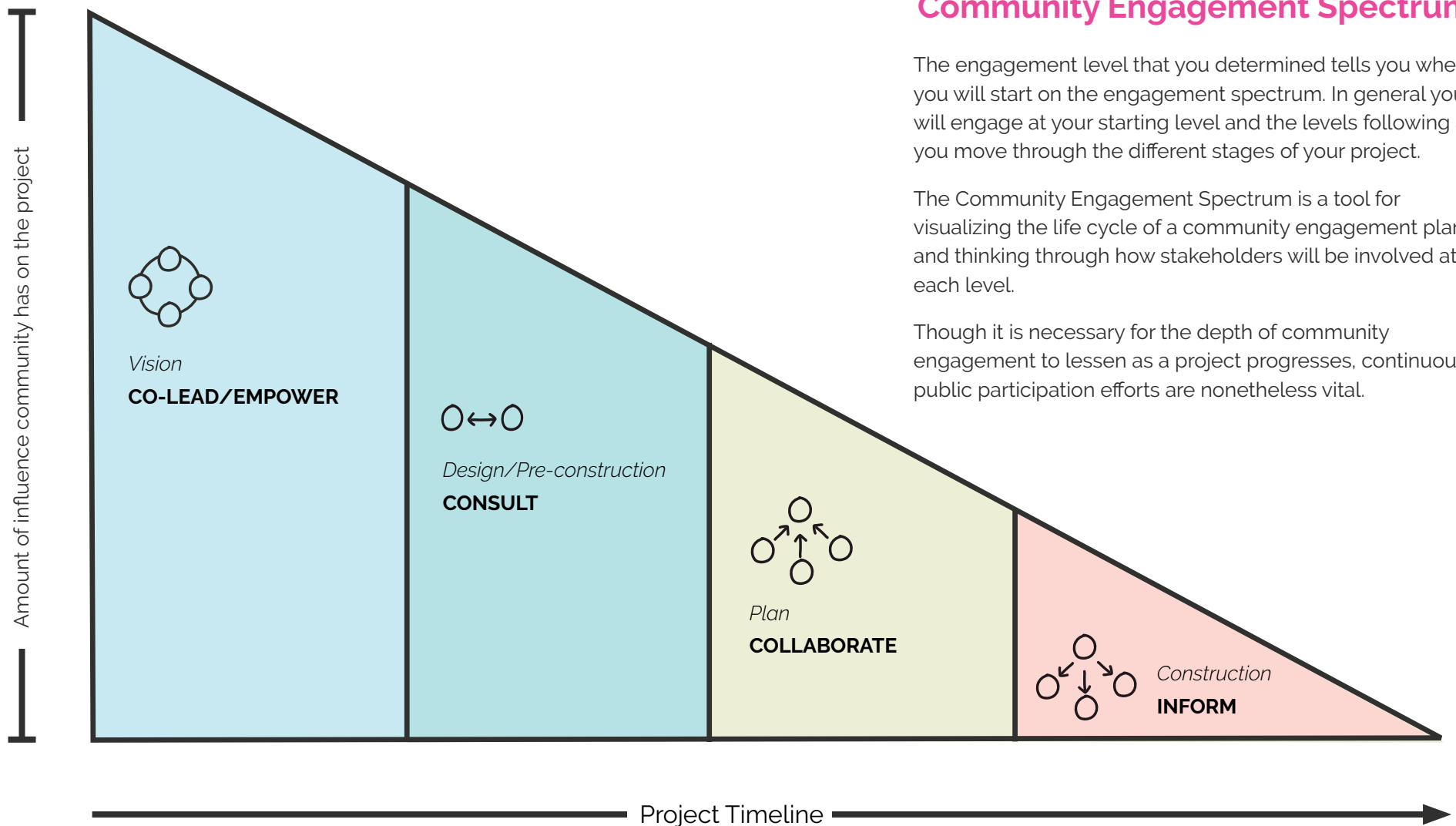
Community Engagement Spectrum

The engagement level that you determined tells you where you will start on the engagement spectrum. In general you will engage at your starting level and the levels following as you move through the different stages of your project.

The Community Engagement Spectrum is a tool for visualizing the life cycle of a community engagement plan and thinking through how stakeholders will be involved at each level.

Though it is necessary for the depth of community engagement to lessen as a project progresses, continuous public participation efforts are nonetheless vital.

Amount of influence community has on the project

Vision
CO-LEAD/EMPOWER

Design/Pre-construction
CONSULT

Plan
COLLABORATE

Construction
INFORM

Project Timeline

ENGAGEMENT LEVEL & DESCRIPTION	PROJECT EXAMPLES	ENGAGEMENT ACTIVITIES	
Vision **Co-Lead/Empower** Working alongside the community or the community leads the engagement process	• Master Plan Update • Neighborhood Planning	• Meetings On the Go • University Partnership • Work Group/Coalition	
Plan **Collaborate** The community shapes the project through lots of back and forth to create solutions	• Street Design • Park Improvement Planning • Zoning Ordinance Updates	• Engagement Meetings • Focus Groups • Pop-Up Table • Post Construction Surveys	
Design/Pre-Construction **Consult** Presenting concepts or ideas to the community and asking them to react and share their input on them	• Street Tree Planting Locations • Pothole Locations	• Living Walls • Standard Surveys • Statistically Significant Surveys • Post Construction Surveys	
Construction **Inform** Keeping the community informed of project updates, construction dates, and outcomes	• Street Construction • Lead Water Service Removal • Park Improvement Construction	• Mailing • Door Hanger • Briefing • Printed Informational Materials • Flyer • Neighborhood Newsletter • Press Release	• Social Media Post • Website Post • TV, Radio, Newspaper or Billboard Posting • Celebration Ceremony • Informational Meeting • Signage • Email Blast

Engagement Goals

Engagement goals should explain what you hope to accomplish through engagement. They can include how many people you want to engage overall, goals for communicating project outcomes, milestones you want to reach, etc. Keep the SMART method in mind when developing your goals; they should be **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**imely.

Opportunities

Opportunities are anything that might be helpful throughout your engagement plan. This could be any resources available to you such as residents and their skills, knowledge, or connections. These could also include community meeting spaces or connections to media, universities, nonprofits, or businesses.

Limitations

Limitations are anything that might set certain parameters for your project or your engagement process. Your limitations may include your budget, decisions that have already been made for the project, and any legal restrictions.

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4 Create an Engagement Strategy

Engagement goals should explain what you hope to accomplish through engagement. They can include how many people you want to engage, goals for communicating project outcomes, milestones you want to reach, etc. Make sure they are SMART: Specific, Measurable, Achievable, Realistic, and Timely.

ENGAGEMENT GOALS

Goal 1

Engage at least 100 residents by the end of engagement

Goal 2

Engage youth in picking out playground equipment

Goal 3

Provide residents with weekly updates on park construction

OPPORTUNITIES
Anything that might be helpful throughout your engagement plan.

The Centre Neighborhood has an active following on Facebook. Posting opportunities and information on that page could be helpful for promotion.

LIMITATIONS
Anything that might set certain parameters for your project or engagement.

Our engagement budget for the project is $1,000 for any materials, mailings, etc.

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Step 4: Create an Engagement Strategy

Engagement Overview

It will also be helpful to set up a general plan for each engagement level of your project. Check which engagement levels are applicable for your project and described how stakeholders will be engaged. Also think about what the timeline might be for each level and pick which engagement activities you will plan to do.

In order to respect the time investment of stakeholders, engagement activities should be meaningful and move the project forward.

For a list of engagement activities view the table on page 8 or for more details on each activity view the **Engagement Activities Toolkit** on Page 26 - 32.

Find a blank copy of this form on page 21

4 Create an Engagement Strategy *Continued*

Check the level of engagement you determined from the Impact Scale Grid and Decision tree

This is the level of engagement your project will start at. Also check all levels below your starting level as you will also engage at these levels as you move through the different stages of your project.

Fill out the engagement overview table for each applicable level for your project describing how stakeholders will be involved in each level and the engagement activities you plan to do

ENGAGEMENT OVERVIEW

	ENGAGEMENT LEVEL	TIMELINE	HOW WILL STAKEHOLDERS BE INVOLVED	ENGAGEMENT ACTIVITIES
☐	Vision **Co-Lead/Empower**			
☑	Plan **Collaborate**	April - June 2020	Collaborate with residents about what they want the park to look like and have.	Engagement Meeting Living Wall
☑	Design/Pre-construction **Consult**	July - Sept. 2020	Review park design to make sure that we got it right, make minor tweaks needed.	Engagement Meeting Online Survey
☑	Construction **Inform**	Oct. 2020 - Aug. 2021	Share outcome, construction dates, and updates	Website Post, Email Blast, Social Media Post, Celebration Ceremony

Step 4: Create an Engagement Strategy

Now that we have a general idea of what our engagement process will look like and have picked out our engagement activities, its time to plan out each of those activities.

For each engagement activity think about when and where it will take place, what stakeholder groups you are hoping to engage, what you need to carry out the activity successfully, how you will promote the opportunity to stakeholders, and how much it will cost. Refer to **Step 5: Ensure Activities are Accessible & Inclusive**

Check in with Project Team

Make sure that you are periodically scheduling check ins with your project team to see if you are on track to meet your engagement goals. If not, think about how you might need to change up your engagement plan and future activities.

Check in with Stakeholders

Its also important to update stakeholders on how the project is progressing. For more in depth engagement projects where each phase builds upon the last, be sure to explain how input has been used and what the next steps are.
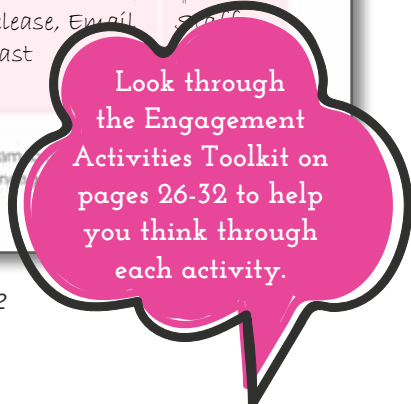
4 Create an Engagement Strategy Continued

Plan out all of your engagement activities using the table below. Use the Engagement Activities Toolkit to help you think through each activity. Fill out as many sheets as needed for your activities.

ENGAGEMENT ACTIVITY List the engagement activity and a brief description	WHEN Specific date, or month(s)	WHERE Location/city wide, online/in-person	WHO Stakeholder groups to be engaged	MATERIALS What will you need for this activity?	PROMOTION Social media, website, press release, flyer, etc.	COST For materials, promotion, etc.
Engagement Meeting - Collect input on boards	April 15	Copper Street Park, 123 Copper	All	Food, Boards, Markers, Photo ideas	Facebook event, Release, Postcard	$500, Staff Time
Living Wall - Open ended: what do you wish was here?	April 15 - May 30	Copper Street Park, 123 Copper	Residents who visit the park	Board, markers	Social Media Post	$10, Staff Time
Staff Check In - Do we have enough input to make a plan?	June 1			All input collected so far		Staff Time
Engagement Meeting - Review park plan	July 15	Copper Street Park, 123 Copper	All	Food, Boards with Park Plan, Markers	Facebook event, Release, Email Blast	$200, Staff

✓ Be sure to schedule time to update stakeholders on progress as well as time to check in with your project team. If you aren't meeting your engagement goals think about what changes you might need to make for future engagement.
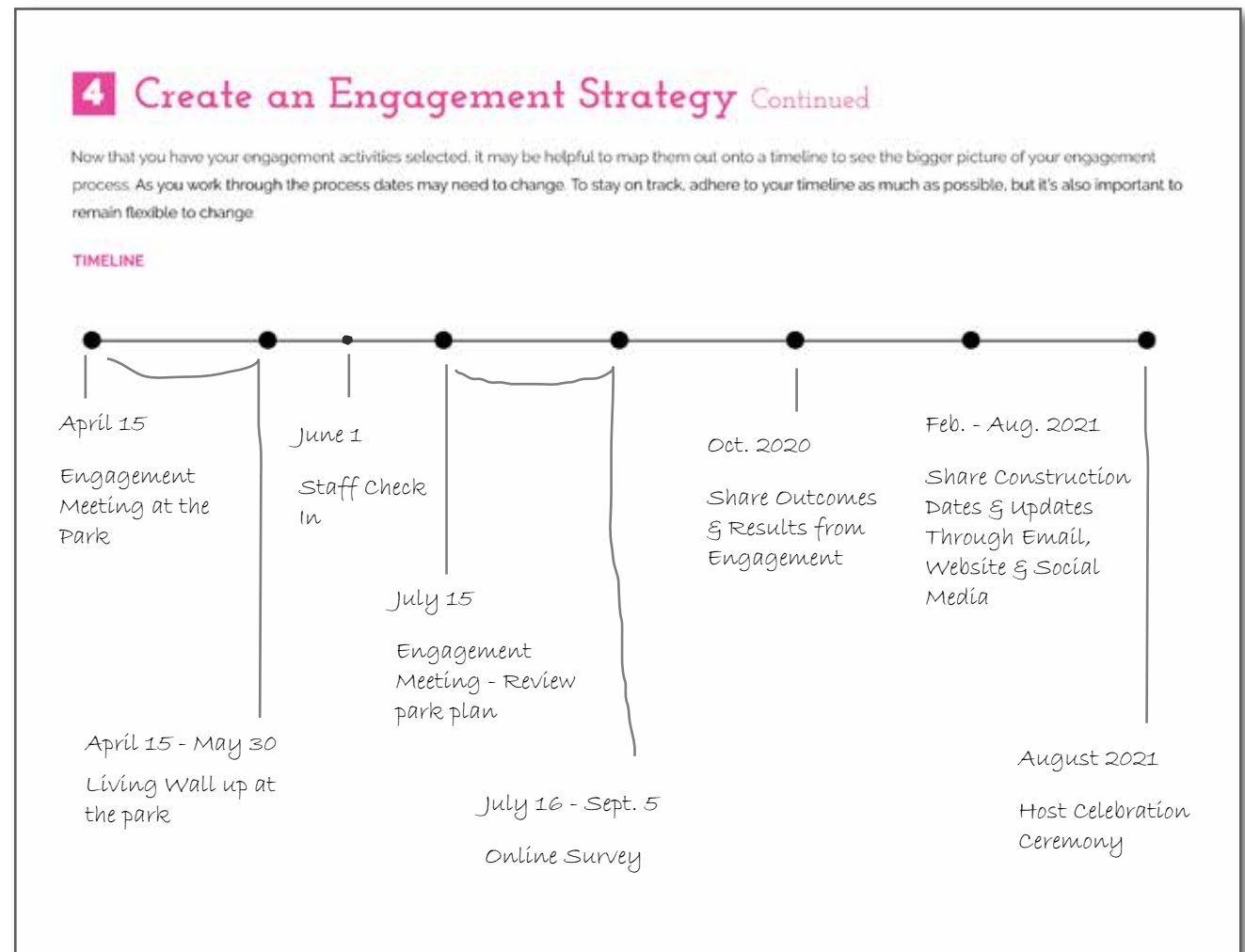
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> Look through the Engagement Activities Toolkit on pages 26-32 to help you think through each activity.

Step 4: Create an Engagement Strategy

Taking the dates you wrote down on the activities worksheets, create a timeline for your engagement process. Also include any goals or milestones you would like to reach for your project or engagement with the dates.

The timeline will give you an overall feel of the timing for activities and a bigger picture of your engagement process.

As you work your way through the process you may find that you need to change things on your timeline. To stay on track you will want to adhere to your timeline as much as possible, but it's also important to remain flexible to change

4 Create an Engagement Strategy *Continued*

Now that you have your engagement activities selected, it may be helpful to map them out onto a timeline to see the bigger picture of your engagement process. As you work through the process dates may need to change. To stay on track, adhere to your timeline as much as possible, but it's also important to remain flexible to change.

TIMELINE

April 15

Engagement Meeting at the Park

April 15 - May 30

Living Wall up at the park

June 1

Staff Check In

July 15

Engagement Meeting - Review park plan

July 16 - Sept. 5

Online Survey

Oct. 2020

Share Outcomes & Results from Engagement

Feb. - Aug. 2021

Share Construction Dates & Updates Through Email, Website & Social Media

August 2021

Host Celebration Ceremony

Step 5: Ensure Activities are Accessible & Inclusive

In order to achieve meaningful engagement with a broad range of the Kalamazoo community, activities must be planned so that all residents are able to participate.

Its important to think through and implement different strategies to make sure that communication and engagement opportunities are accessible, comfortable, and convenient for your stakeholders.

To learn more about how to make your engagement activities accessible, visit Holding Inclusive Events: A Guide to Accessible Event Planning (found at: https://autisticadvocacy.org/wp-content/uploads/2019/05/Accessible-Event-Planning.pdf

This Guide focuses on Universal Design, which in this context means designing an activity or event so that everyone can go and take part in that activity or event. It provides resources on physical, sensory, and cognitive accessibility.

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Promote Participation

In all promotional materials make sure the benefit of engagement is emphasized. Consider what stakeholders might be interested in or what concerns they might have and connect those to the project.

Think through what your call to actions might be through different stages of the project. Make sure your calls to action are very clear and make it easy to get involved.

Communicating Results

It is essential that participants are briefed on how their input shaped the decision-making process. This is an important time to thank participants and create excitement around the completed project.

This promotes transparency and community ownership over a given project, and also provides valuable information for residents who may not have had the chance to participate in initial project phases. Reporting outcomes and debriefing is also greatly beneficial for the City – with the benefit of hindsight, this is an opportunity to receive meaningful feedback on public participation efforts as a whole.

6 Promote Participation & Communicate Results

PROMOTIONAL STRATEGY

How does your project align with the interests and concerns of your stakeholders? What is the benefit to them of getting involved?

> If they live near or visit the park they will have an interest in it. They will get to help shape what the park will have.

What are your calls to action?

> What do you want to see in Copper Street Park? Let us know!
>
> Did we get it right? Review and share your input on the Copper Street Park Draft Plan!

How will you communicate with stakeholders and keep them up to date on the project?

> Posting on social media. Have a sign in sheet at each meeting to collect emails. Send email updates. Post updates at neighborhood association.

In the last engagement level of the engagement spectrum, inform, you will be communicating the results of your project. Once you have compiled all of the input for your project fill out the sheet below to show how community input informed project decisions. This worksheet is not required for projects that start at the Inform level of engagement/don't include community input. Share this outcome information and updates with stakeholders.

COMMUNITY INPUT
What we heard

PROJECT OUTCOMES
What we're doing

Community Input	Project Outcomes
New playground for 8-10 year olds is needed	New playground for 8-10 year olds will be installed. Playground design was selected by neighborhood youth.
Park tree canopy is important	New amenities will be planned around existing trees. 10 new trees will be planted.
Install a pool	We unfortunately do not have the budget to install and maintain a pool in this location. Pool installation would also require removing several mature trees.

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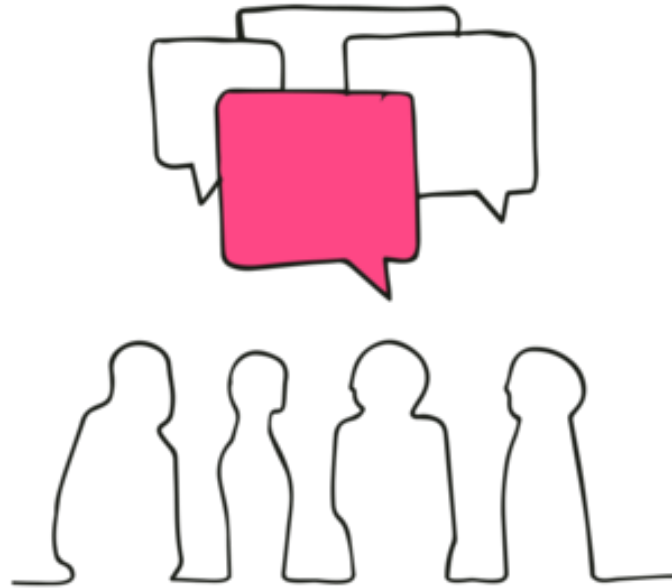
Community Engagement Plan Template

PROJECT NAME

DATE CREATED

1 Define the Project

LOCATION
Specific address, neighborhood, city-wide

PARAMETERS
Deadline, budget, decisions that have already been made

TIMELINE

Start: Month/Year	End: Month/Year

PROJECT TEAM

Name	Title
Project Manager	

DESCRIPTION Overview of the project. What decisions will be made?

PLAN ALIGNMENT

Was this project listed in an existing plan? Which goals or actions in these existing plans relate to your project?

Existing Plans Check all that align

- ☐ 2025 Master Plan
- ☐ HUD Consolidated Plan
- ☐ Shared Prosperity Plan
- ☐ Sustainability Plan
- ☐ Parks & Recreation Plan
- ☐ _____ Neighborhood

Neighborhood Plan

List Related Plan Actions or Goals

STRATEGIC VISION GOALS
Check all that apply

- ☐ Shared Prosperity
- ☐ Connected City
- ☐ Inviting Public Places
- ☐ Environmental Responsibility
- ☐ Safe Community
- ☐ Youth Development
- ☐ Complete Neighborhoods
- ☐ Strength Through Diversity
- ☐ Economic Vitality
- ☐ Good Governance

2 Identify Stakeholders & Impact

PROJECT IMPACT

PLACES that will be impacted
Ex: Neighborhood, streets natural feature, access to water

PEOPLE that will be impacted
Ex: Business, home owner, renter, citizen rights or liberties

PROCESSES that will be impacted
Ex: New website, phone number, or office location, bill paying, permitting, accessing services

Level of Impact
Considering the places, people, and processes being impacted, determine whether your project will have a high or low impact on the community.

- [ ] Low Impact
- [ ] High Impact

Impact Area
Considering the places being impacted, determine whether your project will impact a small or large area.

- [ ] Small Area
- [ ] Large Area

PROJECT PARTNERS

Are there other groups or organizations that will be helping carry out the project?

STAKEHOLDER GROUPS

Stakeholders are anyone that you will need to engage throughout your project. Consider who will: be impacted by the project, be interested in the project, have knowledge or expertise on the topic, and make decisions for the project (schools, churches, nonprofits, neighborhood residents, businesses, government departments, boards/commissions, etc.

3 Determine Level of Engagement

Based on the level of impact and impact area you determined on the last page, check the applicable quadrant on the Impact Scale Grid below. This grid and the decision tree on the next page will help determine the level of engagement required for your project. In general the higher impact, the more in-depth engagement is required,

IMPACT SCALE GRID

High Impact

III. Two-Way Conversation: *Consult, Collaborate, Co-Lead/Empower*

IV. Two-Way Conversation: *Consult, Collaborate, Co-Lead/Empower*

High Touch

Small Area

Large Area

Efficiency

High Tech

I. One-Way Conversation: *Inform (or internal only)*

II. One-Way Conversation: *Inform (or internal only)*

Low Impact

TYPE	CLASSIFICATION	PROJECT EXAMPLE	LEVEL OF ENGAGEMENT	METHODS
I	Low impact, Small Geography	Lead water service replacement	1 way - Inform	Neighborhood newsletter, neighborhood email blast, social media
II	Low impact, Large Geography	Citywide hydrant flushing	1 way - Inform	E-blasts, website, social media
III	High impact, Small Geography	Zoning Map Update	2 way - Consult, Collaborate or Co-lead	Neighborhood meeting, door-to-door canvassing, door hangers, direct mail
IV	High Impact, Large Geography	Master Plan Update	2 way - Consult, Collaborate or Co-lead	Imagine Kalamazoo website, Town Hall meeting, focus groups

3 Determine Level of Engagement

Complete the decision tree below with your project team. This **Public Participation Decision Tree** and the **Impact Scale Grid** will help determine the level of engagement required for your project.

PUBLIC PARTICIPATION DECISION TREE
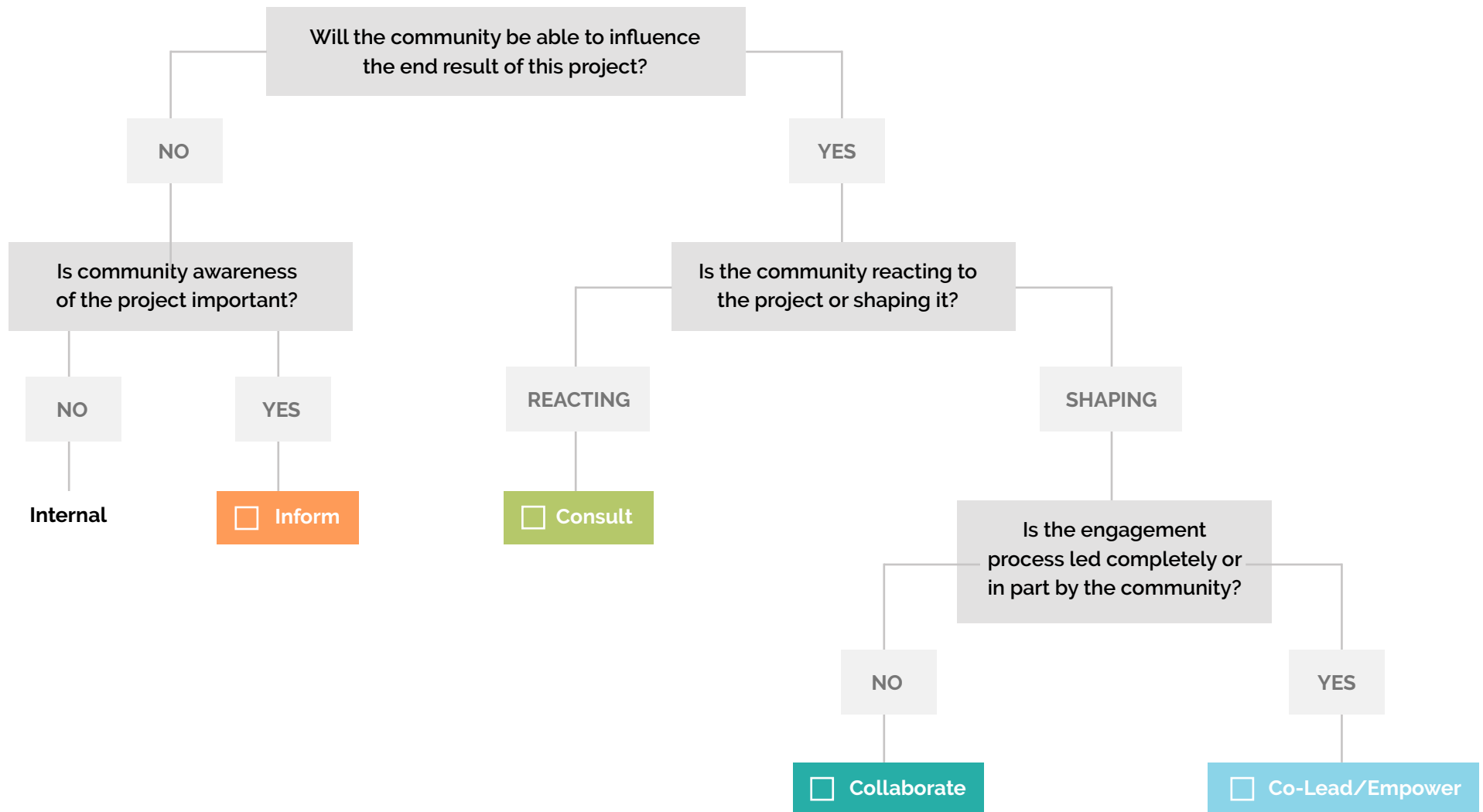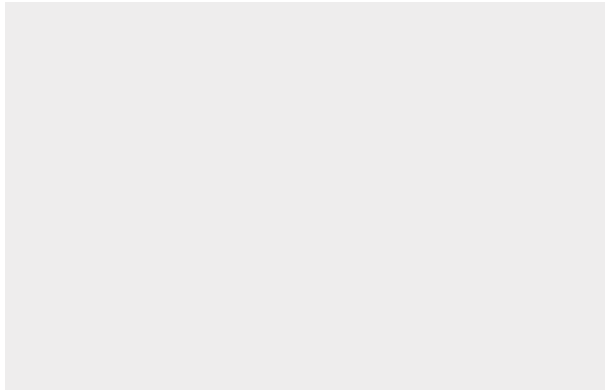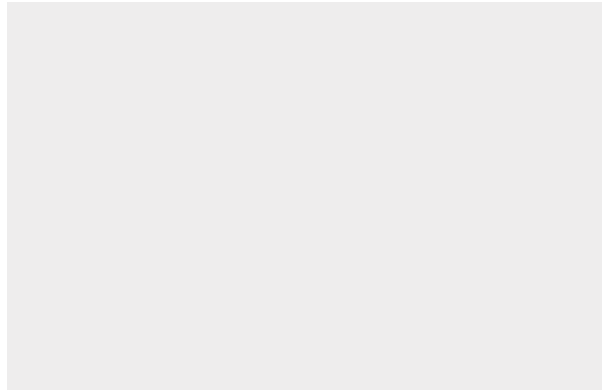
Will the community be able to influence the end result of this project?

NO

YES

Is community awareness of the project important?

Is the community reacting to the project or shaping it?

NO

YES

REACTING

SHAPING

Internal

☐ Inform

☐ Consult

Is the engagement process led completely or in part by the community?

NO

YES

☐ Collaborate

☐ Co-Lead/Empower

4 Create an Engagement Strategy

Engagement goals should explain what you hope to accomplish through engagement. They can include how many people you want to engage, goals for communicating project outcomes, milestones you want to reach, etc. Make sure they are SMART: Specific, Measurable, Achievable, Realistic, and Timely.
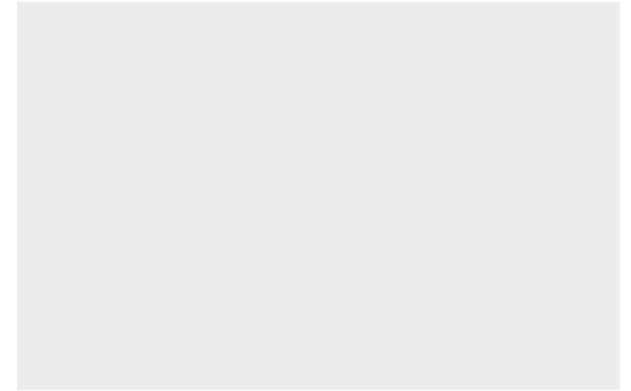
ENGAGEMENT GOALS

Goal 1

Goal 2
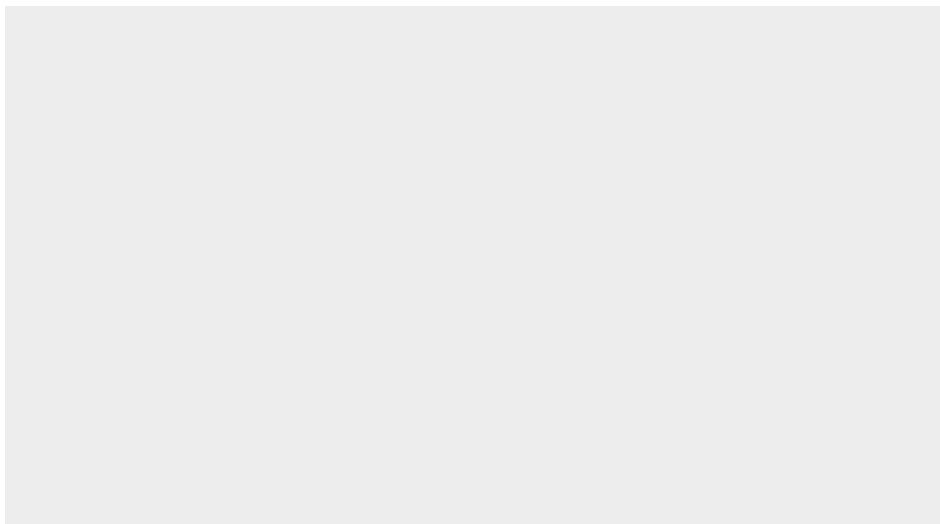
Goal 3

OPPORTUNITIES

Anything that might be helpful throughout your engagement plan.

LIMITATIONS

Anything that might set certain parameters for your project or engagement.

Check the level of engagement you determined from the Impact Scale Grid and Decision tree.

This is the level of engagement your project will start at. Also check all levels below your starting level as you will also engage at these levels as you move through the different stages of your project.

Fill out the engagement overview table for each applicable level for your project describing how stakeholders will be involved in each level and the engagement activities you plan to do.

ENGAGEMENT OVERVIEW

	ENGAGEMENT LEVEL	TIMELINE	HOW WILL STAKEHOLDERS BE INVOLVED	ENGAGEMENT ACTIVITIES
☐	*Vision* **Co-Lead/Empower**			
☐	*Plan* **Collaborate**			
☐	*Design/Pre-construction* **Consult**			
☐	*Construction* **Inform**			

Plan out all of your engagement activities using the table below. Use the Engagement Activities Toolkit to help you think through each activity. Fill out as many sheets as needed for your activities.

ENGAGEMENT ACTIVITY List the engagement activity and a brief description	WHEN Specific date, or month(s)	WHERE Location/city wide, online/in-person	WHO Stakeholder groups to be engaged	MATERIALS What will you need for this activity?	PROMOTION Social media, website, press release, flyer, etc.	COST For materials, promotion, etc.

✓ Be sure to schedule time to update stakeholders on progress as well as time to check in with your project team to review your engagement goals. If you aren't meeting your engagement goals think about what changes you might need to make for future engagement activities.

4 Create an Engagement Strategy Continued

Now that you have your engagement activities selected, it may be helpful to map them out onto a timeline to see the bigger picture of your engagement process. As you work through the process dates may need to change. To stay on track, adhere to your timeline as much as possible, but it's also important to remain flexible to change.

TIMELINE

5 Ensure Activities are Accessible & Inclusive

Below are some strategies to ensure your engagement activities and materials are accessible and inclusive. Check any you plan to do and list any other ideas you have.

ACCESSIBILITY

☐ Seek information from local leaders and residents to determine if a translator or sign language is required

☐ Ensure meeting locations have barrier free accessibility

☐ Arrange for transportation to and from meetings

☐ Ensure online documents are Screen Reader Accessible

COMFORT & CONVENIENCE

☐ Offer multiple different ways for stakeholders to share input (online, in-person, written on a board, etc.)

☐ Select time, day, and place that works best for those that you are engaging. (May be outside of normal working hours, or mean hosting activities where they already are to make it quick and convenient)

☐ Provide food & childcare at engagement meetings

☐ Set up space to make everyone comfortable

CLEAR & READABLE MATERIALS

☐ Use a 12 pt or larger font size

☐ Avoid fonts with thin weights or a narrow width

☐ Fonts to try: Times New Roman, Verdana, Arial, Helvetica, Calibri

☐ Avoid color combinations that are difficult for someone who is color blind to read. Use patterns and textures to show contrast. (Avoid: Red & green, green & brown, blue & purple, green & blue, light green & yellow, blue & gray, green & gray, green & black.)

☐ Write simply and define acronyms, avoid jargon or overly technical descriptions

☐ Check the readability of text with applications like Hemingway Editor (Not exceeding 6th grade reading level)

☐ Include text, graphics, and educational information in materials

☐ Translate materials into all relevant languages

☐ Make materials visually interesting, consistent, and on-brand for the City.

☐ Always include contact information, and social media/website links on handouts/flyers to access further information.

OTHER

☐ Be ready 20-30 minutes before start time

☐ Have more than you think you think you need of everything (handouts, pens, food)

☐ Clearly mark meeting location on the site. Use directional arrows and other way finding

☐ Ensure doors are unlocked the duration of the event

☐

☐

☐

☐

☐

☐

☐

6 Promote Participation & Communicate Results

PROMOTIONAL STRATEGY

How does your project align with the interests and concerns of your stakeholders? What is the benefit to them of getting involved?

What are your calls to action?

How will you communicate with stakeholders and keep them up to date on the project?

In the last engagement level of the engagement spectrum, Inform, you will be communicating the results of your project. Once you have compiled all of the input for your project fill out the sheet below to show how community input informed project decisions. This worksheet is not required for projects that start at the Inform level of engagement/don't include community input. Share this outcome information and updates with stakeholders.

COMMUNITY INPUT

What we heard

PROJECT OUTCOMES

What we're doing

Engagement Activities Toolkit

Inform

ACTIVITY	THINK IT THROUGH	BENEFITS	CHALLENGES
Mailing Printed & mailed informational materials (Newsletters, postcards, reports/guides)	Ensure content is clear and readable. Postcard vs mailer in envelope	Widespread distribution.	Can be expensive. Limited readership. Limited space. Environmental Impact.
Door Hangers Printed informational materials hooked on resident's door knobs.	Ensure content is clear and readable. If laid out accordingly, it is possible to include a tear off postcard on the door hanger for residents to easily respond	Affordable and can be printed in house, providing flexibility and quick turnaround May stand out more than a postcard.	Distribution can be time consuming for large areas. (Typically best for 200 or less addresses) Limited space for text.
Printed Informational Material Includes newsletters, brochures, issue papers, and fact sheets.	Ensure content is clear and readable. Can be distributed in person or linked online.	Fosters accountability; documents the planning process.	Limited distribution networks can leave some populations out of the conversation. Limited space. Readership can be limited.
Press Release	Well-suited for distributing information about major project developments and milestones, technical or legal information. Can also be posted on website as news.	Can distribute precise information; language is often used directly in articles. Easy to track, provides accountability.	Low media response rate. Limited readership.
Flyer Handouts announcing City meetings, events, and other initiatives.	Neighborhood associations, community organizations, and local businesses can be ideal distribution points.	Simple, cost-effective way to get your message across. Includes community members who may not have access to Internet, television, etc. Distribution presents an opportunity to connect with community partners and engage them in the process.	Limited information can be conveyed. Distribution can be time consuming for large areas.

Inform

ACTIVITY	THINK IT THROUGH	BENEFITS	CHALLENGES
Neighborhood Newsletter Inclusion of information in neighborhood newsletters (physical or online).	Well-suited for reaching out to particular neighborhoods.	Cost effective, makes use of existing mailing systems. Opportunity to connect with neighborhood residents in the way that they have identified as working best for them (physical mailing, social media, etc.). Fosters contact with active community members.	Mailing entity may be unclear to the reader. Information may only reach those who are already actively engaged with the neighborhood.
Social Media Post Includes Facebook, Twitter, and Instagram	Use a variety of post formats, including text, photos, videos, polls, and events. Create Facebook events for all City gatherings to increase attendance. Reply promptly to community inquiries and comments.	Economical and instant method of reaching out to a broad population. Encourages community involvement and City accountability; allows community members to visibly comment on City posts.	Those without Internet access are left out. Major community events can create a flood of comments that can be difficult to respond to.
Website Post	Use concise, accessible language. Share links to social media pages. Make materials visually appealing and user-friendly.	Economical and instant. Encourages accountability; easy to look back on the progression of a project.	Community members are fairly unlikely to visit websites unless there is a particular reason to do so (this is why sharing links is vital). Those without Internet access are left out.
Email Blast Emailing project updates to past event or meeting attendees	You will want to have sign in sheets at your meetings/events for people to sign up. You could also include a sign up form online.	Economical and instant. Keeps people who have already showed interest in your project up to date and engaged.	Limited to the list of emails you have.
TV, Radio, Newspaper, Billboard Posting	Consider the best days of the week, times of day, and sections or channels to reach intended audience.	Widespread distribution.	Can be expensive. Limited information can be conveyed. Information may not always be watched/listened to/read thoroughly.

Inform

ACTIVITY	THINK IT THROUGH	BENEFITS	CHALLENGES
Celebration Ceremony Includes ribbon-cuttings, festivals, and other special events to celebrate the completion of a project.	Include community partners to increase visibility, build relationships, and, in some cases, share costs. Consider how other public participation tools can improve your celebration. When appropriate, can include post surveys and/or information about new and upcoming projects.	Opportunity to celebrate successes and increase visibility of a project. Often draws positive attention from the press. Celebration ceremonies that are open to the public are often very popular.	Can be costly in terms of time and resources.
Briefing Short, one-way presentation at existing community meeting or event (civic clubs, nonprofits, etc.)	It is important to consider your audience and present at a wide range of meetings. What groups might present an opportunity to reach out to underrepresented populations? You may want to handout **Printed Informational Materials** *Virtual Option:* Record video or presentation with audio.	Can be an effective way to make contact in the community and build interest in City projects. Requires time from City staff, but similar presentations can be used for different groups.	Can be easy to fall into a routine of meeting with only a select few groups. Project stakeholders may not be target audience.
Informational Meeting A meeting to inform residents about an upcoming project or construction	Have detailed project information ready to share (purpose, timeline, how residents will be impacted, how to stay up to date, etc.) Think about what questions residents might ask about the project. You may want to handout **Printed Informational Materials** *Virtual option:* Live stream or record and share online for review or for those who couldn't attend at scheduled time.	Gives residents the opportunity to ask questions and get answers face to face.	A great deal of outreach and effort is required to achieve strong attendance.
Signage Signs placed at a project site to indicate completion. Includes semi-permanent/ permanent signs as well as temporary signage such as yard signs.	A practical method for physical development projects. Use appropriate logos/icons and text to promote City initiatives like Imagine Kalamazoo 2025. If relevant, include community partners' logos. Consider the duration that the sign will be up. Make a plan about who will take down the sign.	Great way to reach users of the space. Can help community members to understand a project's connection with the City; increases transparency. Can be a branding/marketing opportunity in multiple ways— can show off City logos, and also can appeal to potential partners.	Can be expensive. Vandalism is a concern. Check local sign code or Right of Way Requirements

Consult

ACTIVITY	THINK IT THROUGH	BENEFITS	CHALLENGES
Standard Surveys Surveys/questionnaires distributed online or in person at engagement events or pop-up tables	It is important to be intentional with survey questions and distribution. Think about how residents will have access to the survey. Reach out to community partners to assist in distribution. Keep surveys short and include background information residents will need to know. *Virtual option:* Online survey with a prerecorded presentation for information or instructions.	Cost-effective Allows for a variety of questions Can be an opportunity to collect email addresses for updates with an optional email address question.	Distribution can be uneven, and results can be easily skewed.
Statistically Significant Surveys Surveys/questionnaires mailed randomly to a sample population.	For statistically valid results, should be developed and conducted by an outside group.	Opportunity for statistically valid results from a wide sample of the population.	Can be costly to implement, both in time and resources. Response rate often low. Can be a slow process. Once the survey has been set in motion, there is little room for change.
Post Surveys Surveys/questionnaires after the completion of a project.	Consider the best way to distribute (mail, email, and in-person) Be intentional with the questions that you ask— try to focus on things that the City can have an active response to. "Would you like to see similar projects in the future?" is more productive than "Do you like this project?" # of post surveys at what interval *Virtual option:* Surveys can be done virtually.	If well-designed, can provide incredibly valuable input on how successful a project was and ways to improve. Can serve as a community builder by reminding community members of the work that has already been done and reconnecting them with the City.	Response rates can be low. Can be difficult to get in touch with past participants. If questions are not phrased well, you can get input that is impossible to act on.

Consult

ACTIVITY	THINK IT THROUGH	BENEFITS	CHALLENGES
Living Walls Interactive posters, on which community participants can write or draw out responses to a given prompt.	Prompts and responses are generally quite broad; best for initial planning and data-gathering. Make sure categories are distinct and clear. *Virtual option:* Can be done virtually in both a live setting using digital white board applications and asynchronously to allow participation at anytime.	Adaptable, intuitive, and transparent. Can create a space for engagement between participants and a sense of ownership over the process. Opportunity to reach individuals and groups for whom privacy is a concern; living walls can be dropped off at an organization and used internally. Can be used as an engagement exercise during meetings or events, or displayed in public spaces for a longer period of time.	Limited information can be conveyed. Cannot follow up with individual respondents.

Collaborate

ACTIVITY	THINK IT THROUGH	BENEFITS	CHALLENGES
Engagement Meetings Open community meeting with space for back-and-forth interaction.	Consider other public participation tools that might be useful as part of the meeting — living walls, surveys, etc. *Virtual Option:* Can be done virtually.	Increases sense of community ownership over the planning process. Flexible and adaptable; can be used with a variety of other public participation tools depending on topic/audience.	A great deal of outreach and effort is required to achieve strong attendance.
Focus Groups In-person, small-group meetings.	Planning ahead is important — how will the questions that you ask now help your project moving forward? *Virtual Option:* Can be done virtually in both large and small groups.	Provides traceable data. Reaches broad, representative population.	Can be expensive and time consuming.
Pop-Up Table Outreach and engagement at existing community-organized meetings and events.	Opportunities for engagement include Art Hop, farmers' markets, neighborhood association meetings, and community organization meetings. *Virtual Option:* Use break out room functions and digital white boards, like Miro or Mural.	Opportunity to meet community members in a setting that is convenient and familiar. Opportunity to connect with community members who might not attend City organized meetings or be online.	Important to be respectful of community boundaries; ensure that the City is not "stepping on toes" and barging in without invitation.

Co-Lead/Empower

ACTIVITY	THINK IT THROUGH	BENEFITS	CHALLENGES
Meetings on the Go Packets of information distributed to community members who are hosting their own meetings about a City initiative.	Ideal for use with community groups, clubs, neighborhood associations, or social groups. Easily adaptable to various group sizes and types. *Virtual Option:* Meetings can be held virtually or live.	Increases sense of community ownership over the planning process. Flexible and require minimal City resources; City staff not needed to facilitate. Can be useful for engaging groups, such as privacy sensitive community organizations, that might be hesitant to attend City-led meetings.	Can be difficult to ensure that information from the meetings gets accurately reported back to the City. Conversation topics may stray from initial agenda.
University Partnership Collaborative efforts between City departments and Kalamazoo colleges/universities.	Can include City presentations at university events, joint research opportunities, and town hall-style meetings on university campuses.	Collaboration can be a mutually beneficial tool Universities often have access to time, resources (particularly computer programs), and skills that the City may not. For students, partnership can present a professional development/research opportunity.	Successful collaboration requires time and effort on behalf of all parties. City needs do not always align well with university calendars.
Work Group/Coalition A group of businesses, organizations, residents, City staff, topic experts, etc. who will help with planning, engagement, and implementation of your project	What businesses, organizations, etc. are either located near or around your project or might be interested in your project. Also consider how members will benefit from joining your coalition, how much time they will need to invest, and any information you will need to provide them about your project and engagement.	These members can be an important resource for engagement and help with increasing your reach. Increases community ownership over the planning process.	Coordinating and scheduling meetings, etc. can be time consuming Finding a time that works for everyone to meet can be challenging