

GREENWAY ALIGNMENT



LANDMARKS & OPPORTUNITIES

YOU TOLD US YOU WANTED TO SEE THESE ACTIVITIES



COMMUNITY OUTREACH

WE ASKED YOU?



YOU TOLD US...



YOU TOLD US THESE LANDMARKS WERE IMPORTANT TO YOU



Great Rivers Greenway

ENGAGEMENT STRATEGY

FEBRUARY 2018

ACKNOWLEDGEMENTS

- **Beyond Housing**

Vontrice McDowell, Former Director of Community Engagement

- **City of Bridgeton**

Walt Siemsgluz, Department of Parks and Recreation

- **City of Maryland Heights**

Mary Vaughan, Former Director, Department of Parks and Recreation

- **City of Saint Charles**

Maralee Britton, Director, Department of Parks and Recreation

- **City of St. Louis**

Lyda Krewson, Former Alderwoman, 28th Ward

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- **City of University City**

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- **City of Wildwood**

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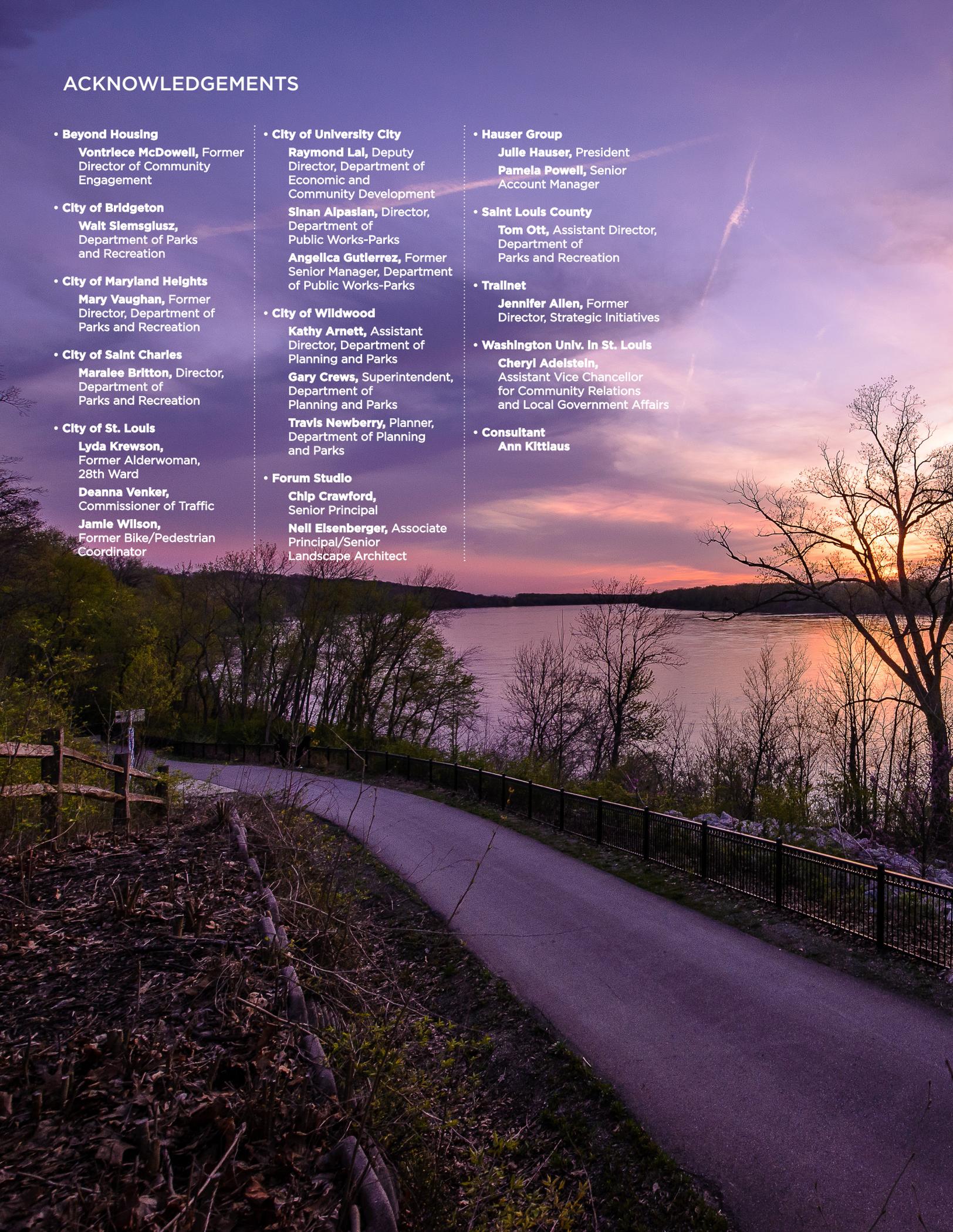
Jennifer Allen, Former Director, Strategic Initiatives

- **Washington Univ. in St. Louis**

Cheryl Adelstein, Assistant Vice Chancellor for Community Relations and Local Government Affairs

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WHO

This strategy is a guide for our staff, partners and vendors working on greenway projects to engage with the community, defined as residents of St. Louis City, St. Louis County and St. Charles County.



WHAT

This document:

- Describes strategies, core values and best practices to lay out a roadmap for how to engage the community in a meaningful way.
- Presents menus with options of specific implementation recommendations and toolkits, so teams can customize plans for any given project.

The SIX KEY STRATEGIES are:

- Know the community
- Set expectations with the project team
- Cultivate local advisors and champions
- Engage at all levels, matching outreach to impact
- Establish enduring relationships
- Evaluate success

And the FOUR KEY VALUES are:

- Meet people where they are
- Be inclusive and accommodating
- Target communications, but also use multiple means
- Be transparent and responsive about your process and what you heard

"Community engagement is not prescriptive. You need to look at what you're doing, who your target is, what your goals are, what you would like to see, and what you need."

—Great Rivers Greenway Partner

WHEN

In a word: always. Each project has its own timeline, but engagement will be a consistent element through the lifecycle of greenways, including planning, design, construction, events and upkeep.

WHERE

Meet people where they are—this will be project dependent!

*"Go to the people!
Traditional techniques like
public meetings don't work
like they used to - they're
often inconvenient and
can disempower people."*

—Great Rivers Greenway Partner

WHY

We want to create a network of greenways that becomes one of the top reasons people love the St. Louis region, developing enthusiastically satisfied residents and visitors alike. We will not succeed with this bold vision without the involvement of the community. Although our staff, vendors and partners have significant expertise, the product we can deliver (greenways) is improved by a deeper understanding of our customers (residents of the region).

Successful community engagement leads to increased backing for plans and projects, pride and ownership, trust in local government, cost-savings by getting it right, and simply put, better projects.

Having this roadmap means that there is a standard of excellence, with multiple paths to achieve it. Nobody is starting from scratch or repeating mistakes, and everyone knows what to expect.

HOW

Expectations, roles and responsibilities will be set up with each project team, according to the specific needs and resources available on a given project.



1

WELCOME LETTER

Welcome to the Engagement Strategy for Great Rivers Greenway!

This document is a guide for our staff, partners and vendors working on greenway projects in the St. Louis region. This is helpful for the collaborative teams that are implementing the community's vision

for a network of greenways in two main ways:

- **It describes core values, implementation strategies, and best practices** to lay out a roadmap for how to engage the community in a meaningful way on greenway projects.
- **It provides menus of options of specific communication, consultation, and participation tools**, so teams can customize plans for any given project.

Our efforts are driven by the people of the region who voted for and financially support our promise to develop this network of greenways that enhances people's quality of life and strengthens the social, economic, and environmental well-being of our region. We are developing greenways for the people and with the people of the region to connect us all to our rivers, parks and communities. Therefore, comprehensive, ongoing, and genuine community engagement is one of the core values of our organization.

Community engagement can take many forms. In our work, it is a process by which our organization, our partner organizations, and residents of the St. Louis region build ongoing relationships to achieve a shared vision for building, promoting and sustaining our regional network of greenways.

Great Rivers Greenway staff and partners convened to create this comprehensive strategy that borrows the best from our experiences, reflects missed opportunities, includes feedback and advice from neighboring agencies and organizations, inserts best practices from communities elsewhere, and serves as a resource for others.

This is a public document, and others are welcome to read it and use information for other projects as they see fit. Of course, any branded templates found here should be adapted to your organization's look and feel. We welcome feedback and ideas to keep this strategy as relevant and effective as possible. Please contact us at **(314) 436-7009** or **info@grgstl.org**. Callers using a Telecommunications Device for the Deaf may access Relay Missouri at (800) 735-2966. Thank you for reading and caring about the importance of community engagement!



WHAT IS A GREENWAY?

Greenways are outdoor spaces connecting people & places. Each greenway is unique, reflecting the character of the communities it connects. Greenways can include:

- Trails where you can take a walk, go for a run, ride a bike or just get some fresh air. These are almost always paved and accessible for all.
- Conservation projects to maintain healthy habitats & watersheds, such as rain gardens, native plants, restored prairies, wetlands & floodplains.
- Amenities like restrooms, water fountains, benches, bike racks, signage, parking & playgrounds.
- Connections to business districts, neighborhoods, transit, jobs, schools, cultural destinations, rivers, creeks, parks & conservation areas.

GREAT RIVERS GREENWAY

MISSION:

Great Rivers Greenway makes the St. Louis region a more vibrant place to live, work and play by developing a regional network of greenways.

VISION:

The dynamic network of greenways connects rivers, parks and communities, strengthening the social, economic and environmental well-being of our region. Community members and partners proudly invest in, care for and champion greenways for years to come.



WHO IS GREAT RIVERS GREENWAY?

Great Rivers Greenway is the public agency connecting the St. Louis region with greenways. In 2000, a vote of the people created a sales tax to leave a legacy for future generations by investing in and connecting together some of our region's best assets—rivers & parks. Those funds allow us to collaborate with partners and communities to build, care for and bring to life your network of greenways, creating healthy habitats and watersheds along the way.

We serve the 2 million people throughout our 1,200 square mile district of St. Louis City, St. Louis County and St. Charles County. We collaborate with municipalities, public agencies, businesses and nonprofit organizations across the region to deliver the community's vision of a vibrant, connected region.

Great Rivers Greenway is governed by a 12-member appointed Board of Directors that represent the region, is led by a staff of 24 people, works with 265+ partners and is accountable to the taxpayers through annual reports, collaborative regional plans every five years and ongoing community engagement at multiple levels.

In 2013, voters dedicated funds to support local parks departments, greenways and the transformation of the area surrounding the Gateway Arch, known as the CityArchRiver Project. As one of six partners in the CityArchRiver Alliance team, we are the stewards of the taxpayers' investment and we collaborate to create a seamless and excellent experience from downtown St. Louis to the Gateway Arch to the mighty Mississippi.

BACKGROUND

HOW WE WORK

Great Rivers Greenway is a collaborator in the community. As such, we bring people together—from individuals to government agencies, nonprofits to private companies, and everyone in between—to strengthen our greenway projects.

Since we were formed in 2000, Great Rivers Greenway has worked closely with communities to build, promote and sustain our greenways. This approach has resulted in lessons learned and best practices.

Listening to our partners is vitally important. They inform our work in major ways. Local officials can help us get to know their communities—their dreams and concerns, their norms and expectations, their unique experiences and understanding, their leaders and influencers. Community organizations can help us focus on best practices, such as prioritizing inclusiveness or meeting people where they are. Municipalities and other agencies help us emphasize flexibility to meet local needs, meaningful involvement, and open and ongoing communication.

Our region’s vibrancy is strengthened through collaboration. We believe many hands make light work, and partnerships increase impact. Residents of the region benefit when we work together. We succeed not by doing “for” but by doing “with” community members committed to proudly building, promoting and sustaining the greenways for years to come.

Engagement matters throughout the lifecycle of a greenway. From master planning to design to construction and even to operations, maintenance and programming, engagement matters. This strategy is for all of our projects and on an ongoing basis.

WHY COMMUNITY ENGAGEMENT MATTERS FOR GREENWAY PROJECTS

Our task is to create a network of greenways that will become one of the top reasons people love the St. Louis region, developing enthusiastically satisfied residents and visitors alike. We strive to realize the community’s vision of greenways that the community uses, benefits from, enjoys, feels proud of, volunteers to take care of, donates toward, and votes for—ultimately creating a culture where people live life outside.

We cannot and will not succeed with that bold vision without the involvement of the community. Our staff, vendors and partners have significant expertise, but the more any organization understands its customers, the better product they can deliver. That means we must proactively engage people across the entire St. Louis region. We need their input to know what they need, what works for them and what doesn’t. We need their help to understand each community’s challenges and opportunities. We welcome their collaboration in generating interest in and support for our projects for years to come.



OVERALL STRATEGY BENEFITS ALL

Every project is different. Community engagement should never take a one-size-fits-all approach. However, strategy and standards still have value. Having this roadmap means that in any given project:

- **There is a universal standard of excellence, with multiple paths to get there.**
This strategy isn't prescriptive of each task, but it sets up our values and expectations, with ways to achieve the outcomes we seek.
- **Nobody is starting from scratch or repeating mistakes.**
We want to offer helpful resources so that teams can form a plan easily by leveraging past successes, learning from missed opportunities in the past, and feeling confident in the tactics they choose.
- **Everyone knows what to expect.**
From the partners to the community members, having a plan helps everyone to understand their roles and responsibilities to set each other and the project itself up for success.

HOW THIS WILL WORK

Just like with the other elements of the plan, the expectations, roles, and responsibilities will be set up according to the specific needs and resources available on a given project.

We (Great Rivers Greenway) will ensure that this document and strategy guide the whole team (staff, vendors and partners) to make a plan that fits the project. Depending on the needs and resources of that project, the team can determine who plays what roles. Sometimes, a community partner may lead much of the engagement because they are already a trusted voice in the community. Other times, engagement may be managed between Great Rivers Greenway staff and partner staff resources. Some projects may incorporate engagement into the contract of a vendor or team of vendors to execute during their phase of the project.



2

PROJECT PROFILE

The first step is to identify the basics of the project at hand. When a team is conceptualizing or kicking off a project, they will consider these criteria, along with many others.

From a community engagement perspective, we recommend the following discussion topics be explored with the community in order to make the decisions.

DESTINATIONS

*Where do people need or want to go?
Could be a commute to work or just a scenic spot.*

ALIGNMENT OPTIONS

Which routes are possible? What challenges do they present? What would the experience be like?

ECONOMIC POTENTIAL

*Can this project spur or tie into other development?
How would that benefit or harm the community, the environment or the experience?*

EQUITY IMPACT

*What is the history of this area or these people?
Who might be impacted by this project?
Are there potentially disproportionate impacts on communities of color or other groups? How might this project increase or decrease racial and other types of equity in the region?*

CONSERVATION OPPORTUNITIES

How will this project create, enhance or maintain healthy habitats and contribute to the overall health of the watershed?

SPECIAL OPPORTUNITIES

What are unique aspects of this project, chances to highlight or connect to existing features?

- pocket parks
- interpretive or educational elements
- spurs or connectors to nearby amenities, neighborhoods, business districts, parks, trails

COMMUNITY ENGAGEMENT

*How will community members get involved?
What elements can they help to decide?
How will that look?*



TYPE OF GREENWAY USE

How will this project serve audiences who do the following activities? (including but not limited to):

- ride a bike
- take a walk
- go for a run
- explore the region
- visit parks
- enjoy nature
- use greenway as transportation
- access water
- practice environmental stewardship
- educate self and others

OPERATIONS & MAINTENANCE CONSIDERATIONS

What should be kept in mind about the capacity of partners and the degree of commitment for any given element or choice? How will people report issues?

VOLUNTEER OPPORTUNITIES

How will this project provide opportunities for people to take care of the greenway? Who should be involved now to cultivate stewardship over time?

PROGRAM OPTIONS

How will this project provide opportunities for people to enjoy the greenway? Who should be involved now to cultivate ongoing programming over time?

ALTERNATIVE RESOURCES

Can this project invite outside resources such as grants or donations? What impact might they have on the project? How will they be celebrated?

COLLABORATING WITH THE COMMUNITY

There are lots of ways to invite the community into the process of bringing a greenway to life.

Below is the International Association of Public Participation (IAP2) Spectrum of Public Participation. It shows the many different ways to interact with community members, ranging from informing to truly empowering them to make decisions.

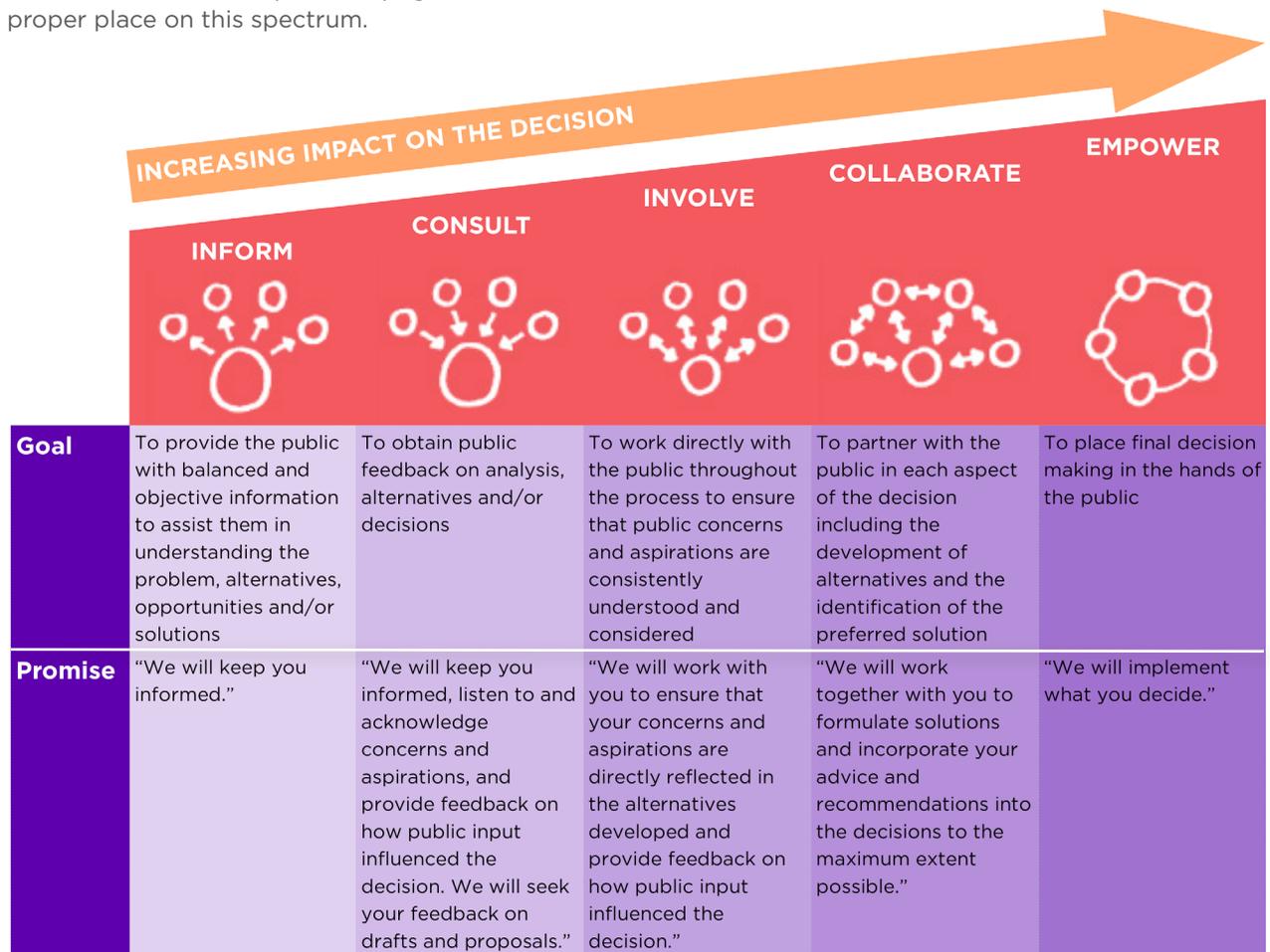
The most successful community engagement takes place further along the spectrum. While it's not always feasible for every single aspect of a project, the spectrum is useful to plan that out.

The first step in getting started (but this task will continue throughout the project) is to match the elements listed on the previous page with their proper place on this spectrum.

Remember that in order to succeed on the right side of the spectrum, it may take some education for community members, partners and even vendors to understand the realities of the way the project works. This education is an opportunity itself—embrace it!

As you can see on the previous page, even the community engagement itself can be determined with input from the community. This may look like a Community Advisory Committee (more on that on page 16) choosing the frequency of public meetings or types of communication to include.

One size does not fit all—customize for each project! The next few sections will walk through how to do so.



International Association for Public Participation (IAP2) Spectrum of Public Participation

SUCCESSFUL COMMUNITY ENGAGEMENT LEADS TO:



INCREASED BACKING FOR PLANS AND PROJECTS

.....
Generating local support and personal involvement leads to better planning, enthusiasm, and use by community members.

PRIDE OF OWNERSHIP

.....
The more the community feels respected and heard, the more they will feel satisfaction in their community and government.

TRUST FORMATION

.....
Operating from a position of transparency, inclusivity, and honesty builds legitimacy. This is particularly important with communities that have been ignored or victimized by past planning processes.

BETTER PROJECTS

.....
Planners cannot know neighborhood intricacies. Welcoming the context of past similar experiences, concerns, and ideas leads to more viable planning. Creating new resources that the community will use results in a more vibrant environment.

LONG TERM COST SAVINGS

.....
Getting it right the first time helps avert future disputes and project fixes.



3 GUIDING VALUES

MEET PEOPLE where they are



Of the community members we want or need to engage, people have varying levels of knowledge, trust, vocabulary and context. Any engagement plan must meet people where they are:

Physically—Figure out where people already gather or what community events can be tie-ins.

Mentally and emotionally—Find out about past experiences and knowledge as a helpful context to know how to present this project. Listen to language to understand whether people share facts, feelings or value and respond accordingly.

Culturally—Does this community like to discuss issues over food? Are most people doing shift work and unavailable at traditional times? Do people read their neighborhood newsletter? Are there effective hosts or speakers who are trusted?

BE INCLUSIVE and accommodating



Being inclusive means we engage traditional and intentional voices.

- **Traditional voices can be reached passively** due to their personal motivation, such as partner organizations, recreational enthusiasts, and motivated residents.
- **Intentional voices may not appear in immediate distribution lists** but will include many who may need updates or may be very interested in our activities. Consider: organizations serving those with disabilities, local employers and employees, local schools and children's centers, colleges, universities, job training centers, faith groups and leaders, and local groups with a specific racial or ethnic focus.

Being accommodating means we serve the needs and norms of all community members.

- **Host events in the community** where invitees are located and near public transportation. If transportation is a barrier, Champions could help provide rides for elderly, youth, low-income households or anyone who may need it.
- **Time meetings for the convenience** of participants.
- **Make every effort to be accessible and child-friendly.** Ensure that facilities and programs are accessible to those benefitting from physical, visual, hearing, and language accommodations. Provide child-friendly activities or child care.
- **Note accommodations (or barriers)** on invitation.

TARGET COMMUNICATIONS, but also use multiple methods



Gone are the days when news and information could be effectively dispensed from a single credible source. We now must use multiple, overlapping communication methods to be heard. By using a variety of channels based on audience, each group has access to the information most relevant to them. Those who are directly impacted will have maximum exposure to the information they need.

BE TRANSPARENT & RESPONSIVE about your process and what you heard

Let community members know up front when and how their feedback will be used. Be clear about why their feedback is needed and what kind of impact it will have. Communicate throughout the project what you're hearing, whether and how it impacted the project and, if not, why not.

KEY PRACTICES TO IMPLEMENT REGION-WIDE

COORDINATE & ENGAGE WITH OTHER PARTNERS & PROJECTS



In order to be a good steward of the taxpayers' investment, it's important to consistently communicate and coordinate with others doing projects in the region. Whether it's another government entity, a local developer or a nonprofit effort, it is vital to know what else may impact plans, projects or communities. Not every project calls for a partnership or collaboration, but consistently checking in with others:

- helps you get to know the community
- helps to identify opportunities for collaboration
- helps avoid conflicts of timing or geography
- helps avoid duplication of efforts
- provides opportunities for learning, synergy

For Great Rivers Greenway, this means holding ongoing meetings and outreach to other entities to catch up on past, current and future plans.

CHECK WITH EXPERTS using the greenways daily



Since the greenways are regional assets that might be used by anyone from any part of our region for a wide variety of purposes, the Greenway Advisors program has been designed to reach people by activity, rather than neighborhood. To better understand challenges and opportunities with new projects, enhancing existing greenways, or even programming and maintenance needs, proactively engage people who use the greenways to:

- ride a bike
- take a walk
- go for a run
- explore the region
- visit parks
- enjoy nature
- use greenways as transportation
- access water
- practice environmental stewardship
- educate self and others



A vibrant field of yellow Black-eyed Susans with dark brown centers, interspersed with purple flowers. The background is a soft-focus green and yellow, suggesting a sunny day in a garden or field.

THE GOLDEN RULE is
“treat others the way
you want to be treated”.

Successful community
engagement aims for
THE PLATINUM RULE -
“treat others the way *they*
want to be treated”.

KEY PRACTICES TO IMPLEMENT ON PROJECTS

KNOW THE COMMUNITY



St. Louis is a region of many neighborhoods, villages, towns, and cities.

Among other things, these communities have different histories, governance, leadership structures, relationships, influencers, requirements, norms, calendars, communications preferences, hopes, concerns, and needs. The vital first step in any community work is to get to know their inner workings and what to expect.

For Great Rivers Greenway, this means creating a Community Profile to get to know everything, from broad influences to specific details that impact the community.

.....

See the specific items to include when creating a Community Profile on Page 27.

SET EXPECTATIONS with the project team



Beyond setting up the plan for engagement, set up the project team's expectations for success, communication methods, roles and responsibilities, and overall project goals. Schedule check-ins and milestones, including meetings before and after engagements with the community to prepare for the events and then absorb what you heard and make changes. Talk about when and how quickly responses or changes can happen, so you can communicate those expectations to the community throughout the process.

Think outside of the usual suspects when it comes to forming your project team. The individuals who form the project team can provide a wide range of expertise and can be an opportunity for engagement itself. If a project is particularly complex, setting up a Technical Advisory Group (TAG) can be an important way to get ownership over specifics.

.....

See the specific items to review with the project team on Page 28.

CULTIVATE LOCAL Advisors & Champions



Community leaders and influencers identified in the earlier steps can become deeply involved, providing invaluable insight, ideas, and cautions.

They can pressure-test ideas in the community and invite others to join in. Quality involvement is more important than the number of people in this group. Invite local stakeholders to engage as a Community Advisory Committee (CAC) member or serve as a Champion for a project.

A Champion is a member of a specific community (which might be a neighborhood, a church or another entity) that can serve as a liaison to give updates to and gather feedback from that community, serving as an extension of the project team with a trusted, authentic voice.

.....

See the specific ways to recruit and manage CAC groups or individual Champions on Page 26.



ENGAGE AT ALL LEVELS, matching outreach to impact



Levels of impact are divided into three tiers:

REGIONAL—Greenways are for all residents of the region to use, and they improve connectivity across many communities.

- Provide general updates and broad awareness of the project, including announcing events and milestones so people can follow along and, when appropriate, give feedback.
- Use channels like earned media, paid advertising, website updates, and community and partner group newsletters to inform the region at large.

NEIGHBORHOOD—Genuine engagement is especially important for the people who live in the town or neighborhood where the project is located, throughout planning, design, construction and ongoing programming and maintenance.

- Engagement should include consultations and participatory events, reporting back from those meetings, and sharing news consistently. Identify liaisons and Champions to assist in engaging their neighbors.
- Use channels like posting fliers in public buildings and businesses, providing street-level signage, sending emails from elected officials, and reaching out to neighborhood-specific social media groups such as NextDoor, Facebook and Google Groups.

DIRECT—Detailed communication is crucial with those who are directly impacted by construction and/or the project, e.g., someone whose property, transportation or other daily habits will be altered.

- Engagement should be on a personal level, ensuring receipt and understanding of information. Project updates and timelines, including urgent updates, should have established methods of communication.

- Use more targeted channels like door hangers, direct mail, electronic street signs, and neighborhood-specific social media groups.

.....

For specifics on matching outreach to impact, see Page 17.

ESTABLISH ENDURING RELATIONSHIPS



While construction projects have end dates, greenways become a permanent part of the community.

Good engagement cultivates lasting relationships to ensure ongoing dialogue throughout the lifecycle of a greenway. The conversations can ebb and flow through conceptual planning, design, construction and into daily use and upkeep, but should never shut off completely.

.....

For specific ways to establish enduring relationships, see Page 31.

EVALUATE SUCCESS

Success should be evaluated with all parties throughout the development of the greenway project, not just at the end. Check in with partners, residents, vendors, and other team members to ensure the project and process are on the right track. Setting reminders to do this at regular intervals, as part of a team meeting, may be helpful.

Evaluate success through the parameters set by the team during the initial planning. If helpful, have a meeting hosted by a third party source for honest feedback. **Remember to tell community members how the feedback they gave was heard and incorporated throughout the process.** Repeating back what you heard and explaining how the project changed (and/or didn't change) because of engagement is crucial.

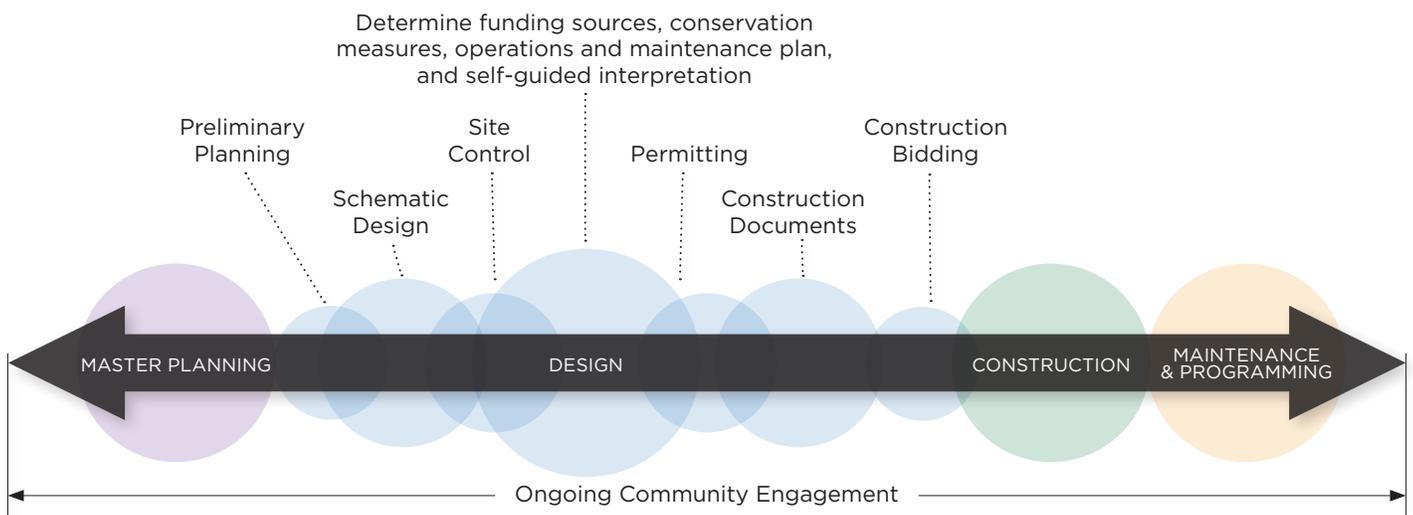
4

Use the following sequence of how a greenway project typically works to outline a community engagement plan, again working with the whole project team to consider goals, risks and opportunities of the project.

Remember to use the Spectrum from page 9 to choose the levels along the way!

On a macro level, at the beginning of a project, establish your overarching groups to support the project—a Community Advisory Committee and a Technical Advisory Group. These groups will help to guide the project throughout the various phases. Read more below.

LIFECYCLE OF A GREENWAY PROJECT



COMMUNITY ADVISORY COMMITTEE

OVERVIEW

Community Advisory Committees (CAC) are an integral part of planning and designing Greenways. Their primary purpose is to provide advice related to a specific greenway from the perspective of a person who lives, works, studies, worships, or recreates in the project area. CACs discuss, analyze, and provide thoughtful recommendations on greenway plans and/or design.

BENEFITS

CACs should be made up of people with a wide range of interests and personal experiences who wish to contribute their knowledge and perspective to planning and designing a greenway that best reflects desired community experiences. Ideally, a CAC amplifies voices of community members that may be otherwise unheard in the greenway

development process. Participation on a CAC provides leadership opportunities to community members who are interested in participating in public processes.

Involving a CAC in the greenway development process accomplishes the following beneficial tasks:

- Create a forum for discussing greenway issues in greater depth
- Thoroughly review complex matters
- Provide expertise that only people with intimate knowledge of the project area can provide
- Address potential points of conflict or concerns related to greenway development and create solutions to these issues
- Share greenway project information with other community members.

.....
Read more about involving a CAC on Page 26

TECHNICAL ADVISORY GROUP

OVERVIEW

Technical Advisory Groups (TAG) guide the **planning, design, engineering, and construction of a greenway**. TAG Members are stakeholders who advise on the technical aspects of greenway development through a lens specific to their area(s) of expertise. TAG Members may represent state agencies, municipal departments, utility companies, local developers, service providers, institutions, or individuals who are able to provide technical advice and recommendations related to the greenway development.

CREATING A TAG

A TAG is created when a specific greenway or greenway project is entering the **planning or early design phase**. Great Rivers Greenway staff and the project team meet to identify the entities or individuals who may be able to provide technical advice related to the greenway development and invite them to send a representative to the TAG meetings.

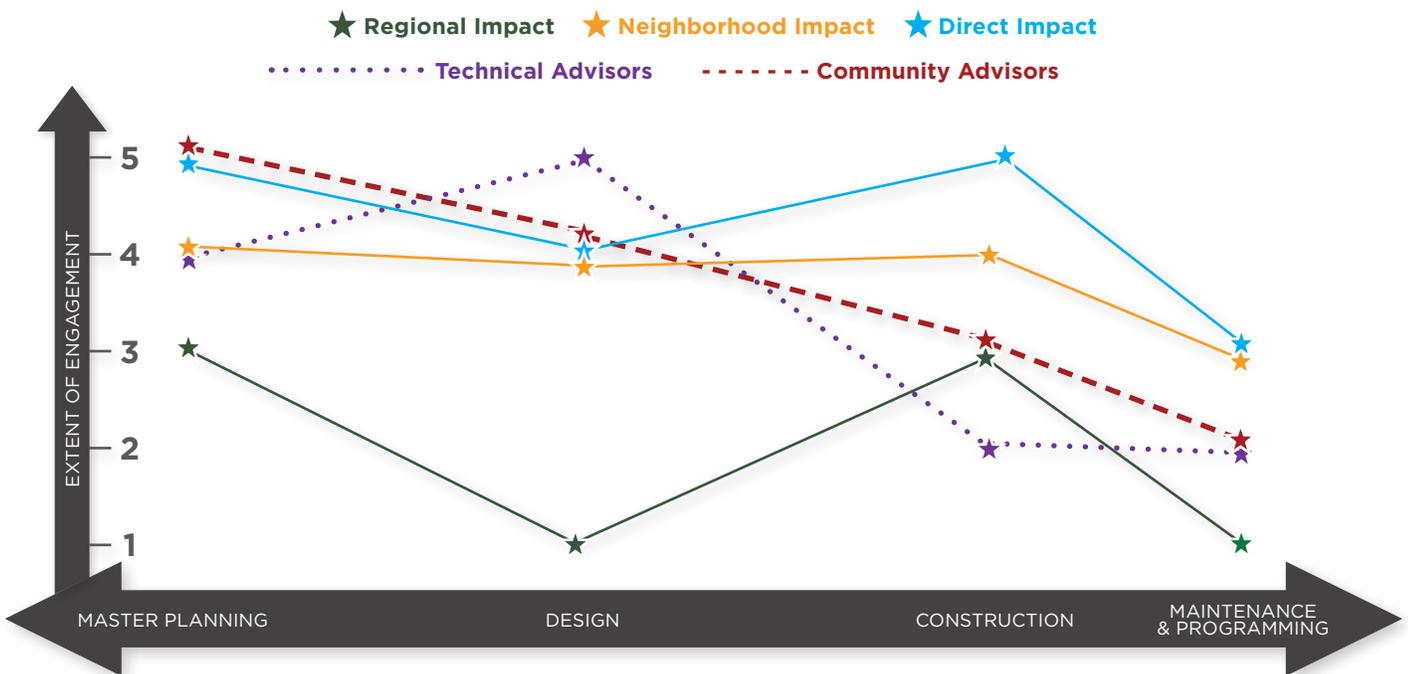
TAG MEETINGS

The TAG meets on an ongoing basis through the project duration. Meeting frequency may vary depending on the particular greenway development phase. TAG meetings are typically held during the workday because involvement on the TAG is work-related for most Members. Once the project is completed, the TAG is dissolved.

LEVELS OF ENGAGEMENT

Here's a guide for the extent to which each group should be engaged throughout the various phases of a project. Of course, projects may vary, but this can help estimate the level of effort and depth of engagement.

LEVEL OF ENGAGEMENT BY AUDIENCE AND PHASE



COMMUNITY ENGAGEMENT MATRIX

Use the **Community Engagement Matrix** on the following pages to determine the **community engagement method** or methods that are most appropriate for any given project.

As you saw on the **Engagement Spectrum** graphic on page 9, there are many levels of engagement. These levels can be better understood as we create our plan based on the engagement matrix. The matrix consolidates these many levels into two:

- **COMMUNICATION**—Sharing of information and building understanding about projects and issues, including personal impacts and those on the wider community.
- **COLLABORATION**—Inviting peoples' opinions, criticisms, and suggestions can test assumptions, welcome new ideas, and create a broader view. Consulting improves accountability of leaders and community ownership.

Deeper participation includes involving members of the public in leadership activities and decision making. Participating improves public confidence and support, leads to mutual accountability, and builds awareness and understanding.



The matrix is broken down into the various phases in the development of a greenway – master planning, design, construction, then maintenance and programming.

Next, the matrix is divided into columns by the level of engagement – communicating (single and/or detailed messages) and collaborating.

Finally, the matrix is divided by the four different audiences, all of which have been described in the preceding pages. For the sake of this chart, the “Advisors & Champions” audience combines Technical Advisory Groups, Community Advisory Committees, Greenway Advisors, Champions and other stakeholders.

A description of each engagement tool follows the matrix and includes information about the potential cost of various tactics. (See the Tools & Descriptions on pages 24-25.)

This matrix allows each project team to consider all the goals, risks, and opportunities of the project and tailor the given recommendations to the project at hand. This is just a starting point!

When you choose a tactic, remember to plot out how long it will take to execute. Consider the timing of partner coordination and schedule enough time to complete the prepping of materials, testing on a small group of people if at all possible to ensure successful approach and getting any necessary approvals (including partners), so that everything can be completed at least one month before an engagement. **One month of “promotable time”**, meaning time to advertise a meeting or survey or opportunity, is the minimum recommended to get a good response.

With any given tactic, schedule time to make the plan, promote the opportunity, prepare the specifics, execute the engagement(s), recap the results, incorporate them into the project or make any key decisions and report back to the community what you heard, how it was used and what the next steps entail.

If any outside resources are necessary, such as a consultant or service, allow extra time to procure and onboard those resources.



In master planning, the entirety of a **greenway is planned** at a conceptual level based on critical input from community members related to existing destinations within the community, desired greenway uses, desired greenway routes and establishing consensus around project goals.

GREENWAY MASTER PLANNING

(required items in **bold**)

COMMUNICATION

COLLABORATION

	Single Message <i>(such as a public meeting announcement or project timeline)</i>	Detailed Message <i>(such as specifics of a project)</i>	
Advisors & Champions	emails , letters, phone calls	emails , letters, phone calls	charettes, meetings , online feedback tool, site tours
Regional Impact	media releases , newsletter, print publication advertisements, social networks , website posts	commentary, media releases , newsletter, social networks , street teams, tabling, website posts	participatory art, real-time audience response systems, community mapping, focus groups, online feedback tool, public exhibits with feedback boxes, public meetings , surveys
Neighborhood Impact	electronic message boards, emails , media releases , newsletter, postcards/doorhangers , posters/fliers, print publication advertisements, social networks , website posts , yard signs	emails , letters, media releases , newsletter, social networks , street teams, tabling, website posts	participatory art, community mapping, focus groups, online feedback tool, public exhibits with feedback boxes, public meetings , real-time audience response systems, surveys , workshops
Direct Impact	electronic message boards, postcards/doorhangers , yard signs	letters , postcards/doorhangers	focus groups, online feedback tool, site tours, surveys , workshops

During the greenway design phase, additional details are being added to the schematic design such as alignment and site amenities. As the plans evolve, keep all audiences in the loop about successes and challenges, so nobody is surprised later. Continue to get input as needed, especially if a major change is implemented, such as a new alignment. Use project goals in the decision-making process to measure success and stay focused on big picture outcomes.

GREENWAY DESIGN

(required items in **bold**)

	COMMUNICATION		COLLABORATION
	Single Message <i>(such as a public meeting announcement or project timeline)</i>	Detailed Message <i>(such as specifics of a project)</i>	
Advisors & Champions	emails , letters, phone calls	emails , letters , phone calls	issue-based roundtable/forum, meetings , online design tool, site tours
Regional Impact	media releases, newsletter, print publication advertisements, social networks , website posts	commentary, media releases, newsletter, social networks , street teams, tabling, website posts	participatory art, focus groups, online design tool, public meetings , real-time audience response systems, surveys
Neighborhood Impact	electronic message boards, emails , media releases , newsletter, postcards/doorhangers , posters/fliers, print publication advertisements, social networks , website posts , yard signs	emails , letters, media releases , newsletter, social networks , street teams, tabling, website posts	participatory art, focus groups, issue-based roundtable/forum, online design tool, public meetings , real-time audience response systems, surveys , workshops
Direct Impact	electronic message boards, postcards/doorhangers , yard signs	letters , postcards/doorhangers	focus groups, issue-based roundtable/forum, online design tool, site tours, surveys , workshops

During construction, the greenway is built and landscaping installed. It's important to inform those impacted and give general updates to the region as a whole. This is also an opportunity to repeat what was heard during other phases and remind everyone of the project goals and desired outcomes.

GREENWAY CONSTRUCTION

(required items in **bold**)

	COMMUNICATION		COLLABORATION
	Single Message <i>(such as a public meeting announcement or project timeline)</i>	Detailed Message <i>(such as specifics of a project)</i>	
Advisors & Champions	emails , letters, phone calls	emails , letters, phone calls	issue-based rountable/forum, meetings
Regional Impact	media releases, newsletter, print publication advertisements, social networks, website posts	commentary, media releases, newsletter, social networks , tabling, website posts	focus groups, public meetings
Neighborhood Impact	electronic message boards, emails , media releases, newsletter, postcards/doorhangers, social networks, website posts , yard signs	emails , letters, media releases, newsletter, social networks , tabling, website posts , on-site customer service	focus groups, issue-based roundtable/forum, online feedback tool, public meetings
Direct Impact	electronic message boards, postcards/doorhangers , yard signs	letters , postcards/doorhangers, on-site customer service	focus groups, issue-based roundtable. forum, online feedback tool, workshops

Maintenance and programming of a greenway includes operations and upkeep along with hosting events and activities. The stronger the two-way communication, the better!

GREENWAY MAINTENANCE & PROGRAMMING

(required items in **bold**)

	COMMUNICATION		COLLABORATION
	Single Message <i>(such as a public meeting announcement or project timeline)</i>	Detailed Message <i>(such as specifics of a project)</i>	
Advisors & Champions	emails , letters, phone calls	emails , letters , phone calls	issue-based roundtable/forum, meetings , participatory budgeting, photovoice, site tours , walk/bike/wheel audit
Regional Impact	media releases, newsletter, social networks , website posts	media releases, newsletter, social networks , street teams, tabling, website posts	focus groups, online feedback tool, photovoice, public exhibits with feedback boxes, public meetings , surveys
Neighborhood Impact	electronic message boards, emails , media releases, newsletter, postcards/doorhangers , posters/fliers, print publication advertisements, social networks , website posts , yard signs	emails , letters, media releases , newsletter, social networks , tabling, website posts	focus groups, issue-based roundtable/forum, online feedback tool, photovoice, public exhibits with feedback boxes, public meetings , surveys , walk/bike/wheel audit, workshops
Direct Impact	electronic message boards, postcards/doorhangers , yard signs	letters , postcards/doorhangers	focus groups, issue-based roundtable/forum, online feedback tool, photovoice, surveys , walk/bike/wheel audit, workshops

TOOLS & DESCRIPTIONS

Charrettes—Intensive, multidisciplinary developmental process facilitated by experts that is designed to support an open discussion between project stakeholders with feedback incorporated into the final plan; Costs may include meeting room rental, food and \$80-\$200 per hour for facilitation services (*this is a type of workshop*)

Commentary—Subject matter experts may give commentary in a testimony, newsletter column, or news interview; Costs incurred may be included in a commissioned research contract

Community Mapping—Allows residents to map community assets when determining a greenway path and connections; Accessible and graphic way to learn about people’s perceptions of a place that can be useful in the visioning process; Costs may include room rental, food, and printed maps

Electronic Message Boards—Portable roadside sign that can be programmed with a single message; Municipal/transportation agency project partners may donate use of sign or typical rental cost is \$1,000 per week

Emails—Email lists may be developed from contact information provided through previous project engagement efforts or by elected officials, municipalities or other partner organizations; No outside costs

Focus Groups—Structured interview with 6-8 individuals representing the wider target group to elicit feedback on ideas, concepts, methods, and plans; Feedback is recorded for use in project design and communication; Typical cost for a focus group session run by a third party is \$4,000-\$6,000

Letters—Direct mailings to residents, business owners and property owners; Typical printing/folding/envelope stuffing cost for 500 is \$50, postage cost for 500 is \$235. Return rates (and cost) increase with self-mailing return envelopes.

Media Releases—Notices and announcements shared with multiple media outlets; Sharing is encouraged via multiple outlets including television, radio, print, and social media; Costs incurred may be included in a public relations consultant contract

Meetings—Ongoing in-person meetings with specific individuals such as project stakeholders, Champions,

and Community Advisory Committee members; Costs may include room rental and food

Newsletter—Written content for digital newsletter; Sharing in partner digital and/or print newsletters is encouraged; No outside costs

Online Design Tool—May include features such as mapping, envisioning alternatives and understanding potential impacts, sharing information on the project and its goals, ranking priorities, rating strategies and scenarios, crowdsourcing ideas, collecting feedback on ideas, discussion forums, selecting project features, and standard surveying/polling; Examples include BangTheTable.com, CrowdGauge.com, Loomio.org, Metroquest.com, MindMixer.com, Placeways.com, PollEverywhere.com, and Stickyworld.com; Costs vary by account type

Online Feedback Tool—May include features such as reporting issues using geospatial feedback and images and discussion forums to develop ideas and build consensus; Examples include Sli.do, CommunityRemarks.com, LocalData.com, SeeClickFix.com, and Tellus-Toolkit.com; Costs vary by account type

Online Planning Tool—May include features such as mapping, envisioning alternatives and understanding potential impacts, sharing information on the project and its goals, ranking priorities, rating strategies and scenarios, crowdsourcing ideas, collecting feedback on ideas, discussion forums, selecting project features, and standard surveying/polling; Examples include BangTheTable.com, Codigital.com, CommunityRemarks.com, Crowdbrite.com, CrowdGauge.com, Loomio.org, Metroquest.com, MindMixer.com, Neighborland.com, Placeways.com, PollEverywhere.com, and Stickyworld.com; Costs vary by account type

Participatory Art—Artistic tools for engagement may be visual such as drawing or painting a plan or design for a location or verbal such as writing poetry or storytelling to guide the plans, designs, or maintenance of a location; Costs for artist facilitation are approximately \$250-\$500 per hour

Participatory Budgeting—Stakeholders and residents are able to directly decide how to spend part of a public budget (i.e. programming budget); Participatory budgeting processes may include community brainstorms, delegate committees turning ideas into proposals, and resident voting; Costs include staff time

Prices based on 2017 services and subject to change.

Photovoice—Participants are asked to document and reflect on a particular issue in their community by photographing scenes that highlight that issue and then collaboratively interpreting the photographs through group discussion and written narratives; Photos and narratives are used to promote dialogue with policymakers to better understand and act on these community issues; Costs include photo printing and display and staff time for facilitating discussion and communicating with policymakers

Postcards/Doorhangers—Print notice of a single message such as meeting notice or pending construction timeline; Typical printing cost for 500 postcards is \$300, postage cost for 500 is \$200, typical distribution cost for 500 doorhangers is \$300

Posters/Fliers—Posted in public gathering spaces such as recreation centers and coffee shops; Typical printing cost for 500 fliers is \$140, additional labor costs for hanging posters/fliers

Print Publication Advertisements—Paid advertisement in a print publication such as a community paper delivered free and available publicly; Typical cost is \$200-\$500 for 1/8 page

Public Exhibits with Feedback Boxes—An exhibit of plan concepts displayed over a period of time allows for informal review and feedback; Ideal locations include city halls, recreation centers, public libraries, visitor centers, and parks; Costs include display materials (poster boards, comment box, etc.) and staff time for fabrication and installation

Public Meetings—Open gathering with designated speakers and time for answering questions; Costs may include room rental, food and printing display boards (\$25 per 2' x 3' board)

Real Time Audience Response Systems—Tools such as keypad polling and text message communication/analysis can be used to collect and visually display audience responses in real time; Keypad polling systems may be rented for approximately \$4 each per meeting; Costs for texting tools such as textizen.com depend on volume and are approximately 50 cents per response

Site Tours—Provide an opportunity for impacted individuals to visit the site to envision the greenway and amenities and visualize the before and after; Provide opportunities for discussion, Q&A, and feedback; Typical cost is \$1,000 per day for charter bus rental

Social Networks—For reaching general and targeted audiences Google Groups, NextDoor, and Facebook can be used; Twitter can be used to provide news and timely updates; Waze can be used for real-time crowdsourcing; Advertisements can be purchased through Facebook and Twitter and range from a few dollars to thousands of dollars depending on size of targeted audience

Street Teams—Paid staff and/or volunteers assemble in public gathering spaces to conduct quick surveys and hand out branded gifts; Staff time costs

Survey—Structured comment form or questionnaire distributed online, by phone, by mail, in person, or written at an event; Annual online survey service fee is \$200; Typical cost for a third party phone survey is \$5,000-\$15,000; typical cost for 200 snail mail survey responses is \$5,000-\$7,000. Costs can include developing, marketing and analysis/formatting of results.

Tabling—Information booth at community festivals and events hosted by staff and/or volunteers; Staff time costs

Walk/Bike/Wheel Audit—Audits of an environment are performed on foot, on bicycle, and by wheelchair to provide an unbiased evaluation of the walking, biking, and wheeling environment and to identify concerns for people walking, biking, and wheeling related to the safety, access, comfort, and convenience of the environment; Audits are often performed by organizational staff with volunteers; Audit toolkits are available from organizations such as AARP and the CDC; Costs include staff time

Website Posts—Posts can be made in website news articles and/or website event calendars; Sharing with partners is encouraged; No outside costs

Workshop—Workshops can be held with large or small groups of people to work through an issue and/or develop solutions; Possible costs include meeting room rental and food

Yard Signs—Corrugated plastic yard signs on metal "H" frames placed in public spaces such as on existing greenways and parks provide information to passersby; Typical cost for ten 18" x 24" with frames is \$100 and additional cost for staff or street team time to install and remove

HOW TO DO IT

These are the specifics of how to create a Community Advisory Committee (CAC) and run the committee meetings. For more information on CACs and their benefits, see page 16.

CREATING A CAC

A CAC is created when a specific greenway or greenway project enters the planning or early design phase. A CAC should include Members who live, work, study, worship, and/or recreate in the project area. For Greenways that are more regional in nature, community members from throughout the St. Louis region may be recruited to participate on the greenway CAC. CAC size is related to project size and typically includes 10-50 Members.

When a greenway or greenway project is identified to enter the planning or early design phase, Great Rivers Greenway staff meets with the project team which may include consultants and representatives from the public agencies that own the land where the greenway will be built and/or will operate and maintain the greenway once it is built. During the development of the Community Profile, the project team identifies individuals who are trusted voices in their community and can communicate desires, concerns, and ideas that are unique to local community members.

In addition to identifying potential CAC members, the project team may identify community institutions such as schools, houses of worship, residential complexes, or neighborhood organizations that should be represented on the CAC. A member of the project team then reaches out to each of the institutions to request a CAC member nomination.

Participation on a CAC provides an opportunity for community members who are not already in positions of power or actively involved in a local institution to step into a leadership role.

CAC members are recruited through an application process. The application should be made available both digitally and in paper form and disseminated through community institutions, at community events, and through local communications channels identified in the Community Profile.

In order to create a CAC that represents the diverse perspectives and demographics of the community, the application form should request information related to location of residence, interest in the greenway and serving on the CAC, community involvement, area(s) of interest, age, gender, income level, and race/ethnicity. Contact info and preferred method of contact such as call, text, email, or mail should also be collected from applicants. Potential applicants should be informed of the expected duration and frequency of the CAC meetings.

Applications are reviewed by the project team, and CAC Members are selected based on their ability to represent the diverse perspectives and demographics in the identified geography. All applicants should be notified of their selection status. Applicants who are not selected for the CAC should be provided with other opportunities to provide input and feedback on the proposed greenway through collaboration tools such as open houses, surveys, and other tools identified in the matrix on pages 20-23.



CAC MEETINGS

Selected CAC members should be polled to identify preferred meeting dates, times, and locations. If CAC members are not available to meet in person, accommodations should be made when possible for CAC members to participate remotely via video chat, recording presentations, surveying on topic(s) covered in CAC meetings, and/or makeup meetings.

Participation on a CAC is voluntary, and members are not financially compensated for their service. CAC Members should be provided with food and beverage at meetings during meal times, childcare during meetings when possible, and transportation arrangements to and from meetings when possible.

During the first meeting, key topics to cover are introduction of CAC Members and the project team, project overview, and CAC roles and responsibilities. During CAC meetings, time should be set aside for CAC members to socialize and network with one another and the project team.

CACs may meet monthly or more or less often depending on the project needs through the duration of the project. Once the project or greenway phase is completed, the CAC should be dissolved. If a CAC Member would like to continue to provide feedback and advice after a greenway is built, the former CAC Member may wish to transition into a Greenway Champion or Greenway Advisor role. For more information on Champions and Advisors, see Page 14.

Some CAC Members may be inclined to speak more often than others during CAC meetings. Meeting facilitators should use methods such as keypad polling, round robin answering, self-writing responses, and dot voting to ensure that all voices are heard during CAC meetings.

Following each CAC meeting, a summary of the meeting including input and feedback gathered from CAC Members should be shared with all CAC Members.

CREATE THE COMMUNITY PROFILE

(read about this practice on Page 14)

The Community Profile is developed through a series of interviews and is used to guide engagement. From the Profile, we understand community history and learn how decisions are made. We gather good ideas and understand possible resistance. We get a sense of community leadership and relationships among people, groups, and neighbors. We use it to start listing possible Champions and concerns to help guide community meetings and responses, and we better understand where to hold meetings and how to reach people.

Interview the Mayor or city or county staff, impacted elected officials, and local influencers:

- What does success look like?
- What concerns do you have?
- What role would you like to play?
- Describe your constituents and neighborhoods. What have they experienced? How might they react?
- What will excite and concern people the most about the project?
- Who are influential individuals or organizations?
- Who are likely allies and likely detractors?
- Who are predictable participants and who has been left out?
- Describe successful and unsuccessful local engagement efforts.
- Where do people gather? What local events should we attend?
- What are your current functional communication methods, community calendars, etc?
- What else is happening in your community during this project timeframe? What issues do we need to be aware of, such as elections, developments, etc?
- What are your community's priorities – greenway or other? (i.e. safety, health, economic development, etc)

Interviewing stakeholders to create the Community Profile is the first step. Especially if they do not offer data-driven background, context or reports, it's helpful to do independent research to determine demographics and history. It is also valuable to do a mapping analysis of nearby assets, destinations, venues, possible partners, and to get a feel for the type of neighborhood or town.



HOW TO DO IT continued

SET EXPECTATIONS with Project Team

(read about this strategy on Page 14)

With the project team, answer the following questions:

- What does success look like? How will we know if we have been successful?
- Who from each partner organization is involved in community engagement for the project?
- What are the best and worst ways to communicate with each other?
- Who is doing what, and when are we working independently or collaboratively?
- Do we need to set up a review process?
- What can we schedule now?
- What are the timing considerations from all parties involved? What elections, board review processes, habitats and other items may factor into our decision making throughout this process?
- When we set up an engagement event, how close to that event should we meet to prepare and then to debrief?
- What time frame can we agree upon as reasonable responsiveness, to each other and the community?
- How will we incorporate the feedback received into the project?
- What other resources are needed?



RECRUIT CHAMPIONS

(read about this strategy on Page 14)

Recruit Champions from local elected, municipal, nonprofit, business and religious leaders, school officials, community volunteers and neighbors. Ask for names of possible Champions during interviews when building the Community Profile.

Make roles meaningful and lasting

- Work with group to develop a mission statement and list of goals.
- Invite their input and ideas for outreach and inclusion.
- Hear their concerns and discuss anticipated concerns of the community.
- Find out what roles they would like to play.
- Ask them to share what they are hearing with others and invite them to future meetings.

Meet at agreed upon intervals

- Ask if a member can host, perhaps rotate meeting locations.
- Invite them to bring friends, expand the circle.
- Use an agenda that includes the following:
 - Project updates
 - Feedback from the group
 - Issues in the community
 - Ways to get involved
 - Regional plan updates
 - Reflection on meeting and issues raised

One of the greatest benefits of an engaged group of Champions is their ability to reach their neighbors directly to capture and, hopefully, soften concerns and promote the project. They will hear the most honest feedback and be best able to gauge if a community member has a new great idea or if problems are arising. Use Champions to convey messages before attempting to approach directly. Communication from neighbors to neighbors and elected officials is more effective than from outside institutions. Champions can also diffuse issues that are unrelated to the project.

ENGAGE THE COMMUNITY

(read about this strategy on Page 15)

Whether you are holding a community meeting, sending a mailing or speaking with a small group, remember to **use clear, accurate and transparent communications:**

- Use plain language and nontechnical maps and images.
- Define your objectives, be clear about what you intend to do and why.
- Think back to the last time the community had an update—what has changed since then and what questions might they still have? Remember that they have not been working on this every day since the last engagement. Recaps can be very helpful!
- Be sincere in your questions and answers and remember that good ideas can come from anywhere—resist the urge to have all the answers.
- Listen actively, reflect what you have heard, repeat and respond to concerns.
- Remember to answer people's questions the way they asked them - are they focused on facts, feelings or values? Respond accordingly!
- Welcome input through multiple forms.
- Keep and share records of meetings so everyone has access to relevant information and/or can see themselves represented.

For meetings or events, remember these best practices:

- **Promote meeting information** using direct and indirect means.
- **Target a broad range of participants**, not just “usual suspects.”
 - Reach out personally to those directly affected.
 - Include outreach to neighboring residents and businesses as well as anticipated greenway users.
- **Convene more than one meeting** on any important topic.
- **Offer different locations and times**, if possible, to provide greater opportunity for participation.
- **Choose locations that are accessible to public transportation and to people with mobility, communication, and language challenges.** If special accommodations for people with disabilities are provided, list them in the invitation (i.e. sign language interpreter).
- **Consider an activity for children to draw in families** and build civic awareness for even the youngest community members.
- **Consider offering a streaming option or filming and sharing presentations** to give access to those who cannot attend.
- **Utilize Champions** or other known people as hosts and speakers.
- **Focus groups should include no more than six to eight people**, in guided conversation about the project with a moderator.
- **Always encourage everyone to sign in and provide contact information**, clarifying that they will only be contacted about this project, unless they opt in to an overall newsletter.

Let's connect!

You're invited to the
Deer Creek Greenway:
Deer Creek Park to
Lorraine Davis Park
Open House!

September 8, 2016, 5-7pm
duplicate presentations at 5:30 & 6:30pm
Webster Groves City Hall
4 East Lockwood Avenue

LEGEND
 ■ Current Project
 ■ Existing Greenway
 ■ Future Greenway
 ■ Metrolink

WEBSTER GROVES
Great Rivers Greenway

HOW TO DO IT continued

ENGAGE THE COMMUNITY continued (read about this strategy on Page 15)

- **Include contact information on survey or comment forms**, and be sure to compile and cross-reference both possible contact points for accuracy.
- **Always include a source to reference and a number to call** for more information.
- **Reach out to attendees afterward:**
 - Thank them for their attendance.
 - Include specific input you received and respond to it.
 - Include community update with renderings, maps, timeline, and ways to stay informed and get involved.
 - Invite them to connect via social media.
 - Request that they share information via their networks.
- **Share future updates and invitations** that include specific project information and system-wide information if appropriate.
 - Frequency depends on project phase, level of activity, and opportunities for engagement.
 - Include subscribe and unsubscribe options.
- **Let the community connect**

With the goal of ensuring that community engagement events and processes reflect the diverse interests, needs, and perspectives of the community, it can be helpful to ask the following questions into the beginning of meetings (either at the entry and sign-in stage or as part of the introductory portion of the meeting agenda):

 - Who is in the room? Specifically, ask participants to use the colored dot on the chart method or through other means identify themselves demographically:
 - racial/ethnic identity
 - gender identity
 - age range
 - household income (ranges)
 - geography (however is needed)
 - type of stakeholder
 - tenure in that stakeholder role

Then, when participants have a chance to see the overview of who is in the room, ask participants if that reflects who will be impacted by the project. Based on answers, ask participants to identify who is missing from the room – and who should be there to genuinely reflect the community's interests.

For surveys or feedback forms, whether formal or informal, follow this format:

- **INTRODUCTION:** Paragraph explaining who is conducting the survey and why. If on paper, allow them to remain anonymous or share contact information. Estimate the time that it will take to complete. Thank participants for their input.
- **BODY:** Start with general questions, then move to more specific. Keep questions simple (one topic per question) and unbiased. If you are seeking specific information, ranking possible greenway amenities for example, list them. Otherwise, ask open ended questions to find out what is on their minds.
- **DEMOGRAPHIC QUESTIONS:** For the purposes of the greenways, it may be helpful to know such things as a respondent's role or status. For example, create a list and ask them to check all that apply: I am a homeowner adjacent to project, I live in the neighborhood, I operate a business in the neighborhood, I operate a business along the route, I am an enthusiastic cyclist or walker.
- **CONCLUSION:** Thank them again for participating. Share your contact information inviting follow-up thoughts or questions.

Informal paper surveys should be available at all open houses and community meetings. These are not intended to be scientific, but rather to inform progress and make sure that opportunities and concerns are being raised.

Web based surveys (i.e. Survey Monkey) can be conducted among those who have shared personal contact information with Great Rivers Greenway or if an elected official or a partner organization distributes the survey directly to their email list with a cover note from them.

Remember to measure and track! Type up all comments, keep metrics on % positive, negative or neutral, and key issues. Track calls or emails with community members, and record attendance and key factors from each engagement session. Ask survey questions that can be asked again 1, 3, 5 and 10 years later to track changes in attitude and opinion over time.



CREATE ENDURING RELATIONSHIPS

(read about this strategy on Page 15)

On a partner and stakeholder level, continue to send system-wide updates, reports, and invitations to the growing group of supporters. Updates build patience and goodwill if projects are delayed due to other priorities or circumstances—consider a bi-monthly or quarterly “insiders” email to partners and Champions that is more personal than general organization communications. Be an active partner with organizations and governmental bodies in promoting recreational and safety initiatives.

At the community level, **be present.**

- **Celebrate milestones with communities** such as groundbreakings, openings or anniversaries.
- **Establish a presence at local events** providing updates, taking spot polls, sharing maps and other branded items.
- **Disburse trained Champions** to share general information, capture ideas, and respond to questions.
- **Recruit volunteers** for greenway maintenance and possible Adopt-A-Greenway program development and implementation.
- **Support and encourage educational and recreational activities** on the greenways and adjacent parks, including programs and events for various ages and abilities.

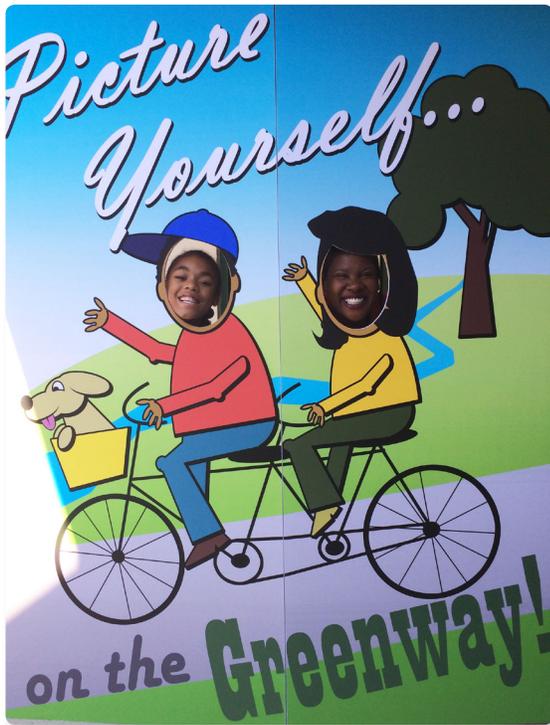


5

THIS IS A LIVING DOCUMENT

While it's good to document what we know, we will never be done learning.

As communities, projects, technology and best practices evolve, so will this strategy. If you ever have feedback or ideas to share, please contact us at (314) 436-7009 or info@grgstl.org.



THANK YOU!

As with many of our plans, we'd like to close out with a thank you to our community—to our community members, elected officials, partners, staff and Board of Directors:

Thank you for voting to invest in this legacy for future generations.

Thank you for entrusting us with your hard-earned tax dollars.

Thank you for giving us crucial feedback.

Thank you for voting a second time to invest in greenways.

Thank you for taking a walk, for riding your bike, for going for a run, for breathing fresh air on the greenways.

Thank you for volunteering, for pitching in, for reporting conditions, for asking questions, for sending pictures, for sharing stories.

Thank you for thinking about how you can help us in the work of community engagement.

Thank you for making this amazing region a more vibrant place to live, work and play.





A few commonly asked questions...



...to help you learn even more!



6

GREENWAY
FAQs

EVERY ENGAGEMENT
IS DIFFERENT

Specific concerns should be discussed with government and community leaders in advance of public meetings so that hosts can practice responses and be prepared.

COMMON QUESTIONS
INCLUDE THE FOLLOWING:

Are the greenways accessible?

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Most, but not all, of the greenways are paved with a stable surface such as asphalt or concrete that is suitable for using a wheelchair, riding a bicycle or pushing a stroller. A few are paved with crushed limestone and may be more difficult to use with a wheeled device. The slope of the greenways are designed to be within accessibility standards for steepness and include areas for resting when you are going uphill.

How does construction of the greenways change traffic patterns and parking? Temporarily? Permanently?

.....

Greenways provide additional transportation choices for people commuting by foot or by bicycle. During construction, vehicle travel on nearby roads may be impacted. In some locations where a greenway parallels a roadway, the lane configurations on the roadway may be permanently changed by the construction of the greenway. In places where greenways intersect with roadways, signage, striping and/or signals may draw attention to other roadway or greenway users in the intersection. Parking is not typically removed with the construction of a greenway, however, new parking spaces may be added at trailheads when a new greenway is built.

How does Great Rivers Greenway negotiate easements or buy land?

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Great Rivers Greenway works with a real estate consultant to negotiate temporary construction and permanent easements on public and private property. The property owner may donate the temporary or permanent easement, or Great Rivers Greenway may financially compensate the property owner for the easement in an amount not to exceed the appraised value. The goal is to connect the greenway for people to enjoy, but that can happen in a variety of ways!

How do emergency vehicles access a greenway?

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Emergency vehicle access varies by greenway location. For example, access may be limited by the width, height or load limits on bridges, boardwalks and underpasses. In locations where emergency vehicles do have access to a greenway, emergency responders have keys to remove bollards that prevent other motor vehicle drivers from driving on the greenways.

How do greenway users report their location in case of an emergency?

.....

Greenway users should look for cross streets and nearby landmarks to report their location in an emergency. 911 dispatchers can detect a greenway user's location from their cell signal if they are using a cell phone. Future directional signs on greenways will include a locator number that can be used to report location in the event of an emergency.

What are the environmental impacts and benefits of the greenways?

.....

Greenways balance the impact on the environment by creating places for people to walk or ride bikes instead of driving a car—this helps reduce emissions released in the air. By putting people in contact with nature, it can help educate them about environmental issues and build constituencies for natural resource conservation. In some areas, greenway construction is designed to restore

degraded stream corridors and other habitats. Greenways guide people away from wildlife habitat and keep them in spaces that do not impact areas such as wetlands or other sensitive habitats. Greenways are also designed to help manage storm water, provide pollinator habitat, and provide native plant food sources for wildlife. Last but not least, by putting greenways in floodplains, those important areas are kept open for the flooding that will naturally happen, rather than building a development that could take away vital floodplain and cause destruction to that development or by pushing the water to nearby areas.

How is illegal activity and partying prevented on the greenways?

.....

Each greenway is overseen by one or more partners such as park departments, municipalities, or conservations districts. Visitors to the greenways are governed by the rules and regulations posted by each jurisdiction. Illegal activity is typically prevented by more “eyes and ears” in these places that are used for recreation and commuting. The number of people using the greenway and serve as natural guardians, in collaboration with law enforcement officials.

Are kids and teenagers allowed to hang out on greenways?

.....

Greenways are public spaces for people of all ages to explore and enjoy. Groups of kids or teenagers hanging out on a greenway may cause some people to become bothered or anxious. However, youth who are engaging in legal activities are welcomed and encouraged to spend time on greenways. Greenway users are encouraged to say hello to one another and build relationships over time.

What is the process for reporting maintenance problems on greenways and adjacent properties and notifying users?

.....

Greenway visitors may report a maintenance problem via the Great Rivers Greenway website at www.GreatRiversGreenway.org or by calling the Great Rivers Greenway office at (314) 436-7009. Great Rivers Greenway will notify the greenway

operations and maintenance partner and post any greenway closures on the Great Rivers Greenway website.

How are the greenways monitored by law enforcement officials and others?

.....

Like other parks and public spaces, greenways are monitored by the law enforcement officials, park rangers, campus police or police officers that have jurisdiction in the area. Great Rivers Greenway also works with off-duty officers to provide additional monitoring support on greenways, as needed. Greenway visitors, in collaboration with local law enforcement officials are typically the best monitors thanks to the sheer volume of “eyes and ears” on the trail. If you see something suspicious, report it to law enforcement officials.

How does living near a greenway benefit me?

.....

Living near a greenway increases property values for neighbors. Great Rivers Greenway worked with The Trust for Public Land to study the economic benefits of greenways and found a 5% premium to the market value of homes neighboring greenways.

How do the greenways benefit me if I never want to use them?

.....

The greenways provide many regional benefits to all taxpayers—they are reinvesting local taxes back into the St. Louis economy, creating jobs and often supporting small and disadvantaged businesses. They are a draw (both for alternative transportation and for fun) for people to stay in, move to or visit our region. The greenways have many benefits to our environment as well, helping to clean our air and water supplies.

What noises are made when a greenway is constructed—Temporarily? Permanently?

.....

Like other construction noise, greenway construction noise is caused by the use of construction equipment. Contract specifications include requirements that constructions noises comply with any applicable local noise ordinances, which may include allowable working days and hours.

Once a greenway is built, noises may be produced by greenway users. Since motorized vehicles (except for wheelchairs) are not allowed on greenways, noises produced by greenway users are typically at the low volume of conversation. And because people using the greenway are on the move, the noise will pass by as quickly as the individual walks, runs or rides a bike.

How can greenway users protect their personal safety?

.....

Guidelines for personal safety on the greenways are similar to those when visiting any public spaces.

- **Getting out on a greenway with a group** provides the benefit of safety in numbers. If you are enjoying the greenway alone, choose an area that has lots of people around who can watch out for you.
Most greenways are only open during daylight hours, so **do not go out on greenways when they are not lit.**
- **Stay alert** to your surroundings.
- **Know what businesses or police or fire stations are open nearby** that you could go to in case of an emergency.
- **Tell someone where you're going** and when you expect to be back.
- **Keep a cell phone charged and with you** at all times.
- **Don't take unnecessary valuables** with you.

What are the safety, security and privacy rights of property owners near greenways?

.....

Greenways are linear public spaces that are surrounded by both public and private properties. Greenway users are not permitted to trespass on nearby private property without implied or expressed permission from the property owner.

Owners of property that is adjacent to a greenway are immune from civil liability for injuries to a person or damage to property if a greenway visitor entered their property via the greenway without permission and was injured on their property. Adjoining landowners are not immune from civil liability if they intentionally or unlawfully injured the person.

Some owners of property that is adjacent to a greenway who have a fence on their private property between the greenway and their property choose to put a gate in the fence so that they have direct access to the greenway. Some owners of property that is adjacent to a greenway choose to screen their property with landscaping or a privacy fence. All fencing must be in compliance with local requirements, and property owners must obtain any required permits for fencing.

What are the greenway use rules and etiquette?

.....

- **Walk or run on the far right side** of the trail so there is plenty of space for people to pass.
- **Wear a helmet** when riding bicycles, scooters, roller blades, roller skates or skateboards.
- **Ride your bike or any other wheels at a safe speed** that does not endanger people around you.
- **Announce your presence when passing.** Clearly say “on the left” as you approach other people, and be sure to yield to people who are passing you.
- **Be alert**—wear only one “ear bud” if listening to portable electronic devices.
- **Ride horses only on trails designated** for equestrian use.
- **Keep your dog on a short leash**—no more than six feet.
- **Leave no trace**—pick up all animal waste and trash.

- **Lock your car and keep valuables out of sight.**
- **Never leave your keys** on or in your car.
- **Comply with all park rules** and regulations.
- **Show respect and communicate**—be mindful of that not all users will move at your same pace.
- **Motorized vehicles** (except electric wheelchairs) are **forbidden**.

What can people walking or bicycling on roadways do to stay safe?

.....

- **Know the rules of the road**, obey all regulatory signs and traffic lights to operate like other vehicles on the road.
- Conditions on the roads, trails and sidewalks vary depending on the time of day, the day of the week and the weather. **Be prepared to make your own evaluation of conditions**, and plan routes appropriate to your skills or ability.
- **Be aware of your surroundings**. In addition to cars, watch for others who may be walking, riding a bike or skateboard, or rollerblading. Likewise, be aware of bumps, cracks, drainage grates, parked cars, construction or other obstacles in your environment.
- **Prevent thefts**. Keep your personal belongings secure and know where they are at all times. When possible, stay in well-lit areas with other people around you.
- **Carrying an ID and cell phone** is good in case of emergency.
- **Make eye contact**, use hand or verbal signals to communicate to others.
- **See, be seen and be heard**. To increase visibility, wear bright colored clothing during the daytime and reflective material at night.
- **Use lights or reflective gear at night or any other time when visibility is poor**. A white headlight and rear red reflector are recommended on bicycles and a flashlight for walkers. Flashing lights are especially effective to draw attention.
- **Avoid or limit using electronic devices while walking or bicycling**. You need to pay attention to what is going on around you.
- **Use hand signals to wave to other people to go ahead of you** or to let them know you appreciate them allowing you to pass in front of them.

What is the cost of the greenway to taxpayers?

.....

Approximately \$20 million is collected annually in sales tax funds for the development of greenways. Great Rivers Greenway leverages these sales tax funds with private and grant funding to develop the greenways.

How is vandalism on greenways managed?

.....

While eliminating all vandalism in our community is unrealistic, understanding why greenways are vandalized is the key to reducing the problem. Great Rivers Greenway works with greenway partners to prevent vandalism through education, rule enforcement, publicity and public relations, programming and general operations, and cooperation. Great Rivers Greenway also works with volunteer groups, job skills training nonprofits, and maintenance firms to remedy vandalism that has occurred.

How are the greenways coordinated with other local and regional planning or efforts?

.....

As a regional organization, Great Rivers Greenway works closely with more than 167 partner organizations throughout the area. Our staff often participate on planning committees for other local and regional efforts, and greenways are sometimes planned and designed in coordination with other development projects.

How secure is the funding for the greenways?

.....

Proposition C, the Clean Water, Safe Parks and Community Trails Initiative that created Great Rivers Greenway in the year 2000, provides 1/20th of a cent of sales tax funds, (food and prescription drugs exempt), from St. Louis City, St. Louis County and St. Charles County for the development of the greenways. Proposition C does not have a sunset date. Proposition P, The Safe and Accessible Arch and Public Parks Initiative that passed in St. Louis City and St. Louis County in 2013, provides approximately \$10 million annually for the development of the greenways. Additional funds are available through Proposition P for the redevelopment of the Arch grounds. Both Proposition C and P provide funding to area parks agencies for park improvements. The sales tax provided through Proposition P will be presented to voters for renewal in 2033.

What causes delays to the development of a greenway?

.....

Greenway development may be delayed by permit approval and/or securing funding. Great Rivers Greenway does not have the power of eminent domain, and negotiating temporary and permanent easements can also cause delays. Construction schedules may be delayed by inclement weather or unique circumstances such as endangered species hibernation patterns. No matter what, Great Rivers Greenway takes steps to ensure that they are being the best possible stewards of the taxpayers' investment - that can mean shifting timelines to take advantage of opportunities, collaborations, or avoiding potential pitfalls that could cost the taxpayers more in the long run.

How do the greenways preserve places of historical significance?

.....

Greenways often link and provide access to places of historical significance and provide a window into our history by connecting people to the past. The preservation and highlighting of these places lets us learn and understand the history of our communities. Greenways provide an opportunity to walk in the

footsteps of our predecessors or stand in the exact place where a historically significant event occurred. Greenways preserve many of the historical transportation corridors along rivers, rail lines and bridges that have made the St. Louis region an international center for trade.

How do the greenways preserve places of cultural significance?

.....

Greenways allow people to enjoy the outdoors while visiting culturally rich places in our region. By recognizing places of cultural significance, greenways can enhance a sense of community identity. Greenways are planned, designed and built to incorporate recreation, education and interaction into a single user experience and community identity.

How is Great Rivers Greenway sensitive to the interpretive themes of the greenways? (For example, the Mississippi River may symbolize adventure to some, a barrier to slaves' freedom for others)

.....

By actively incorporating African American history and the history of other minority groups in the interpretation of greenways, we can use languages that celebrate and appreciate the contributions of African Americans and other minority groups throughout history. There may be mixed opinions of a greenway within the historical context of an area, so a nuanced approach to interpretation is necessary. (Source: Lee, K.J. (2016). African Americans' underrepresentation at parks and outdoor recreation. Powerpoint presented at the inaugural greenway symposium of Great Rivers Greenway, St. Louis, MO. November 4, 2016.)

How does Great Rivers Greenway include disadvantaged businesses in the development and programming of greenways?

.....

Great Rivers Greenway values inclusive construction projects. We have established a goal of 25% of our total greenway project contract amounts being awarded to disadvantaged business enterprises. Bidding opportunities and requests for qualifications

are advertised in a local minority newspaper, and prospective consultants are encouraged to make work available to and partner with minority subcontractors. On the redevelopment of the Central Riverfront portion of the Mississippi Greenway, we have enlisted the help of outside firms to monitor disadvantaged business participation and workforce participation.

By featuring diverse main roles in greenway advertisements, this is an implicit invitation to the greenways that promotes positive perceptions about greenways as spaces for all people. Diversity and inclusion in the development and programming of greenways can help to address enduring racial conflict within the community, historical limited minority access to parks due to institutionalized racism, and/or omission of the history and heritage of minority groups.

Outreach programs (such as picnics, field trips, and outdoor education that teach the social and health benefits of greenways and outdoor recreation activities) in partnership with schools and youth development organizations that bring children to the greenways attract more families of minority backgrounds to greenways and help build the outdoor recreation culture. People who are exposed to a recreation activity as a child are far more likely to continue that recreation activity as an adult.

Hiring more minorities in staff and managerial positions and conducting diversity training for all staff help to enhance the cultural competence to improve the greenway experience for all visitors. There are also opportunities to improve the greenway experience for all visitors by researching greenway visitation and outdoor recreation behavior. This research could include greenway visitor studies, a community-based survey focusing on greenway usage by minorities, a community-based survey and field study that focuses on specific greenways and their surrounding community, and ongoing investigation of best practices for minority inclusion in the outdoor recreation industry. (Source: Lee, K.J. (2016). African Americans' underrepresentation at parks and outdoor recreation. Powerpoint presented at the inaugural greenway symposium of Great Rivers Greenway, St. Louis, MO. November 4, 2016.)

Why do greenways take so long to build?

.....

Building a greenway takes several years because of the enormous amount of work that is involved. Before construction begins, years of preparation and planning must be done. We engage people who live, work, learn and play in the greenway area to gather input on the greenway route, amenities, design and programming opportunities. We spend time securing temporary construction and/or permanent easements and also acquiring permits. Before construction begins, we survey the area beneath the greenway to search for any underground water sources or rock beds, we test the construction materials, and we relocate utilities in the path of the greenway if necessary. To secure funding for construction, we often apply for grants and/or solicit private funding.

How are the intersections of the greenways with roads and driveways designed for safety?

.....

The intersections of greenways and roadways have signs and striping on the roadway to alert people driving that people may be walking or bicycling across the roadway at this location. In some locations, additional design features such as flashing signals, median refuges, and narrowed road widths are used at the intersections of greenways and roadways. At any of these intersections, all people—whether walking, bicycling or driving—should make eye contact with other roadway users whose paths they will cross.

What else have you done with Project X and how is it working?

.....

(This is a project-specific question, but a good one to prepare a team for an engagement. If possible, compile examples both in the St. Louis region or even from other places to illustrate what might be a new concept. It's helpful to a concerned resident to see that another neighborhood had a great experience with this type of project. Prepare specific examples, testimonials and statistics to calm concerns.)

CASE STUDY- ST. VINCENT GREENWAY ALIGNMENT STUDY WITH FORUM STUDIO AND BEYOND HOUSING



BACKGROUND

In 2014, Great Rivers Greenway contracted with Forum Studio for design services and Beyond Housing for community engagement services to study the potential alignment of the missing link of the St. Vincent Greenway.

The purposes of this alignment study were to:

- Redefine the role of Engelholm Creek in the community by creating **access to nature**, promoting restoration and environmental education
- **Unify communities** through an interconnected system of parks, trails, and neighborhood connectors
- Identify **strategic redevelopment partnerships** to promote sustainable development for safe, livable, and enduring communities
- Promote active use of the greenway by **developing exciting new destinations** and **capitalizing on existing attractions**

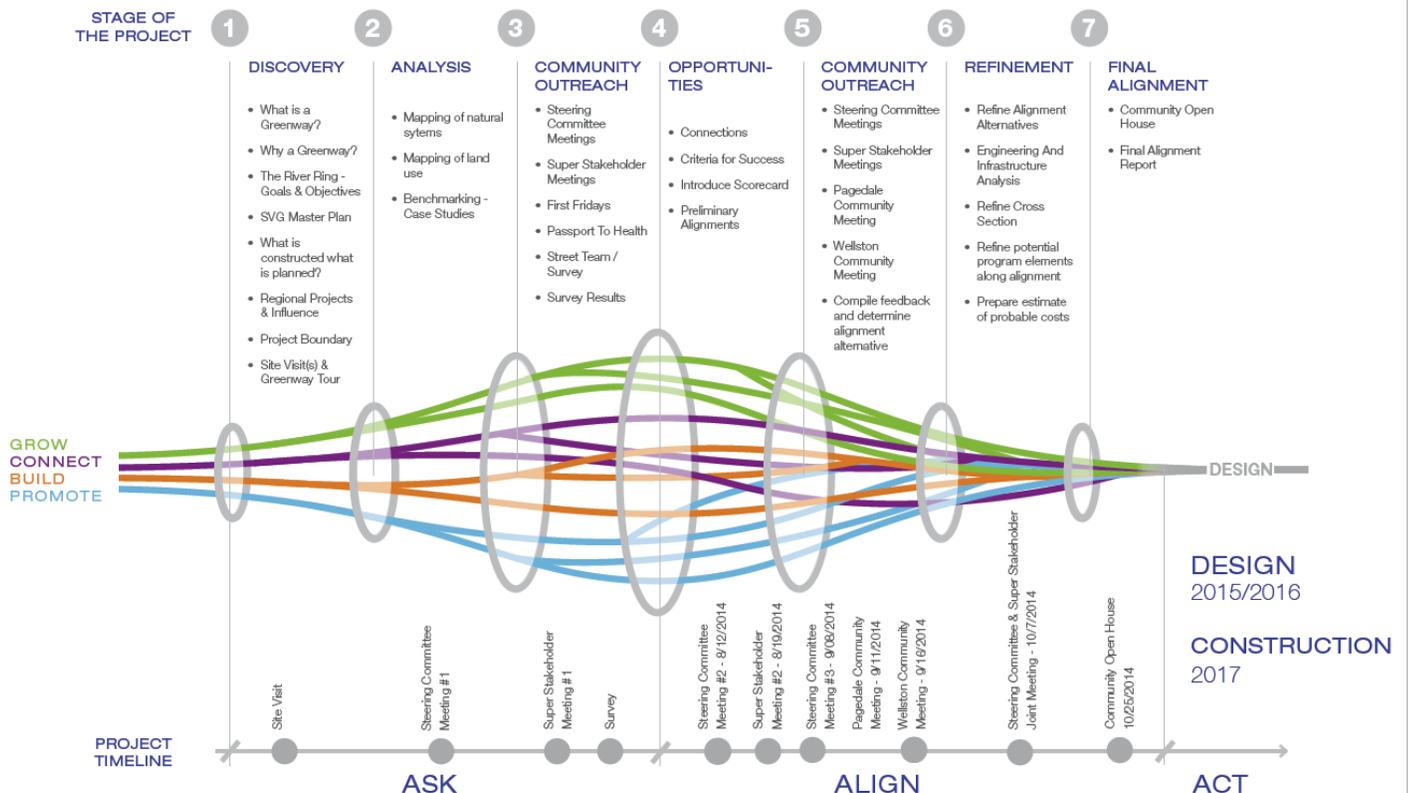
COMMUNITY ENGAGEMENT PURPOSE

The purpose of this community engagement effort was to engage key stakeholders in the expansion of the St. Vincent Greenway. Residents, business owners, and community partners in Wellston and Pagedale were solicited for input and feedback on the potential greenway alignment and design.

DESCRIPTION

The project team implemented a six month long engagement strategy that utilized an engagement philosophy of Ask-Align-Act. This approach allowed the team to gather feedback that revealed the community's alignment preference and informed the final design of the greenway. There were multiple engagement tools used to gather information and multiple environments in which to use these tools such as community meetings, community festivals, food pantries, Passport to Health classes, and First Friday events on the St. Vincent Greenway. All findings were reviewed and evaluated by the University of Missouri-St. Louis Public Policy and Research Center.

PROCESS





QUESTIONS CONSIDERED IN DEVELOPING THE ENGAGEMENT STRATEGY

- Does this engagement strategy timeline align with the greenway planning timeline?
- What is expected of stakeholders?
- What key questions do project partners want answered? What information would they like to know?
- What would the project team like to know?
- How will information be shared with project partners?

TARGET POPULATION

The target population for this engagement effort was 24:1 stakeholders, specifically those in Wellston and Pagedale who will be impacted by the expansion of the St. Vincent Greenway and those who will use the greenway. 24:1 is an initiative of Beyond Housing to take on multiple challenges formed over decades in North St. Louis County. The name represents the 24 municipalities in the Normandy school district with one vision for successful children, engaged families, and strong community.

TIMELINE/MILESTONES

Implementation of the project engagement strategy took place from June 2014 to December 2014 and included the following milestones:

- **June-July:** Informed residents of the project and gathered initial feedback
- **August-September:** Hosted community meetings to gather additional feedback on project plans that were edited based on initial feedback
- **October-December:** Shared final project plans with the community and provided the final report to Great Rivers Greenway

ENGAGEMENT GOALS

- **Engage residents** in the development of the St. Vincent Greenway alignment between Etzel Ave. and St. Charles Rock Rd.
- **Increase community understanding** of what a greenway is and how it can be used
- Provide a **transparent planning process**
- Help residents understand how the construction of the greenway can **complement existing and future developments** in their community such as the Rock Road Transit Oriented Development, Choice Neighborhoods, Eskridge High School redevelopment, and Page Avenue Great Streets
- **Gather key information** related to the desired alignment route, safety concerns, what will increase usage of the greenway, and what would make the greenway more attractive to residents (programs and services that could be incorporated into the design)
- **Incorporate resident and stakeholder feedback** throughout the planning process and in informing final decisions
- Identify Pagedale and Wellston residents to serve in **leadership roles** on the St. Vincent Greenway, Inc. Board of Directors



BENEFITS OF THIS ENGAGEMENT STRATEGY

This diverse engagement strategy yielded the following benefits:

- **Built community** through various engagement activities and events
- **Increase residents' awareness** of greenways and their potential benefits
- Provide summer **employment to residents** via the Community Engagement Street Teams
- **Helped residents** understand what a greenway is and what it could be in their community
- **Attracted youth** to the project and identified creative ways to incorporate their voice

COMMUNITY ENGAGEMENT PROCESS

The project team strove to create a community engagement process that not only encouraged residents to support the completion of the St. Vincent Greenway, but also allowed residents to inform the alignment choice. This reflected the importance of residents in not just utilizing the completed greenway, but also the importance of residents of the area taking ownership over the project and plan.

Various techniques were employed to engage residents, including performing a survey of the community and hosting community meetings in Wellston and Pagedale with keypad polling and “pop-up greenways”. The pop-up concept helped residents visualize different programs and events that could be offered along a greenway and allowed the engagement team to creatively incorporate resident feedback at meetings. For example, many residents stated that they would utilize the greenway if it was on or near a location that could offer youth programs. As a response, the engagement team hosted one of the Big Community Meetings at the local Pagedale Family Support Center near existing parks. The surrounding green space was then used to highlight the different youth and family activities that could occur on the greenway.

In addition to the community meetings, the project team formed a **Community Engagement Street Team**, comprised of local residents who were paid to conduct an initial assessment of residents and individuals at key locations and businesses identified by the Super Stakeholder group.

The survey was used to gauge residents' familiarity with greenways, particularly the St. Vincent Greenway, and to understand what assets they use, where they would like the greenway to connect, and what activities and physical aspects would encourage them to use the greenway. In total, **more than 280 survey responses were collected.**

MULTIPLE TOUCHES

Table 1 summarizes the main outputs and outcomes and the methods used to gather the information. For output data, Beyond Housing created a system for counting contacts with residents and stakeholders - not only participation at meetings and events, but also contacts with residents at other times through the Street Team outreach. There were a total of **846 touches throughout the engagement process.**



MULTIPLE MEANS OF OUTREACH

The project team implemented a multi-method strategy to keep residents informed throughout the process. This included:

- **Emails** to stakeholders about the planning process and other related activities
- **Information booths** at community events to collect survey responses, distribute flyers, and raffle prizes
- **Yard signs** placed throughout Pagedale and Wellston, asking for participation and indicating the phone number for more information
- **Flyers** distributed at meetings and at key spots in the community, announcing public meetings

EVALUATION

- **Document how the project team responded** to resident input
- **Document each engagement point** and touch general survey results
- **Evaluate decision making process** with stakeholder committee

IMPACT

In order to measure the impact of the planning process on attitudes and potential use of the plan, **Beyond Housing conducted a follow up survey of the planning process participants.** Survey respondents indicated the following:

- **92%** of the respondents felt that the community meetings provided time for their input
- **75%** of the respondents strongly agree that the project team listened to their feedback; 25% somewhat agree
- **58%** of the respondents strongly agree that their feedback and comments were incorporated in the plan; 25% somewhat agree
- **67%** of respondents strongly agree that they better understand what greenways are; 33% somewhat agree
- **50%** of respondents said that they are very likely to use the St. Vincent Greenway after participating in the alignment study; 42% said they are somewhat likely



TABLE 1: SUMMARY OF DATA COLLECTED

OUTPUTS	OUTCOMES
9 Street Team Members- completed 288 surveys	Feedback was used to identify alignment locations that could meet the needs of the community
2 Big Community Meetings- 53 stakeholders participated in live polling	Feedback was used to identify which alignment residents preferred
3 Super Stakeholder Meetings- 85 stakeholders in attendance	Feedback was used to guide the engagement process
1 Large Community Event- 420 residents attended the event	Interactive display used to share the final alignment with residents

TABLE 2: ENGAGEMENT TOOLS

TOOL	GOAL
Steering Committee	At least 10 key stakeholders who meet at least 4 times during the project process
Large Community Meetings	At least 50 residents in attendance at each meeting with a goal of 2 meetings
Street Teams	At least 5 residents used to complete at least 200 total surveys
Pre-Existing Community Events	Attend at least 4 events to collect at least 100 surveys and to gather feedback on image boards
Super Stakeholder Groups	At least 20 key stakeholders that meet at least 2 times
Live Polling	Use live polling at community meetings to collect feedback
Surveys	Develop surveys to collect at least 300 pieces of feedback
Walk ‘n Roll on the Greenway (Pop Up Greenway)	Host an event on the greenway to engage at least 50 residents
Water Play on the Greenway (Pop Up Greenway)	Host an event on the greenway to engage at least 50 residents
Businesses Near Site	Use street teams to complete surveys near key businesses and have image boards on site for feedback
Tour	Organize 1 tour of the potential alignment for at least 20 stakeholders

TABLE 3: SUMMARY OF COMMUNITY MEETINGS AND KEY TASKS ACCOMPLISHED

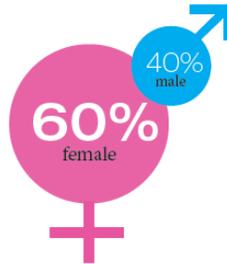
EVENT	PURPOSE	TASKS ACCOMPLISHED
Super Stakeholder Meeting #1	Ask —provide stakeholders with info on the planning process and gather key input and feedback on the plan; be transparent with timeline; connect to other projects	<ul style="list-style-type: none"> - Introduced key stakeholders to the project - Gathered initial feedback on greenway location and design - Gathered feedback on baseline survey questions - Collected recommendations for Street Team members - Collected key locations for Street Team
Super Stakeholder Meeting #2	Ask —provide stakeholders info on the planning process and gather key input and feedback on the updated plan; gather input on the community meeting	<ul style="list-style-type: none"> - Shared baseline survey results with stakeholders - Gathered feedback on survey results - Updated stakeholders on plan - Gathered feedback on Big Community Meetings structure and locations
Big Community Meeting #1 (Pagedale)	Ask/Align —share the edited plan based on the survey results and gather key input and feedback; be transparent with timeline; connect to other projects	<ul style="list-style-type: none"> - Introduced larger community to the project and process - Shared baseline survey results with stakeholders - Gathered feedback on survey results - Used keypad polling to gather baseline data from attendees
Big Community Meeting #2 (Wellston)	Ask/Align —share the edited plan based on the survey results and gather key input and feedback; be transparent with timeline; connect to other projects	<ul style="list-style-type: none"> - Introduced larger community to the project and process - Shared baseline survey results with stakeholders - Gathered feedback on survey results - Used keypad polling to gather baseline data from attendees
Super Stakeholder Meeting #3	Align —share the final alignment based on feedback from community meetings and survey results; gather final feedback	<ul style="list-style-type: none"> - Shared keypad polling results - Shared final alignment based on survey and keypad results - Gathered final feedback on alignment
Large Community Event - 24:1 Health Festival	Align —share final alignment with larger community including those along existing parts of the greenway	<ul style="list-style-type: none"> - Shared the final alignment with the larger community

COMMUNITY ENGAGEMENT SURVEY RESULTS

Responses

Pagedale:	113
Wellston:	55
Other Parts of Region:	83
Other 24:1 Municipalities:	38
TOTAL:	288
Total Goal:	200

Gender

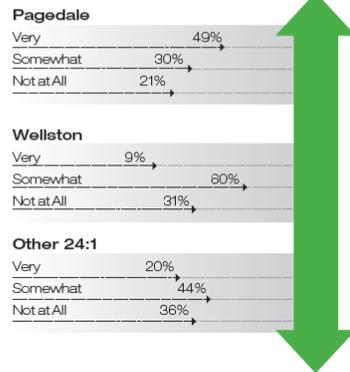


Age Distribution

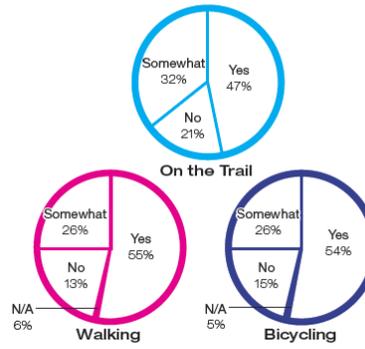


COMMUNITY ENGAGEMENT SURVEY RESULTS

How close is the trail to where you live?

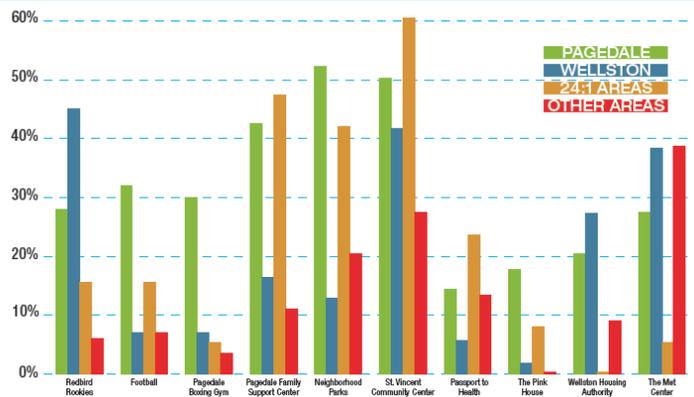


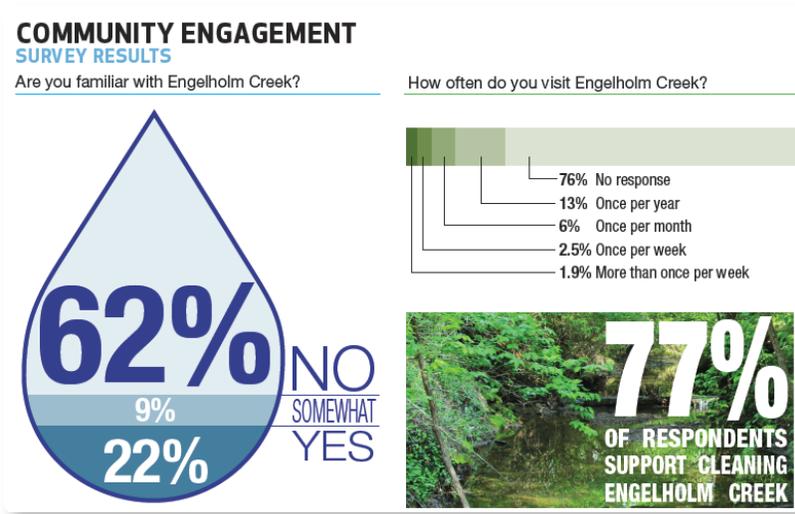
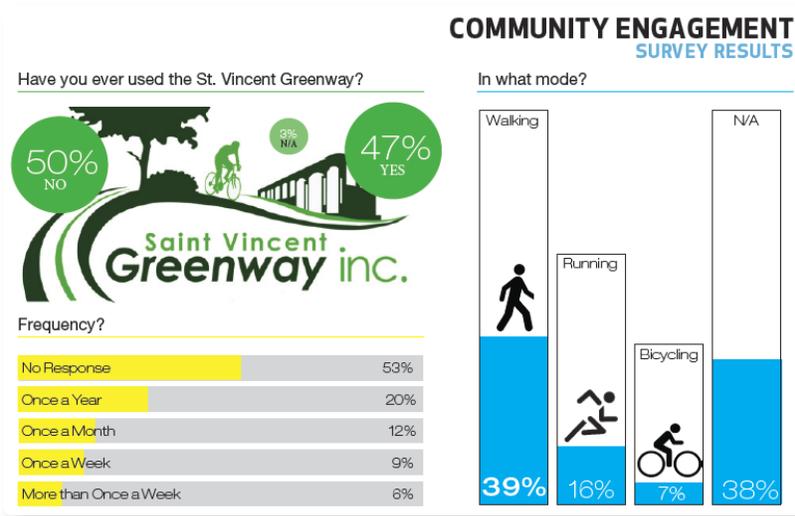
Do you generally feel safe?



COMMUNITY ENGAGEMENT SURVEY RESULTS

Which programs and/or facilities do you currently use?





THANK YOU!

