

PUBLIC PARTICIPATION IN COMMUNITY PLANNING FOR DISTRICT FIVE PAYNE-PHALEN



Report Prepared for District 5 Payne-Phalen Planning Council, St. Paul
Report 2/4

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Executive Summary

This report focuses on public participation and the processes associated with community planning in natural resource enhancement and management as a contribution to Payne-Phalen District 5's Area Plan development process in 2005. Students from the University of Minnesota College of Natural Resources created this report specifically for the District 5 Payne-Phalen Planning Council. Research and investigation illustrated that planning's success is dependent upon the input and interaction among stakeholders such as nongovernmental agencies, citizens, businesses, and community leaders. The vision of this project is to *“Empower the local community with the participatory tools necessary to create a neighborhood built upon the pride of ownership through the enhancement of the natural resources in their surroundings.”*

Payne-Phalen District 5 in St. Paul is located immediately north of downtown St. Paul, in Ramsey County. This vibrant community is composed of a racially and ethnically diverse constituent base. It contains many natural amenities including the beautiful Lake Phalen, located on the northern border of the District, that can be fished for walleye, sunfish, and carp.

From September to December 2004 preliminary data was gathered from a number of sources. At a meeting hosted by the District 5 Payne-Phalen Planning Council to introduce College of Natural Resource students to the neighborhood and issues of concern. An extensive literature review provided background; community leader interviews brought insight and resident surveys highlighted current public participation obstacles.

Successful community participation requires involvement at several levels, including informing the community, receiving feedback from the community, and keeping people involved in the Area Plan creation process from decision making through implementation. The following recommendations consider the principles of participation, concerns of residents and community leader interviews, and apply them to the District 5 Area Plan:

- Create a Strategy for Public Participation
- Use a Targeted Nontraditional Approach to Outreach Efforts
- Provide Creative Opportunities to Gather Feedback
- Increase Awareness of Leadership Opportunities

Introduction

The key to successful development and implementation of an Area Plan is dependent upon public participation and organized community planning. Public participation is a vital element in the planning process because it serves as a social contract with the residents of a community (Plan Commission Handbook, p. 5 and 27). Community planning is a process which strives for an orderly and open approach to determining community needs. Through planning, communities can determine shared goals and priorities, and develop a guide for local government decisions regarding the future development of an area. Planning's success is dependent upon the input and interactions among stakeholders such as residents, nongovernmental agencies, businesses, and community leaders. This report focuses on public participation and the processes associated with community planning in natural resource enhancement and management as a contribution to District 5's Area Planning process in 2005.

During the 1970s, in an effort to expand public involvement in planning, the City of St. Paul divided its neighborhoods into 17 Districts, and developed a Planning Council for each (Biegon 2002). One of these, District 5 Payne-Phalen is a diverse and robust neighborhood, located on the Eastside of St. Paul. It has a population of 31,531, with an 18 percent increase from 1990 (Census 2000). Always a neighborhood rich in immigrants, people of color increased on average by 13 percent. This shift in demographics is a reflection of a cultural change evident in the surrounding neighborhoods and the city at large. The inclusion of the ideas and values held by new residents will result in a stronger commitment to civic participation and community enhancement. In addition, the growth rate of District 5 requires that a flexible community plan be adopted and equipped with the tools necessary to respond to the needs of current and future residents.

In 2005, District 5 will develop a new Area Plan for the neighborhood. This Area Plan will serve as a blueprint for future development, reflecting the desires and goals of the diverse community. Students in the Problem Solving and Planning in Natural Resources course at the University of Minnesota's College of Natural Resources were asked to aid in the preparatory stages of the Area Planning process. The students were instructed to focus on the unique natural resource issues present in the community. The following natural resource entities were deemed important by the citizens, board members, and stakeholders of District 5: green spaces and reclamation, parks and trails, environmental education, and public participation.

Goals and Objectives

The overarching project goal is to empower the Payne Phalen community by providing it with the planning framework necessary to enhance natural resources, while raising citizen awareness of the benefits associated with their natural environment. As one component of the broader project, this report will focus on

“empowering the local community with the participatory tools necessary to create a neighborhood built upon the pride of ownership via the enhancement of the natural resources in their surroundings.”

Participation in a planning process involves all stakeholders in an inclusive dialogue to formulate a collective vision with creative solutions (Randolph 2004, p. 57). By including as many stakeholders as possible in the planning process, the community has a greater sense of ownership in the project and its outcomes. The more involved people are in the process, the greater the likelihood they are to agree with and implement the plan. The goal of public participation and community involvement in the Area Plan is to empower the stakeholders of District 5 so they will have a direct impact on the direction the community takes in natural resource and community planning.

To meet the report goals, we have identified the following objectives:

- Inventory past plans, current infrastructure, and participation programs in the area.
- Review recent research and models of public participation.
- Assess the needs and priorities of community members for participation and planning.
- Develop recommendations for public participation to increase resident involvement in the creation of the Area Plan, using natural resource planning as a specific example.

Site Description

District 5 is located in Ramsey County immediately north of downtown St. Paul (Figure 1). It is often referred to as the Payne-Phalen neighborhood or the Eastside, based on the major avenues of transportation in the area and proximity to I-35E. It is bordered by Larpenteur Avenue to the north, Ramsey County Trail to the east and south, and I-35E to the west. Arcade Street and Payne Avenue service the highest volumes of traffic heading north or south; Maryland Avenue is the major east-west route.

District 5 is primarily a residential community. Commercial developments are located mainly on Payne Avenue and Arcade Street. The businesses are mostly small stores ranging from antique shops to hardware stores. There are few chain stores and several restaurants in the neighborhood. A major redevelopment initiative, “The Phalen Corridor” is in progress along the southern border of the district. The development will convert a 100 acre cross-section of the community into a major

transit way containing several large commercial parks, improved housing, and recreational areas (St. Paul Planning and Economic Development 2004).

The Payne-Phalen neighborhood is one of the most socially diverse communities, in the City of St. Paul, both in age and ethnic demographics. Latino and Asian immigrants are settling into the neighborhood, adding to the mix of cultures and heritage. Until the 1980s, the community was comprised of people primarily of German, Swedish, Norwegian, Irish, and Polish descent. Residents of Southeast Asian and Hispanic descent have gradually increased in population from the 1980s to present (Wilder 2002). Payne-Phalen has been a strong immigrant working class community for the past 100 years. Companies such as 3M, Whirlpool, and Stroh's employed Eastside residents. The latter two companies have closed their Eastside facilities in the past 20 years, resulting in a loss of working class jobs in the area. Redevelopment efforts hope to bring quality employment back to the neighborhood.

Payne-Phalen contains the beautiful Lake Phalen, located on the northern border of the District, with four miles of shoreline. It can be fished for walleye, sunfish, and carp. Lake Phalen is connected through waterways to Round Lake, Keller Lake, Spoon Lake, and Gervais Lake. Round Lake is the only of these connected lakes also located in District 5.

Methodology

A variety of methods were used to collect data for this report and the development of recommendations. Preliminary data was gathered at a meeting hosted by the District 5 Payne-Phalen Planning Council to introduce College of Natural Resource students to the neighborhood and issues of concern. An extensive literature review provided background; community leader interviews brought insight and resident surveys highlighted current public participation issues.

Community Meetings

On September 14, 2004, at 6:00 p.m., a community meeting was hosted by the District 5 Payne-Phalen Planning Council at the John A. Johnson School Achievement Plus School on York Avenue in St. Paul. Here the College of Natural Resource students were introduced to a large and diverse group of people including the City of St. Paul Council members, community residents, business leaders, Payne-Phalen Planning Council members, and other stakeholders. This provided many people interested in the Area Plan a chance to express their concerns and interests regarding natural resources. It also gave the students an opportunity to be introduced and generate contacts.

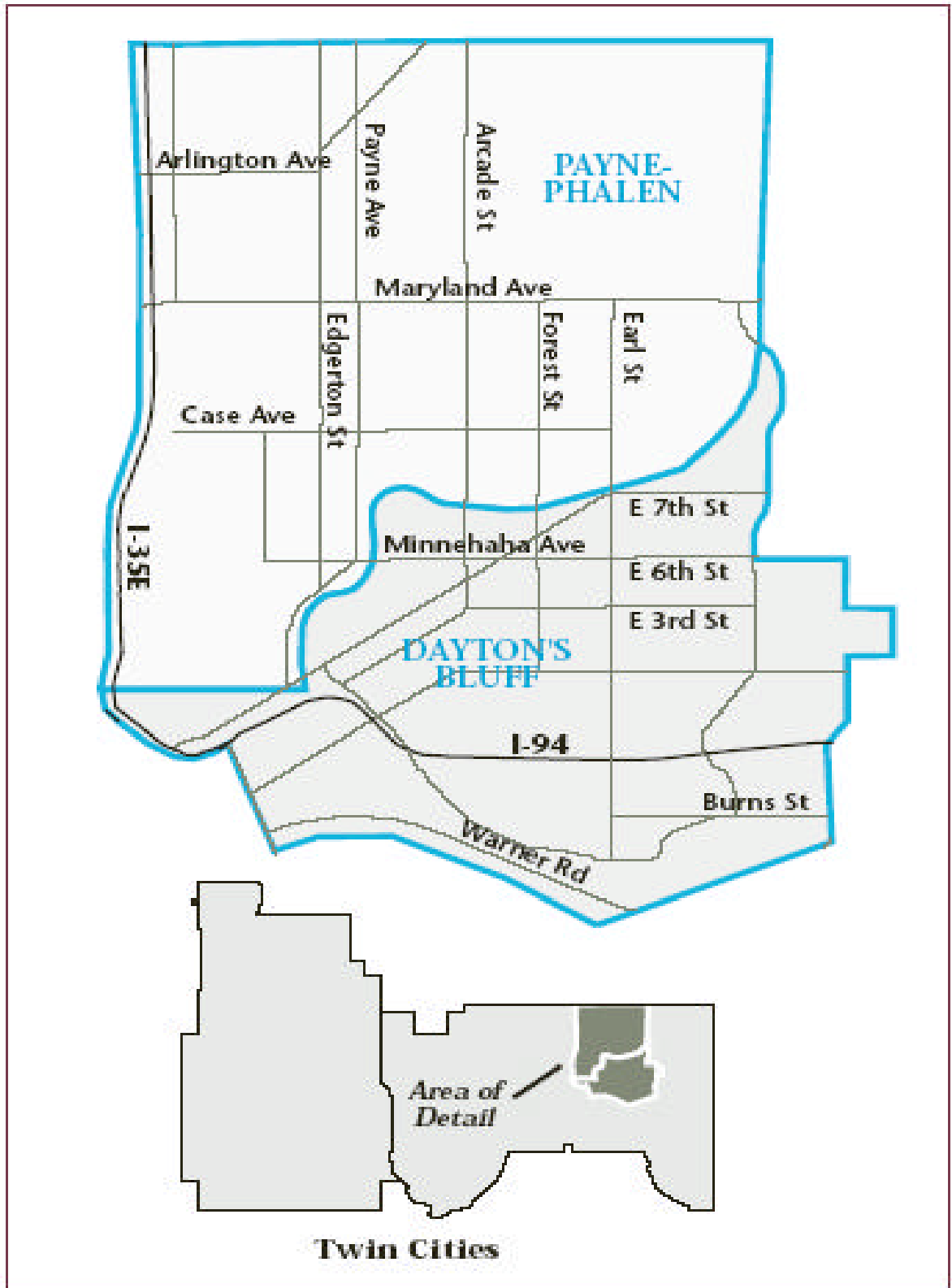


Figure 1. Map of District 5 Payne-Phalen (CURA Reporter: Winter 2001-2002)

This meeting was facilitated by faculty members Dr. Kristen Nelson and Dr. Gary Johnson and Planning Council Executive Director Leslie McMurray. The meeting began with comments by community members in a large group setting, and then each student group broke off to meet with community members and stakeholders on an individual basis based on natural resource topics.

A second meeting was attended by group members on November 16, 2004, at the John A. Johnson Achievement Plus School in the City of St. Paul. The District 5 Payne-Phalen Planning Council hosted the “We the People” Community Meeting. It was attended by a panel of distinguished guests which including the following: St. Paul Mayor Randy Kelly; Council Members Dan Bostrom, Lee Helgen; State Senator Ellen Anderson; State Legislator Tim Mahoney; City Inspector Andy Dawkins; and other city officials. The meeting was attended by approximately 150 community residents who were given the opportunity to voice concerns, ideas, and issues pertaining to the Payne-Phalen neighborhood.

Literature Review

There are many handbooks and guidelines available to assist with public participation and community involvement authored by various agencies and consulting firms. Group members reviewed a broad spectrum of these documents as well as recent studies and research projects devoted to the subject. This review was intended to provide a background for future public participation protocols. These ideas provided an analytical framework for the specific needs, unique obstacles, and opportunities in the Payne-Phalen neighborhood.

Newspaper articles, past studies, reports and the first Area Plan for District 5 were also reviewed. These documents provided insight on past and current circumstances in the District and perceptions of its future direction.

Interviews

Community leaders and residents were vital informants, providing their expertise for this report. It was important to have an analysis of past public participation activities in the area as a source of ideas for the future. Between September and November 2004 we interviewed 16 people with unique perspectives on District 5, including: neighborhood residents, community activists, elected representatives, and business leaders. These interviews were conducted in person and by telephone. Each person was asked the same questions, as well as additional questions specific to their field of expertise (see Appendix B). The question set was developed to determine their level of participation in the community, ideas for the Area Plan and their thoughts on specific mechanisms of public participation in District 5. The interview information was organized according to themes across all the interviews.

Surveys

It was also important to understand what residents of the neighborhood thought about the Area Plan and past channels of public participation. To determine this, group members conducted two different surveys. The first survey was conducted on four different occasions during September. A total of 35 people were surveyed. Surveys were conducted in public parks, the farmers market, and in front of businesses along Payne Avenue. Teams of two people went to these venues and approached individuals present in the public space. Four questions were asked of each person contacted (see Appendix C). This was to determine what people who were not actively involved as leaders in the community thought about the Area Plan and their ideas about public involvement. The data collected during the survey period was compiled and categorized by the participation mechanism and knowledge of the Area Plan.

To gather information about the most effective means of outreach for inspiring public participation, a second survey was provided to all of the attendees of the “We the People” Community Meeting neighborhood meeting (Appendix A). A brief announcement was made at the beginning of the meeting to explain the purpose of the survey and urge people to participate. A student collected the surveys as people exited the meeting, placing the results upside down in a box to protect privacy. The results from the 54 surveys were analyzed using SPSS software system. The objective of this survey was to develop an understanding of what community members believe are the most reliable tools for inspiring public participation in the planning process. Due to the location and venue that these surveys were administered, responses were expected to differ from the first survey.

Findings

Determining what is necessary for the district to facilitate public participation in the Area Plan planning process required the following: reviewing literature on community participation and literature about the history of the community, interviewing District 5 community members and leaders and surveying community members. Public participation is a well documented subject; many models have been tested to demonstrate the most effective means by which to garner participation. In this document we have selected aspects from several participation models as suggestions for District 5.

Successful community participation requires involvement at several levels. The basic level is informing the public about the process, problem, or event, and in this case forming an Area Plan. The next level involves receiving feedback from community members concerning how they feel about the issue(s) and what can be done. After informing citizens of the project, and considering citizen feedback, it is important to have a participation system that will encourage citizens to remain involved in the

process (Appendix D). Through literature reviews, interviews, and community surveys we have identified several ways that have been successful informing, receiving feedback, and keeping people involved in District 5.

Area Plans in the Community

Area Plans are valuable tools for community members to decide what direction their neighborhood should be going. The City of Saint Paul has a broad City Plan in which goals for development, commerce, housing, social programs, and environmental standards are proposed. The City Plan is a long-term vision that directs the way the city transforms. Area Plans are subsets of the City Plan for individual neighborhoods. A community develops an Area Plan in which the community members describe the development, commerce, housing, and environmental programs they wish to implement in their neighborhood. A completed Area Plan is submitted to the city to be incorporated into the City Plan. If the Area Plan is in agreement with the City Plan, it will be accepted. When the City Council accepts the District Area Plan it becomes a powerful document. Community members can use the Area Plan to argue for or against future activities that support or conflict with their plan.

The process of constructing an Area Plan has three broad steps. The first step involves the District Community Planning Board identifying what can and cannot be accomplished with the Area Plan. A thorough knowledge of the City Plan, zoning ordinances, and planning regulations is necessary. The first step is often completed before public participation has started so there is a solid base to build on. This step can take from eight to twelve weeks. The second step involves small meetings with distinct stakeholder groups such as block clubs, resident groups, business leaders or school administrators. These focus group type meetings provide detailed input regarding future growth directly from community members. This step generally takes eight to twelve weeks. The third step is constructing the Area Plan. It involves surveying the public in many different ways. The organizers must identify the most pertinent issues for the public that can successfully be accomplished by the Area Plan. Negotiations and compromises create specific recommendations that will best serve the community. The third and final step can take approximately a year.

Participation Literature Review

Effective participation is only possible if the events in which a community member can participate are clearly defined. Often some members of the community feel underrepresented in community planning. For example, in a case study of Michigan Ecosystem Management Project, 45 percent of the people participating in the project felt they were not involved in the planning process (Smith 2001). The first step in increasing people's perception of community participation is to make adequate information available about the community problem solving process in progress (Lasker 2003). There are numerous methods to increase the amount of information provided to the public (see Appendix E). The participation process should also

broadly define clear goals and purposes that display what will be accomplished with the project (Center for Land Use Education 2002). Personal contact is an extremely productive way to present issues to people who have not been involved, while building a trusting relationship (Smith 2001). Participation plans should be constructed to encourage learning, employ strategies to ensure people attend meetings, and provide all community members with access to information (McCool 2001).

Constructive community participation requires both involving people in the planning process, and keeping people involved for the duration of the process. Keeping people involved with the planning process will give them a stake in the end product and empower them to participate in the future. Community members working together to produce a positive product for the neighborhood creates a sense of community that will encourage further involvement in planning processes (Lasker 2003). Projects that involve feedback methods are instrumental in increasing participation (USEPA 1996). A network of contact people who can act as representatives for their smaller groups of unique interests is an effective way to facilitate input from a diverse range of the community (USEPA 1996). Open houses and public meetings also provide necessary exposure for community members to have input to the planning process (Center for Land Use Education 2002). The exposure of public meetings also helps increase the general visibility of the project which is necessary for continual involvement (Rubin 1994). The more people see a project, and the more interest it will gain in a community, the more pride people will feel about accomplishing it. A study in Chicago concerning volunteers' satisfaction level after completing restoration work showed that people in general felt very satisfied with their work performing a meaningful action (Miles 1998). Participation in constructing an Area Plan can create a similar satisfaction level.

Specific activities to enhance District 5's environment can provide satisfaction and encourage continual participation. The appearance of the neighborhood can be an influential aspect in determining how people feel about their communities. The visibility and attractiveness of natural resources such as parks, lakes, green spaces, and trails can increase the degree to which community members embrace their surroundings. In a study of public housing in Chicago, researchers found that housing developments with green spaces and trees had lower crime rates (Kuo 2001). The green spaces in a community should be embraced and celebrated for their beneficial characteristics.

Informing the Public

Informing the community about participation opportunities is effectively accomplished in part by creating broad project visibility. One community official noted that community events are an ideal place to gain public exposure. Community members who attend District events are already interested in some aspect of the

neighborhood and may be open to helping with the Area Plan. Having tables with general information at community events will gain project exposure and show how a project such as constructing an Area Plan overlaps with the event people are attending. An organizer who works with youth in the community, mentioned that youth events are also ideal places to educate citizens about the Area Plan. Parents are often most concerned with the well being of their children. Displaying information suggesting ways to make the community better for children can catch a parent's interest. A member of the Planning Board stated that increased exposure at both community and youth events can lay the foundation for increased public support and participation during the planning process, contribute to a renewed sense of community pride, and enhance the relationship between elected representatives and constituents.

Several respondents said that utilizing many different media outlets is extremely important when informing the public about an issue. In a community as diverse as District 5, media diversity is necessary to reach the maximum number of residents. Community papers are an excellent way to show what is happening with the Area Plan. However, the community papers are often only read by a select group of people and therefore should not be solely relied upon for engaging the public. Radio is an effective medium that can be used to reach several groups. Individuals from the Hmong, Latino and African-American communities within District 5 said that the radio was an excellent way to get in touch with their constituents and keep them involved in the planning process. Community radio stations such as KFAI and *Hmong Radio* will also provide public officials the forum necessary to both educate constituents about the Area Plan and promote community involvement in its creation.

Posters and murals can be used to depict the project to yet another niche of the community. Several community members said that an attractive and well-organized poster will provide constituents with the information necessary to get involved. Posters can convey images and ideas that show what the Area Plan is about and how it may impact the lives of district residents. People surveyed said that a dynamic poster illustrates that people value this issue, which may encourage others to get involved.

Planning Board members said that fliers and brochures are helpful in directly increasing awareness about issues or events in the community. The flier can provide information on upcoming meetings, including the location, at what time, and what will be discussed. Several people surveyed mentioned that fliers are most effective when placed in doorways so they are not as easily seen as junk mail. They can also be used to communicate about what has already been discussed, and suggesting ways for residents to provide feedback on ongoing issues.

Neighborhood canvassing is a direct and personal way to get people involved with planning in District 5. Planning Board members and community activists said it is an important tool for educating the community concerning the issues of concern or upcoming events. Organizers said that some people in the community dislike people coming to their door, but that they are mostly discouraged because they associate door knocking with salesmen. In door-to-door surveys, people can be asked what they think should be added to the Area Plan or what should be changed. This is also a good tool to educate the public about the power an Area Plan has and how they can utilize it. Door-to-door work can also help build a sense of community by building relationships. Door-to-door activities can provide avenues to both inform the public and facilitate feedback.

Survey Data

The two different surveys conducted produced findings that differ. The first survey collected responses from public areas in District 5. Respondents to the survey at the “We the People” Community Meeting described the four participation barriers for the residents of District 5. First, in regards to informing the public, they noted that many residents do not know about opportunities because they are too busy and are unaware of the challenges and issues facing the community. Second, respondents felt residents had grown apathetic pertaining to their ability to make change or progress. Third, respondents identified long-term leadership challenges. Many respondents noted that traditional forums have not been successful in reaching out to residents who have not participated in the past. Fourth, respondents mentioned that the demographics of the neighborhood produce unique barriers including limited personal funds and free time for public service. Respondents cited a limited investment in property, often due to transient tenants and absentee landlords, as a threat to constituent involvement and community pride.

The survey conducted in the public areas of District 5 produced a set of responses representing the views of community members that who have not been traditionally involved in past community planning initiatives (Figure 2). The public area surveys presented people with four options: fliers, websites, meetings, brochures, and other (Appendix C). The survey specifically asked what venues they felt would be the best way to inform them of a local issue. The participants were also asked which option they would be most likely respond to. Brochures and fliers received the highest response (n=13). People said that they generally trusted neighborhood brochures, and often look to see what other people in the community are doing. Media outlets such as radio, newspaper, and television received a considerable amount of responses (n=8). Meetings were selected by some residents (n=6). Internet was popular among the younger constituents surveyed. Several people suggested using internet message boards to further enhance discussion regarding the Area Plan. These online participation forums allow people to get involved at the time that is most convenient for them.

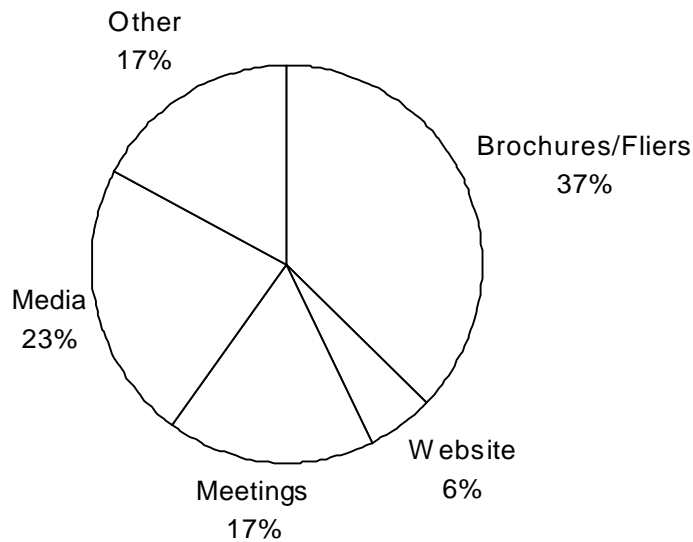


Figure 2. Public Area Resident Survey conveying best method for getting people's attention (n=35).

A second survey was conducted at the “We the People” Community Meeting on November 16, 2004, to identify the opinions of the community pertaining to how to increase public participation in the planning process (Appendix A). Participants were asked to prioritize a list of options for informing residents using a ranking system of 1 to 7; 1 as the best and 7 as the worst (Table 1). The first question addressed the best way to inform the public about community organizing and planning activities. Of the respondents questioned most ranked print related media such as the *Eastside Review*, the *Pioneer Press* or Flyers and Posters as the best way to inform residents. Similarly, the same ranking occurred when the top 3 priorities were totaled, with the addition of verbal friend to friend contact responses as a good option. A great number of survey participants placed a no response ranking on visual media such as television and websites as well as spoken media such as radio. It is important to note that the respondents in this survey are members of the community who come to meetings to get information.

Facilitating Constructive Feedback

Feedback through several methods can increase the likelihood of the project development and community pride when working toward a common goal. Several people, who work with community planning, pointed out that the more opportunities people have, the easier it is for people to voice their opinions and the more likely they will be to participate. Through the interviews we conducted with neighborhood

organizers, and surveys of the public we found that meetings, face to face interactions, and surveys are some of the preferred ways for involvement.

Table 1. Frequencies for prioritizations of listed options in response to “What is the best way to inform residents about community organizing and planning activities” (*1=Best through 7=Worst*) (n=44).

Techniques for informing residents	Priorities							No Answer	Total Ranked Freq. 1-3
	Best 1	2	3	4	5	6	Worst 7		
Eastside Review	17	14	8	3	0	2	1	5	38
Pioneer Press	11	9	6	4	8	3	3	7	26
Radio	2	1	4	6	3	8	11	19	7
Flyer/Poster	12	7	11	6	3	5	0	7	30
Television	3	1	2	7	9	4	7	20	6
Website	1	3	4	5	5	9	8	22	8
Friend to Friend	6	7	10	8	5	5	2	9	23

Meetings that citizens feel comfortable attending can produce effective feedback opportunities. Area Plan meetings need to be designed to cater to the comfort and convenience of the participants. In interviews with community leaders and residents we found that many residents of District 5 feel most comfortable in small meetings with people in their immediate community. In some cases Block Clubs can provide productive small scale meeting opportunities for people who wish to get involved in the planning process. One community official discussed using Town Hall style meetings to get exploratory responses at a District level about what people wish to see on the Area Plan. Larger meetings can also provide a forum for people to provide feedback about ideas and actions that have been taken in the community.

Community activists and planners all emphasized the importance of the meeting atmosphere, making it comfortable and appealing for all District constituents. The location of the meeting should be a place familiar to the people who attend. It is helpful to provide refreshments during the meeting, because meetings are often in the early evenings and people may not have had a chance to eat dinner. It is often necessary to have child care available to encourage families to attend the meeting. Finding a babysitter can be a burden and cost that may discourage involvement.

Brochures and fliers that are used to provide information about the Area Plan can also be utilized to receive feedback. One community planner mentioned that they had success telling the community what they were working on and then providing options for the next step or the details of the plan. It is sometimes easier some people to react to options, than come up with what they would like to see. District Planners can provide information about the preliminary steps, Area Plan options, and then give

residents several ways to respond such as mail, Internet, phone, or in person at meetings.

Celebrating community events and completed projects are also important for ownership and continual involvement. Community members said it would be encouraging for groups to have parties, picnics, or potlucks to build relationships for working toward a common goal. A neighborhood picnic or party is also a great place to display preliminary results and enhance community pride. Residents have to feel their project input will have a positive impact on their neighborhood. Social events and ceremonies provide attractive ways to build community involvement in planning, recognize contributions, and bridge gaps that may inhibit people from becoming involved.

Options for public feedback and input were identified through a survey of citizens at the “We the People” Community Meeting on November 16, 2004 (Appendix A). Participants were asked to rank the best methods for collecting public input and feedback on planning options using the same ranking system of 1 as the best and 7 as the worst (Table 2). Of the respondents questioned, the greatest number ranked direct contact methods such as mailed surveys and public meetings as the best options. Similarly, the same ranking occurred when the top three priorities were totaled, with the addition of community events and door knocking as good options. Many members did not include web based options in their priorities. Respondents also placed a no response ranking on hotlines illustrating the lack of interest with this method. It is important to note that the respondents in this survey were the community stakeholders who attend public meetings.

Table 2. Frequencies for prioritizations of listed options in response to “What is the best method for collecting public input and feedback” (1=Best through 7=Worst) (n=44).

Techniques for informing residents	Priorities							No Answer	Total Ranked Freq. 1-3
	Best 1	2	3	4	5	6	Worst 7		
Mailed Survey	19	7	6	5	4	0	2	8	32
Website Questionnaire	2	0	7	7	5	6	9	18	9
Internet Survey	1	4	2	6	3	9	8	21	7
Public Meetings	17	12	7	5	1	0	2	7	36
Community Events	3	10	10	5	6	3	2	14	23
Door Knocking	9	5	7	7	5	5	2	12	21
Hotline	4	5	3	2	6	3	9	21	12

Encourage Continual Involvement

Constructing an Area Plan is a long and involved process. Residents may lose interest early in the planning process if they no longer feel engaged. According to organizers,

most people will get involved when there is an issue they feel strongly about, but it is often difficult to keep them involved. Residents mentioned that building trusting relationships, connecting singular issues to the community as a whole, and structured meeting formats are important factors for keeping people involved throughout the process.

It is important to try to keep people involved after their issue has been addressed by exhibiting the connection from their issue to the neighborhood as a whole. It is essential for the Area Plan organizer to develop a trusting relationship with community members. Several residents said they continued to work on difficult issues because of the people they were working with not the issue. Bonds are built between community members and they count on one another for assistance with future issues.

Community organizers said meetings should provide a clear outline of what has happened and why it happened, so the participants can work look to the next step. All meetings need to be well organized and carried out in a timely manner. The information that is presented must be clear to the attendees. This includes providing information sheets in multiple languages, and interpreters when possible. Meetings should incorporate ideas and tasks previously accomplished by other community members.

Connecting the Area Plan process with existing groups in the neighborhood can help maintain participation. Youth, ethnic, religious, and environmental groups all have members that are involved in long term initiatives. Organizations such as the Scouts and Campfire also have programs and projects that kids can do for the community. The youth projects could be coordinated to fit into Area Plan projects. These organizations have distinct meetings and formal infrastructure that can be utilized to keep residents involved.

What District 5 Residents Want to See

Respondents had a wide variety of ideas about what people want from their neighborhood. We found respondents were most concerned with building community, public resources, and community investments. Building community centered on creating neighborhood unity, alleviating the problems associated with crime, and encouraging economic opportunities within the District. People are very concerned about public resources such as parks, trails, and community centers. Community investments such as housing, business centers, and street facades were also deemed important.

Additional community involvement on a variety of issues was desired. The Payne-Phalen community is composed of residents with diverse ethnic backgrounds. Respondents felt efforts to join these groups together would build a stronger

community, that benefits everyone. They view the primary challenge as one of including more voices that have not been previously heard. Traditionally, participation includes those that have been involved for many years. The neighborhood has changed and participation in community decision making needs to evolve to include the new voices.

Several respondents mentioned that public spaces in the neighborhood could be improved. Parks are important gathering areas for a community. The parks can encourage outdoor activity that keeps youth from participating in events that may be detrimental to their health or the community. Respondents felt recreation areas at parks need to be better maintained. They think some park facilities are in very poor condition and may not be usable. Neighborhood parks are mostly oriented for baseball use, but residents felt there should be more emphasis placed on soccer and volleyball courts, both popular among Hmong and Latino communities. Some felt the lakes in the region should be stocked with fish and that fishing and hunting education programs should be made available to the area youth.

Natural resources also need to be enhanced and utilized. Many people were very impressed with the work that has been done on Lake Phalen and believe it is a good model for future improvements. A few mentioned that there could be more or larger community gardens for people to utilize. Gardening is especially important to some members of the Hmong community. Visual art was also mentioned as aiding the general community appearance.

Surveys conducted in public areas of District 5 provided responses that centered on several natural resources issues. People wanted to see an increased trail system that was better connected. There were also comments about the condition of the playgrounds at parks and how they could be improved. The aesthetics of the neighborhood was mentioned by many individuals. People felt there is too much litter around the community that detracts from community pride. Respondents noted that there is a prolific litter problem, and many large items have been dumped in natural areas because the city waste disposal will not take them without a fee. Improving public spaces could encourage involvement in community events and enhance a sense of pride and ownership.

Neighborhood Investment

The amount of public and private money invested in housing, neighborhood appearance, and job creation was of concern to many people. The current neighborhood housing situation results in many areas of concern. Residents mentioned many cases of absentee landlords; a situation where a landlord leases their properties and shows little concern for the appearance of the buildings. Some suggested that there needs to be a better mix of market rate housing and low income housing available to the public. They believe the community needs to provide

housing options that will encourage people to buy homes in the neighborhood and remain residents for a long period of time. Respondents stated that currently people view the area as a transitory neighborhood.

People interviewed also desired that the neighborhood buildings were better maintained. Historic buildings, especially those along Payne Avenue and Arcade Street, should be maintained and preserved as symbols for public pride. Making the streets greener, by adding more trees and pocket parks in areas that are not currently being utilized was also recommended by several people. Finally, job creation is a priority for many people in the neighborhood. Residents would like to be able to work in their neighborhood for a livable wage. Projects such as the Phalen Corridor are promising to bring these types of jobs, which have previously vacated the neighborhood with the closing of several major industrial facilities.

Recommendations

An effective Area Plan is dependent upon an inclusive and equitable planning process supported by District 5 residents and community leaders. District 5 has begun the planning process with a vision dedicated to increasing public participation in the community. A successful public participation process is one that considers the democratic principles of equality and fairness (Webler 2001). A truly fair process must provide equal access to empower residents with constructive interactions and opportunities for sharing their ideas and concerns (Tuler 1999). The following recommendations are based on these principles of participation, resident concerns and community leader insights, and how to apply them to the District 5 Area Plan.

Recommendation 1: Create a Strategy for Public Participation

A comprehensive strategy for incorporating public participation into the District 5 Area Plan is a proactive way to guide the involvement process. It is important that this strategy be developed early in the process by a volunteer working group that will keep this as their priority throughout the planning process. Successful implementation of the strategy is dependent upon the inclusion of diverse opinions and a spectrum of ethnic and racial backgrounds. One potential problem that may arise during the strategic planning process is a lack of guidance, as no prior template detailing the Area Plan process and public participation is available. Due to time and budget constraints, this strategy would best serve the Area Plan and future projects if it remains simple and adaptable.

Strategic planning is the “disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it” (Bryson, 1995). The utilization of a strategy ensures a cohesive and well organized plan focused on foreseeing crucial issues and challenges before they arise. Strategic

planning developed based on the concept of flexibility ensures that the plan can be monitored and modified throughout the planning process. Last, strategic planning often yields strengthened relationships through the exchange of expertise (Bryson 1995).

Many benefits are associated with the inclusion of public participation in the strategic planning process. A clearly organized the planning process is essential for an efficient and implemented Area Plan. Drafting a strategy will provide the District 5 Payne-Phalen Planning Council with the ability to critique and analyze what initiatives need modification, rather than ad hoc measures to get people to meetings. Keeping a detailed record about the planning process will aid in current and future Area Plan revisions. Making the participation strategy available to constituents during the planning process will result in an increase in an open process and District 5 Payne-Phalen Planning Council accountability.

To successfully implement the participation strategy the District 5 Payne-Phalen Planning Council may wish to utilize block clubs and other existing organizations currently dedicated to community involvement. These groups are attentive to community needs and are willing to take an active role in directing the future development of the community. The District 5 Payne-Phalen Planning Council will also need to efficiently utilize the funds and resources already available. A valuable asset available to the District 5 Payne-Phalen Planning Council is Leslie McMurry, a professional organizer armed with the necessary skills for developing a successful Area Plan. Ms. McMurry has demonstrated her ability to organize and motivate the community during prior events such as the Harvest Festival.

Three key obstacles facing the successful implementation of the participation strategy include cultural barriers, time or feasibility constraints, and a lack of administrative assistants. Cultural barriers may be overcome by a specialized volunteer task force focused on encouraging the involvement of diverse ethnic and cultural backgrounds. The planning process should be conducted in a timely fashion because drawing out the planning process results in volunteers and community leaders who lose focus and motivation. The Area Plan completion deadline is December 2005, but it is imperative that the strategic planning process and public input sessions begin as soon as possible. Therefore, the planning process should be well organized and feasible, ensuring efficient and constructive stakeholder input. Due to staffing limitations and time constraints, it is necessary for creation of a volunteer task force to provide assistance during the Area Plan's public input process.

Limited resources require that the District 5 Payne-Phalen Planning Council make choices pertaining to what will and will not be included in the participation strategy. The District 5 Payne-Phalen Planning Council will have to decide who should be part of the volunteer task force. The District 5 Payne-Phalen Planning Council must

identify who and what groups are essential for adequate representation. In addition, the District 5 Payne-Phalen Planning Council should develop a clear timeline which will help guide and dictate the participation strategy.

The District 5 Payne-Phalen Planning Council currently has much of the infrastructure available for creating a strategy for public participation in developing the Area Plan. Although obstacles exist that may slow the planning process, a small dedicated volunteer task force will be the key to guiding the process in an effective and efficient manner. Employing a variety of tactics during the planning process will aid in attracting a diverse population for the public participation element.

Recommendation 2: A Targeted Nontraditional Approach to Outreach Efforts

The diversity of Payne-Phalen residents dictates the need for nontraditional means for informing the public, not only about the existence of the Area Plan, but also the various ways in which they can be involved in its development. Traditional venues of announcing a meeting or means of resident input include small newspaper announcements or mailings. The lingual and cultural multiplicity in District 5 calls for a more targeted and aggressive outreach effort designed to reach the community members currently not involved in participation activities.

As evidenced by comments from community members at the “We the People” Community Meeting on November 16, current participation does not reflect the diversity of the neighborhood. Attendees of this meeting were predominantly Caucasian, with approximately 3 percent people of color. Traditionally utilized one-dimensional outreach efforts have been unsuccessful at reaching all members of District 5. The Area Plan will affect all residents of the area, and requires input by all members of the community.

Including all people in the Area Plan is important for two important reasons. First, to ensure the plan is not discredited at a later time as representing only some of the residents. Second, to take all of the ideas created on paper to action, there must be support from within the community. To implement the plan, people must believe in it.

By reaching as many people as possible in the community, more people of all backgrounds will have the opportunity to participate in creating the Area Plan. There may be residents interested in participating, but are unaware of the opportunities or the potential impact of their input. To gain broad involvement in the process, notification must be far-reaching and adequately directed to constituents (Smith 2001).

There is support within the community for non-traditional outreach efforts. The survey conducted at the “We the People” Community Meeting on November 16,

2004, indicated that many people were concerned about the lack of participants representing the diversity of the community. In order to increase the participation of all people in the community, outreach efforts must continue to be creative, flexible, and inclusive.

To implement nontraditional outreach methods, some challenges need to be overcome. As with any project, funding is limited and must be allocated in the most efficient manner possible. The efforts that have the greatest cost-benefit should be focused on. Outreach is an area in which volunteers are especially valuable. It is also important to ensure the outreach tool is appropriate for reaching the desired audience. This is an area where breaking from the traditional outreach efforts may be difficult. A tremendous amount of energy has been spent on getting people to meetings; it is hard to imagine what more can be done. Some community leaders may be comfortable with the current level of involvement in the community, and may resist efforts to alter the current outreach methods.

Some specific recommendations for nontraditional outreach efforts are as follows.

- **Building Relationships:** An outreach effort that targets specific cultural groups within the Payne-Phalen neighborhood is necessary for an inclusive planning process. The most effective way to generate long-lasting interest in public participation is to build relationships in the community. Because this is a community rich in cultural backgrounds, additional resources and efforts should be focused on this area. Building relationships creates opportunities for those involved to achieve a greater understanding of natural resource issues in the Area Plan while engaging the community and forming a consensus (McCool 2001). Additionally, creating strong relationships within the community has implications for further planning and participation issues (Tuler 1999).

There are currently efforts in the Payne-Phalen neighborhood that strive to bring the multicultural community together by building relationships, such as the Better Together Initiative (Mitchell 2001). This is a community example of a creative and nontraditional outreach effort. The Initiative sponsors events such as breakfast clubs to bring people of different background together and meetings to bring religious and spiritual leaders together.

One inexpensive way to build relationships while informing residents of participation opportunities is a small group of multilingual volunteers that knock on doors and hand out fliers. Getting out into the community and connecting with residents is a very effective way of engaging people in constructive dialog, thoroughly informing them of opportunities and often times gaining their commitment to participate.

The key concept of building relationships is getting a few people involved and building a network from there. Friend to friend involvement is particularly effective. In this way, some relationships are already established, and networking creates more. Each person can then encourage others to become involved.

- **Visual Communications:** There are many languages spoken in District 5. One language free way to reach people is visually with posters, fliers or banners posted at various places throughout District 5. These can convey in a visual manner the upcoming participation opportunities in the District. Natural resource issues are particularly appropriate for visual communication. Photos or illustrations of people of the multiple cultures participating in natural resource related activities will invoke a response from people who may not respond to a flyer or poster that only contains text.

Many natural resource and green space related issues are difficult to quantify with text, and a visual aid will be able to illustrate the importance and reach a greater sector of the community. When specifically targeting different cultural groups, the visual aid needs to be tailored specifically to activities appropriate to their backgrounds. For a Hmong targeted audience, a visual representation of Hmong families recreating in parks and fishing in Lake Phalen would be effective. The Latino community may respond more strongly to Latino families playing soccer or having a fiesta in a local park.

- **Radio:** Utilizing specific radio stations has proven effective in past efforts for reaching a specific cultural group in District 5. For example, *Hmong Radio* has been successful in informing the Hmong community of specific opportunities for participation. The stations will announce meetings and other participation efforts as public service announcements, and often times allow organizers to speak for a period of time about the opportunity. There are also Spanish-speaking radio stations that reach the Latino community in Payne-Phalen (Appendix D). Radio is not in itself a nontraditional means of outreach, but in this case, the targeted nature of specific radio stations and programs is unique to communities with cultural and language barriers.
- **Churches:** Residents suggested that Catholic churches are an effective way to reach the Latino community members. Many churches in the area will make announcements at the end of services or provide space in the bulletin for community activities. In the case of natural resource issues and the Area Plan, this is a valuable place to post information about clean-ups, parks and recreation activities, targeted visual communications and Area Plan input opportunities.

- **Newspapers:** Traditionally, newspapers have been used by planning efforts to inform the public of upcoming meetings and events. As found in our survey at the “We the People” Community Meeting on November 16, many people still feel community and city newspapers are an effective way to reach them. Since the diversity of the meeting did not reflect the diversity of the neighborhood, we cannot assume that all people in the community feel this way. It is important to reach all people in the neighborhood, so announcements in the community paper, *Eastside Review* and the city paper *Pioneer Press* are still an integral part of outreach efforts. There are Hmong and Latino targeted newspapers that would be more effective in reaching other residents.
- **Website:** The District 5 Payne-Phalen Planning Council currently has a website. This is an inexpensive way to announce upcoming events and opportunities for input, but may not be far-reaching in the community or get the attention of people who are currently not involved. However, it is important to continue to post information in multiple languages on the site. Residents who are looking for opportunities to become involved often look here first to find opportunities.

The Area Plan must be completed by December 2005. This short timeline creates a sense of urgency for gathering public input. Funding is limited, so a cost-benefit analysis must be conducted to determine the most effective and feasible outreach efforts that will gain the most participation in a short period of time. As with any outreach attempt, a combination of efforts is essential to reach as many people as possible. Different people respond or have access to different types of communication. Therefore, the more people reached in an effective manner, the more people will likely participate. The organizers must make the difficult decisions about which efforts to implement and in what ways.

There is currently a strong effort in District 5 to bring all cultures and members of the community together to hear their input and discuss their hopes for the future. This may be achieved more effectively by utilizing creative and extensive outreach efforts. In addition to outreach efforts, feedback opportunities require a creative approach in this culturally rich neighborhood.

Recommendation 3: Provide Creative Opportunities to Gather Feedback

Public participation has become an integral part of the planning process. Traditional methods of participation such as large community meetings often create a contentious atmosphere in which little is accomplished (Konisky 2001). To empower the citizenry by allowing them the ability to add feedback to natural resource issues in the Area Plan, more creative opportunities should be designated for cultural diversity.

There are many levels of participation in the planning process. Participation levels ranges from none at all, to actual decision making. Creative opportunities for feedback can address where people fall within the range and allow for a more integrated, targeted and complete feedback loop.

Large, traditional town-hall style meetings are often intimidating and have an aggressive tone. This is a barrier for an inclusive public participation process. Many people are uncomfortable in this atmosphere and there are often strict time constraints on speakers. This does not allow for a truly inclusive process. By implementing more creative feedback opportunities such as active dialogue, small meetings or written comment submissions a broader diversity of residents will have the ability to have their voices heard in a manner that is more comfortable for them.

When efforts are made to create a truly inclusive process, people are more likely to endorse and accept the outcome (Webler 2001). Residents will gain a greater sense of empowerment, pride and ownership in their community when they are able to include their ideas, comments, and opinions. It is a benefit to the entire community when residents are confident they have had their say and are more accepting of an outcome they may not fully agree with.

The District 5 Payne-Phalen Planning Council is supportive of increased feedback opportunities as evidenced by their commitment to increasing participation in the community. There is also support in the greater community. In 1998, a collaborative effort termed the Eastside Community Outreach Partnership Center was created to bridge the cultural, economic and social gaps (Poupart 2001). Efforts such as these demonstrate a commitment within the community to strengthen relationships, and achieve a truly inclusive participation process. Additionally, we received many comments at the “We the People” Community Meeting on November 16 about the lack of diversity, many would like to see a more inclusive process.

The predominant barriers to participation and feedback in Payne-Phalen are multiple languages, limited resources (both staff and monetary), addressing issues that residents feel strongly about and cultural/socioeconomic issues. These are the issues that need to be overcome to create an inclusive process. Increasing and varying feedback opportunities will maximize input from the community and enlarge the number of culturally diverse voices.

Some specific recommendations for creative feedback opportunities are listed below.

- **Identify a Designated Contact Person:** Creating a designated contact person will minimize confusion and facilitate an organized method of compiling and responding to concerns (USEPA 1996). This person’s name and contact information should be clearly and prominently posted on each

piece of literature, website, etc. This person must have the time and ability to respond to issues in a timely manner. This is a very important position in which they will engage in dialogue with the residents and create a sense of trust within the community. Ideally, records of the community's feedback would be collected, organized and utilized for future use. Input can easily be kept by creating a form, and hiring an intern, utilizing volunteers or community service participants to keep them in order.

- **Provide Assistance:** Through interviews and surveys, we found that significant barriers to participation are transportation and child care during participation opportunities. This is most relevant when attending a meeting or community event. At locations such as the John A. Johnson Achievement Plus School, child care facilities are available. Teenage volunteers or interns can be utilized to care for children, and a carpool network within the community can address transportation issues inexpensively. There are already efforts being made to provide this type of assistance to community members during meetings and are worth continuing.
- **Convenient Times and Locations:** People have very busy lives and often find it difficult to attend meetings, whether they are localized Block Clubs or community wide. Meetings are traditionally held in the evening hours, when many families are eating dinner or helping children with homework. It may be more convenient to hold meetings on a Saturday afternoon or offer several meetings at different venues conveniently located throughout the community.
- **Hosted Conversations:** St. Paul has a history of Block Clubs and localized organizing efforts. To mitigate the problems associated with large community meetings, smaller "hosted conversations" can be held at the Block Club and/or target cultural group level. These small focus-group style meetings will allow more people to voice their concerns and ideas for the Area Plan in a more intimate, less contentious setting. At this meeting, a representative can be chosen to compile the comments and concerns. The representative would then attend a comprehensive community meeting that is also attended by leaders and officials. Each representative from the hosted conversations would then be responsible for expressing the concerns of their group. This would create a more organized and inclusive format for feedback.
- **Youth Groups:** The younger members of a community often have innovative ideas for their communities. As it is important to teach young people the importance of civic participation and empowerment, an organized forum should be created to allow young people to present their ideas. By encouraging kids to get involved, they will often get their parents or other adults involved. Additionally, the involved youth will often grow up to be

involved adults, thus perpetuating a culture of involved citizens. Groups in District 5 such as the Boy and Girl Scouts, after school programs, recreation center programs, etc. can hold meetings similar to the hosted conversations. One child from each meeting would be chosen to compile and present their concerns and ideas at the comprehensive community meeting. In the case of natural resources in the Area Plan, youth input is especially helpful because they are often the ones utilizing parks and greenspaces. These meetings and hosted conversations would need to occur early in the first quarter of 2005 so their ideas may be incorporated into the Area Plan in as early a stage as possible.

- **Website, Hotline or Mail-In Feedback:** Many community members are busy and unable to attend hosted conversations, block club meetings or community meetings. In order to gather feedback from these residents, there must be convenient, more passive ways for people to give their input. Website forms, hotlines, or mail-in feedback forms can be made available to individuals who wish to submit feedback. As shown on Table 2, residents that attended the “We the People” Community Meeting on November 16 ranked mail-in surveys second as their preferred feedback mechanism.
- **Comprehensive Community Meeting:** This is a meeting that would include all community members who wish to attend. One or more of these can be held, preferably in the first quarter of 2005 to collect information for the Area Plan and at the beginning of the third quarter to review options. All members of the community would be invited to attend and each representative from the hosted conversations and youth groups would be present to voice the compiled ideas of their group. There would still be an open discussion period for others to convey ideas and concerns. Planning officials from the City of St. Paul would also be in attendance, along with those planning and District 5 Board members involved in designing and implementing the Area Plan.

Hosting successful community meetings is already a strength of the District 5 Payne-Phalen Planning Council. The effective aspects of current meetings such as interpreters and child care, combined with the recommendations above, will create a more inclusive planning process. One final piece of increasing public participation in District 5 is to better inform residents of leadership opportunities.

Recommendation 4: Increase Awareness of Leadership Opportunities

District 5 would benefit from building a future with diverse leadership. Although the current District leaders have done an exemplary job in working to represent diverse interests, further progress is still possible. Actively pursuing a range of residents would increase the District 5 Payne-Phalen Planning Council’s representation and

acceptance within the community. Kristen Dawkins and other members of the District 5 Payne-Phalen Planning Council emphasized the importance of involving all stakeholders in the development of Area Plan to ensure the resiliency of the Area Plan guidelines, goals, and initiatives.

Linda Jungwirth, County Commissioner Assistant for District 6, indicated that holding public hearings that are multilingual would allow all constituents to feel their opinions and insights are valued by the Planning Council. Through involvement in the Area Plan, new leaders can be identified. District 5 can explore possibilities in existing block clubs, advertise at local community events, and increase outreach to clubs and organizations through the volunteer taskforce.

New member recruitment as volunteers and in leadership positions ensures that the District 5 Payne-Phalen Planning Council can provide fresh, new ideas, becoming a Board that is every changing to reflect the resident desires and goals. State and community leaders, including District 5 Council Member Cheryl Peterson and State Senator Mee Moua, emphasized that building personal relationships with constituents and stakeholders is the best way to stimulate public support and involvement. These relationships are excellent opportunities for recruiting new community leaders.

Many people who are interested or capable for leadership positions are already serving as leaders in other aspects of their lives. Additionally, many people are busy and feel they do not have the time or energy to devote to a leadership position. It is important to emphasize that leadership does not have to be time consuming or crowd out other obligations. Leadership opportunities are diverse and people can be involved in a capacity that is most comfortable for them.

The District 5 Payne-Phalen Planning Council has done an excellent job in making the community feel included in prior planning and community events. However, improvements can be through the inclusion of new leadership. New voices may encourage others who have previously not been involved to rise to the challenge and represent their community.

Conclusion

Upon the completion of our report, we have determined that new and innovative techniques need used in District 5 to enhance public participation in the planning process. The incorporation of all residents will ensure that the Area Plan is inclusive and consistent with community desires. The involvement of the community is essential for the successful implementation of the Area Plan's goals and objectives.

For the creation of an Area Plan that is holistic in approach and attracts community support it is recommended that the District 5 Planning Council employ four fundamental planning techniques: create a strategy for public participation, targeted non-traditional approaches in outreach efforts, provide creative opportunities to gather feedback, and increase awareness of leadership opportunities within the community.

District 5 Planning Council has a rich history of public involvement in community-based issues. By building on the existing participation groundwork and relationships, public participation in the District 5 Area Plan can flourish and provide a shared community vision for the future.

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Appendix A

Public Participation Survey

This survey will be used as an information source about your preferences for the District 5 Area Plan recommendations.

1. What do you feel is the best way to inform residents of participation activities? Please prioritize using the numbers 1 through 7 (1 being the best and 7 being the worst)
 - a. Community Newspaper
 - b. Radio
 - c. Flyer/Poster
 - d. Television Announcement
 - e. Website Advertisement
 - f. Friend to Friend (ie. word of mouth)
 - g. Other(s): Please specify _____

2. What do you think is the best method for collecting public input in District 5 Community Planning? Please prioritize using the numbers 1 through 6 (1 being the best and 6 being the worst)
 - a. Mailed Survey
 - b. Website Questionnaire
 - c. Public Meetings
 - d. Community Events
 - e. Door Knocking
 - f. Other(s): Please specify _____

3. What do you feel are the greatest barriers to public participation? (Transportation, childcare, etc.)

4. If you have additional comments please add them below:

Thank you for your input!

Appendix B

ENR 4195 General Interview Guide

The interview process should begin by with a formal introduction of yourself and project of concern.

1. Name of interviewee:
2. What organizations are you involved with, and to what capacity:
3. How long have you been a resident in district or the Payne-Phalen neighborhood:
4. What past experience have you had in public planning and community participation:
5. What approaches do you think would be most effective in integrating the public into the process for the Area Plan:
6. What is your personal vision for Area Plan; what issues/ideas would you like to see incorporated:
 - a. Following the general question session you may ask any questions or pursue any other points applicable to the interviewee's field of expertise
 - b. You may wish to include questions from the Pre-planning worksheet located in the *Plan Commission Handbook*

Appendix C

Public Area Resident Survey

Survey Questions

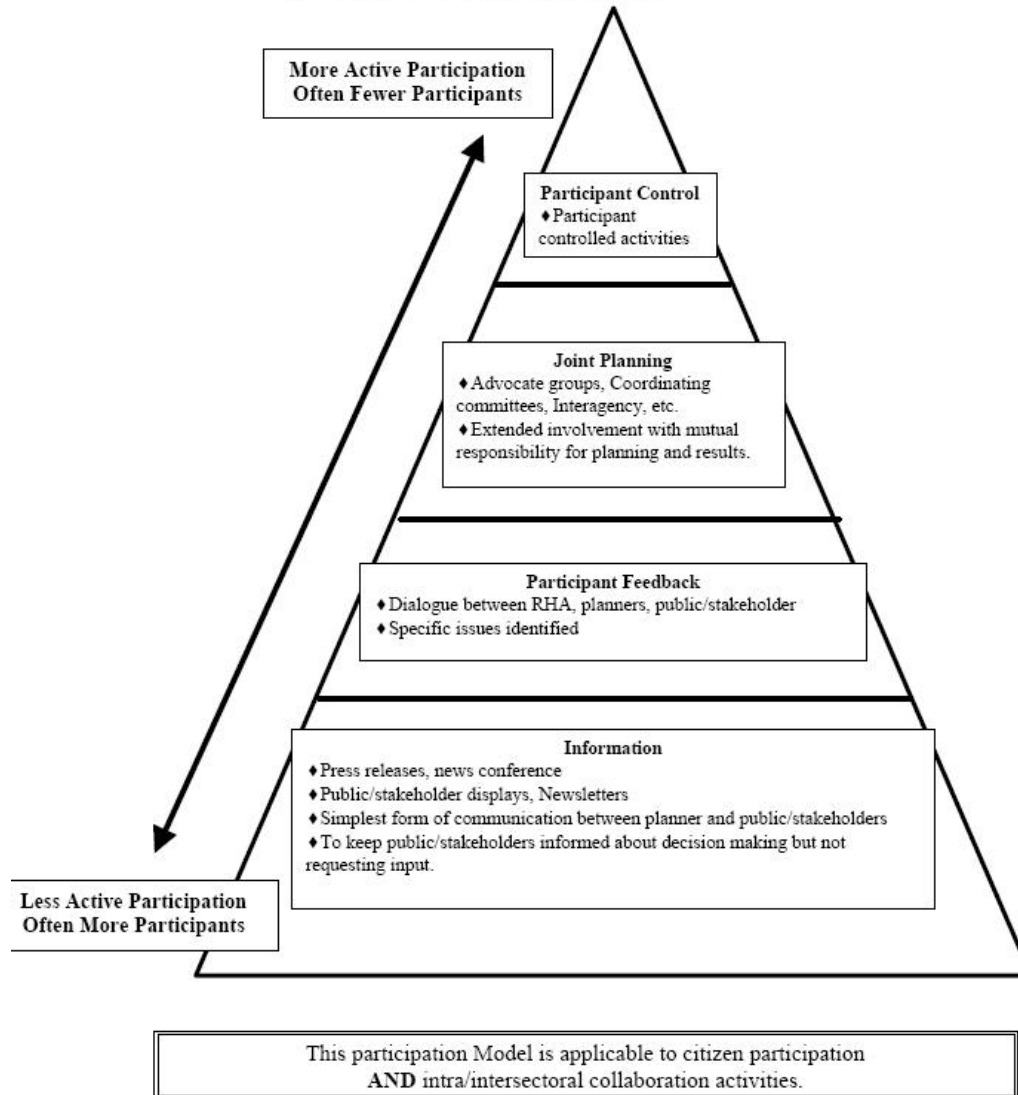
1. The Payne-Phalen neighborhood is currently working on an area plan to help lay out the community. Have you heard anything about it?
2. Are there any issues in the Payne-Phalen neighborhood that you think should be considered in the plan?
3. We are focusing on the Natural Resources (trees, water, parks) portion of the plan. Do you have any specific concerns in these areas?
4. What would you suggest as the best ways to get involved and present your ideas and concerns about the plan?

Website
Hotline
Meetings
Brochures
Etc.

Appendix D

Participation Model

Community development is inextricably linked to public participation and is expressed through various strategies.



(Winnipeg Health Authority 2004)

Appendix E

Methods of Participation

Method	Public Awareness	Public Education	Public Input	Public Partnership	Resource Commitment by Local Government
Direct Mail	X				Moderate
News Releases	X				Low
Displays	X				Moderate
Public Educational Meetings		X			Low
Websites		X			Moderate-High
Open Houses			X		Moderate
Public Hearings			X		Low
Focus Groups			X		Low
Opinion Surveys			X		Moderate
Visioning			X		Moderate
Citizens' Advisory Committee			X		Moderate
Citizens' Planning Committee				X	Moderate-High
Referenda				X	Moderate

(Center for Land Use Education 2002)

Appendix F

Media Outlet Contact Information

Newspapers

Name	Phone	Fax	e-mail
Asian American Press	651-224-6570	651-224-7032	aapress@aapress.com
Asian Papers	952-884-3264	952-888-9373	asianpapers@att.net
Hmong Times	651-224-9395	651-228-9049	vivayang@hotmail.com
The Eastside Review	651-777-8800	651-777-8288	lilienews@aol.com

Radio

Name	Phone	Contact Person
Hmong American Reachout Radio	612-341-3144 763-327-3619	Phia Xiong Ko Xiong
Hmong Wameng Radio	612-721-1681 612-728-6160	