

ANALYSIS & RECOMMENDATIONS
for
**Park Investment Community
Engagement Strategies
(ARPICES)**

Cleveland, Ohio

Report
August 2022

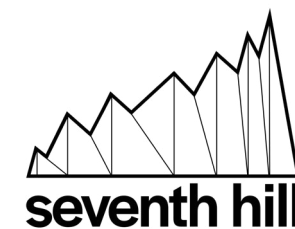
Project partners:



Project funded by:



Project consultants:




**AREKO
CONSULTING**

Table of Contents

Introduction	3
Overview	5
Advisory Group	7
Guiding Principles	8
Background	9
10 Minute Walk Initiative	11
Existing Parks Map	12
Cleveland Climate Action Plan	14
Interviews	15
Survey	23
Capital Improvement Process	27
Best Practices	31
Public Participation Frameworks	34
Sampling Plans	37
Engagement Tools	40
Accessible and Bilingual Outreach	48
Post-occupancy Evaluations	52
Engagement Recommendations	54
Appendix	61
Additional Resources	63

1

Introduction



We have a unique opportunity to envision effective and equitable community engagement strategies to guide the City's future park investments.

Overview

Parks are essential to the physical, social, environmental, cultural and economic health of a community. Everyone deserves access to the benefits of nature, regardless of age, race, or ability. Great parks and outdoor experiences can bring people together and transform communities. Parks can also serve as a multi-benefit tool to address some of Cleveland’s greatest challenges. Strategic park investments can help align community-wide priorities on equity, health, sustainability, economic development, and improving quality of life for all residents. Increasing access to quality parks offers more people, especially the most underserved in our community, healthy and sustainable places to spend the best part of their day.

The City of Cleveland owns and operates more than 150 parks, green spaces, and pools. Annually, the City commits \$3-5 million in capital investments for Cleveland parks, including renovation and new park creation. In recent years, the City’s Park Maintenance Division has engaged in a comprehensive park quality assessment process—reviewing, scoring and evaluating assets at each park location with the city limits. This approach has allowed the City to prioritize investments in the parks with the most need to ensure they receive the first interventions, regardless of location or political influence.

With such a large portfolio of parks and ongoing commitments to park investment, we have a unique opportunity to envision effective and equitable community engagement strategies to guide Cleveland’s future park investments. Through these efforts, we hope to provide a menu of recommendations and strategies to improve community engagement for new park projects and renovations. Over time, these strategies will be tested and refined to better incorporate them into Cleveland’s park investment process.



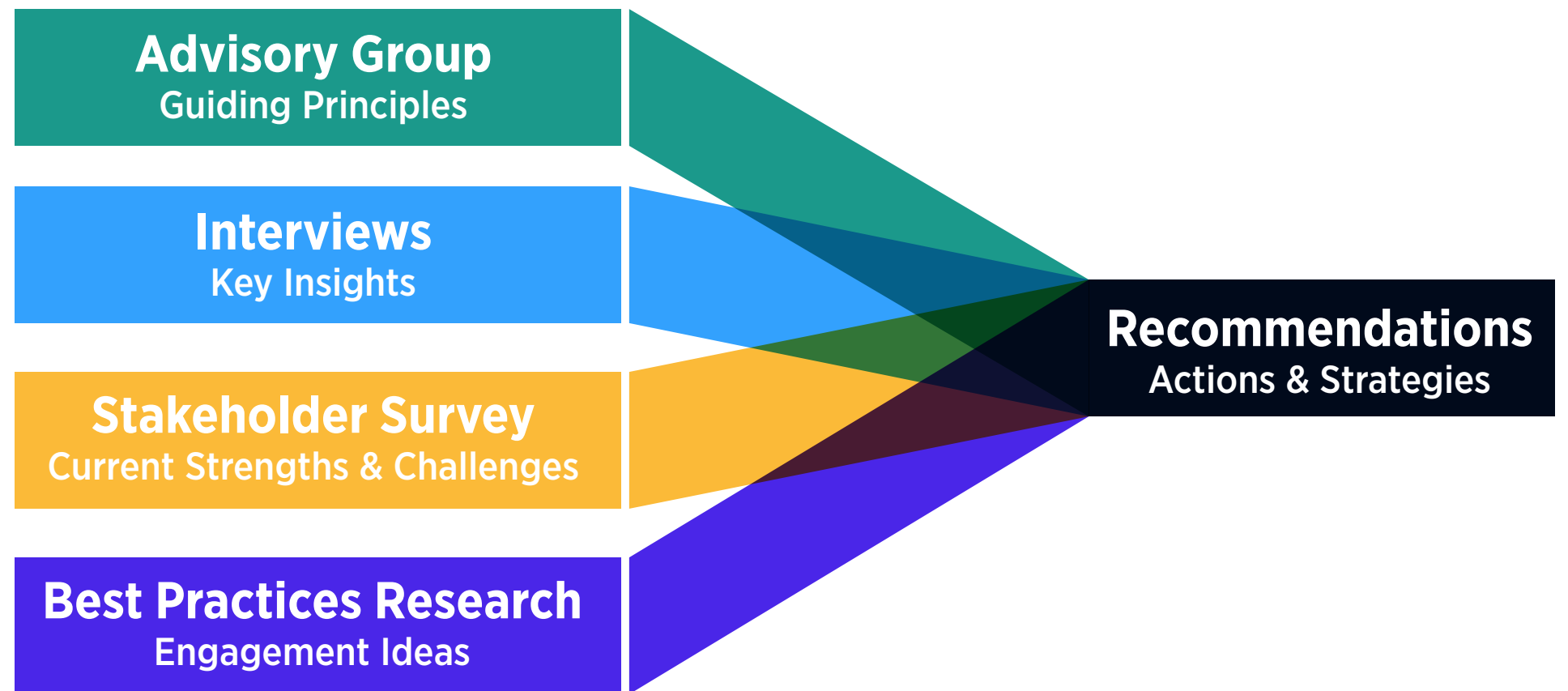
The City of Cleveland owns and operates more than 150 parks, green spaces, and pools.

Process

The insights and recommendations presented in this report were developed through a process involving multiple forms of input. Participants in the process included staff from the City of Cleveland, civic organizations, park advocacy groups, and Cleveland residents. Methods of input included:

- Advisory Group
- Interviews
- Key Stakeholders Survey
- Best Practices Research

This process is an initial step in expanding community engagement opportunities for parks planning in the City of Cleveland. Subsequent work will be required to put the ideas into action through public participation.



Advisory Group

The research process included an Advisory Group, comprised of individuals involved during different stages of the parks planning process. Their experience offers insights on park assessment, capital funding, community engagement, design, and programming.

The Advisory Group members include representatives from various City of Cleveland departments. They are responsible for the City's current funding, planning, design, and maintenance actions. In addition to City staff, Advisory Group members also include external stakeholders from organizations dedicated to parks design, community development, and programming. Successful strategies for community engagement will require collaboration between the City and non-profit organizations.

Tasked with guiding the Engagement Strategy for future City parks planning, the Advisory Group agreed to convene four times throughout the process. In between group meetings, members also participated in individual interviews conducted by the consultant team. The wide range of expertise and perspectives represented by the Advisory Group offered a holistic vision for improving current parks development. One key contribution from the Advisory Group was establishing the six Guiding Principles for Cleveland's Park Investment Community Engagement Strategies (see page 7).

Anthony Scott

Commissioner of Parks Maintenance
City of Cleveland

Sam Gissentaner

Commissioner of Recreation
City of Cleveland

Nicole Collins

Clark Recreation Center Manager
City of Cleveland

Jennifer Kipp

Urban Forestry
City of Cleveland

Nickol Calhoun

Neighborhood Planner
City of Cleveland

Jim McKnight

Senior Landscape Architect
City of Cleveland

Adam Davenport

Neighborhood Planner
City of Cleveland

Sean Terry

Ohio State Director
Trust for Public Land

David Wilson

Program Manager
LAND Studio

Ricardo León

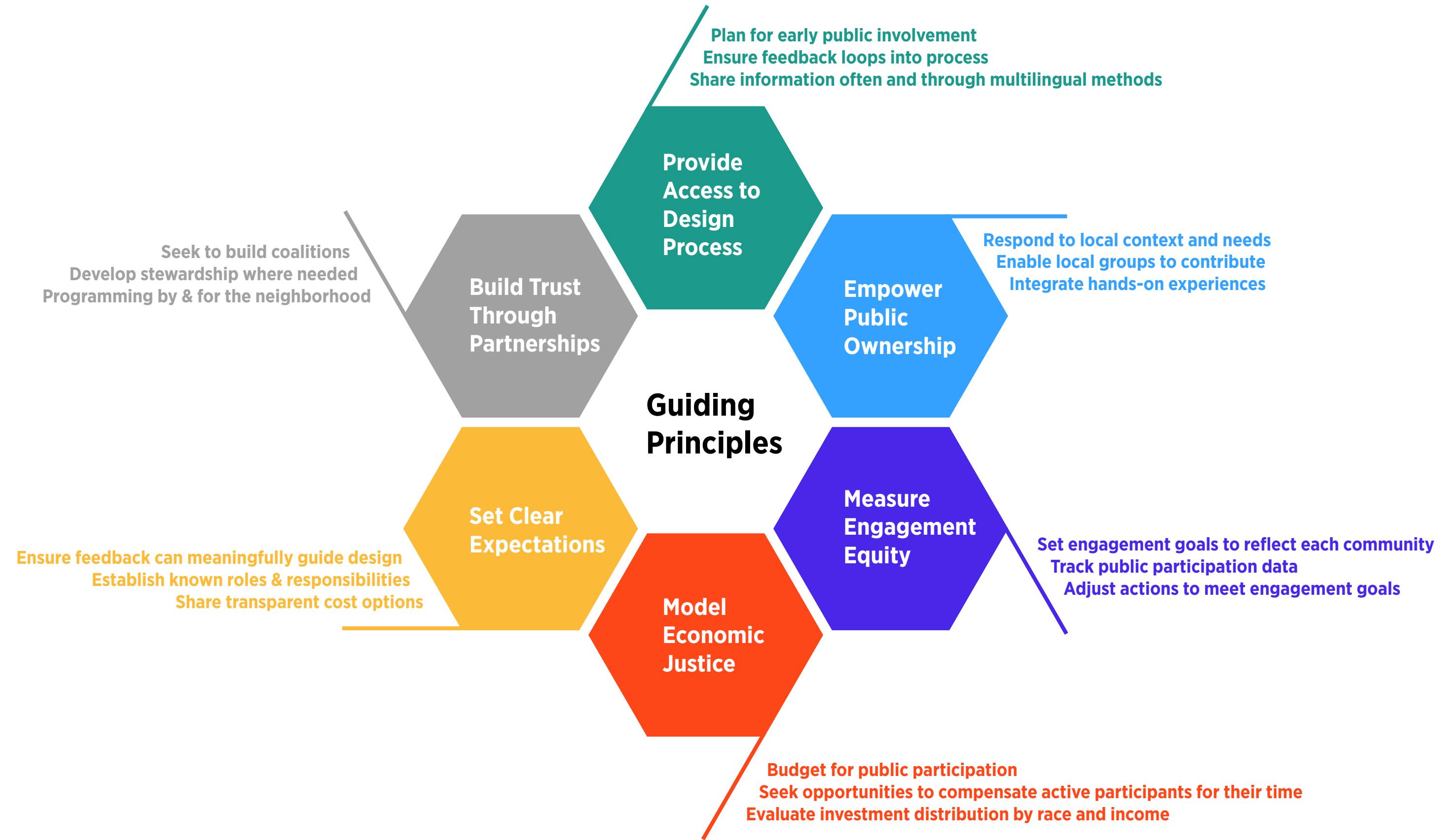
Chief Operating Officer
Cuyahoga Land Bank

Kaela Geschke

Ohio Parks for People Program Director
Trust for Public Land

Jay Rauschenbach

Parks & Recreation Planning Manager
City of Cleveland





Background



A Nationwide Movement

The National Recreation and Park Association, The Trust for Public Land, and the Urban Land Institute are leading a nationwide movement to ensure there's a great park within a 10-minute walk of every person, in every neighborhood, in every city across America. Over 220 Mayors and counting have come together to support the 10-Minute Walk (10MW) Campaign and are increasing equitable park access and quality through local policy changes, master planning efforts, and increased funding.

Mayor Frank G. Jackson pledged his support to the 10MW Campaign in 2017, during the development of the 2018 Cleveland Climate Action Plan update. Currently, approximately 83% of Cleveland residents live within a 10-minute walk to a park, which represents a significantly higher rate than the national average of 55%.

To support Cleveland's 10MW efforts, the Mayor's Office of Sustainability secured a \$40,000 grant from the National Parks and Recreation Association (NRPA). This funding helped support a review of the City's current community engagement practices related to capital investments in municipally-owned parks and green spaces. Additionally, the analysis includes strategy recommendations to improve community engagement efforts and help increase park access.

10 Minute Walk Campaign

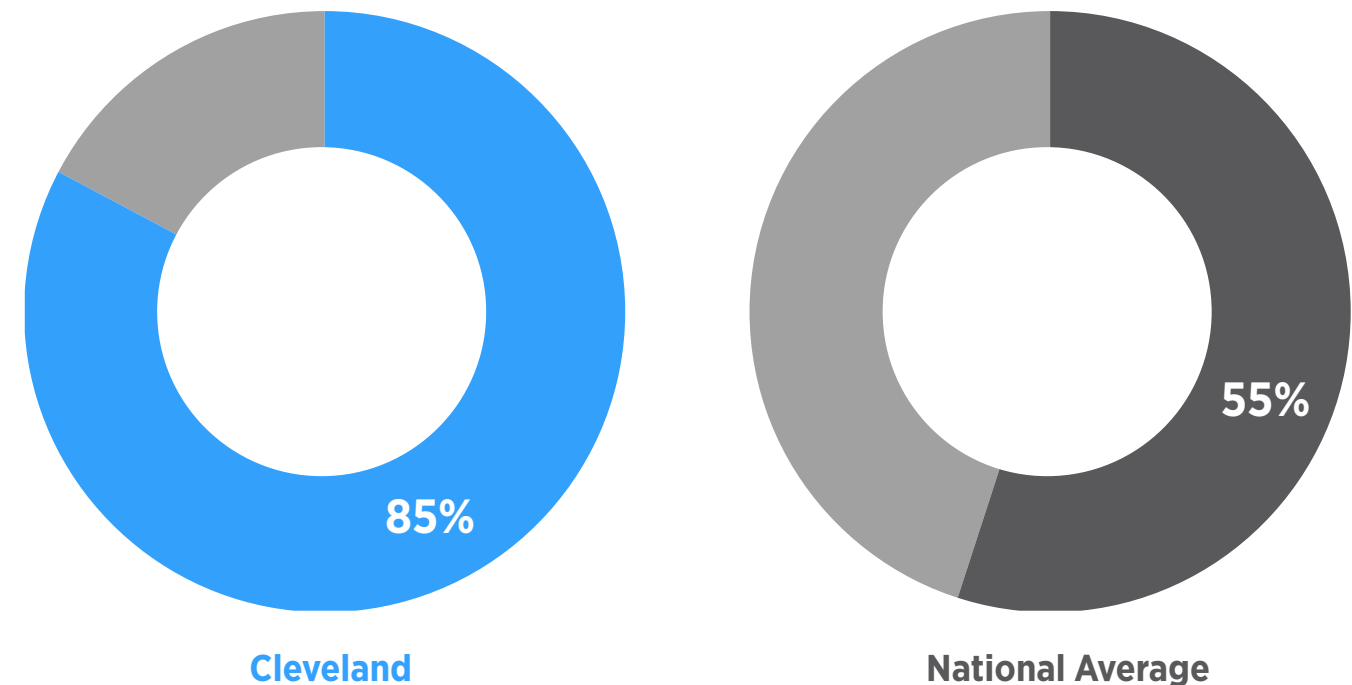
In 2017, Cleveland Mayor Frank Jackson signed on to the 10-Minute Walk Campaign, a national initiative to ensure 100% of residents live within a 1/2 mile (or 10-minute walk) to a clean, safe, programmed park.

In support of Mayor Frank Jackson’s commitment to the 10-Minute Walk Campaign (10MW), this report’s recommendations are focused on improving community engagement efforts and helping to increase park access. Cleveland’s current quantity and locations of parks provide a good start. 85% of Clevelanders live within a 10 minute walk of a park. This metric exceeds the national average of 55%. But there’s significant room for improvement.

Although many parks are within relatively close proximity to residents, the quality of amenities and program activities available do not meet the needs of all community members. And the accessibility and safety along streets connecting homes to parks create barriers to full enjoyment of existing park resources.

By identifying effective and implementable actions for community involvement, park investments can better respond to the needs of all residents. Future investments may include new parks, further expanding the 10-minute walk accessibility across the city. But an improved engagement strategy will also help ensure existing parks provide the amenities and experiences all Clevelanders

85% of Clevelanders live within a 10 minute walk of a park.



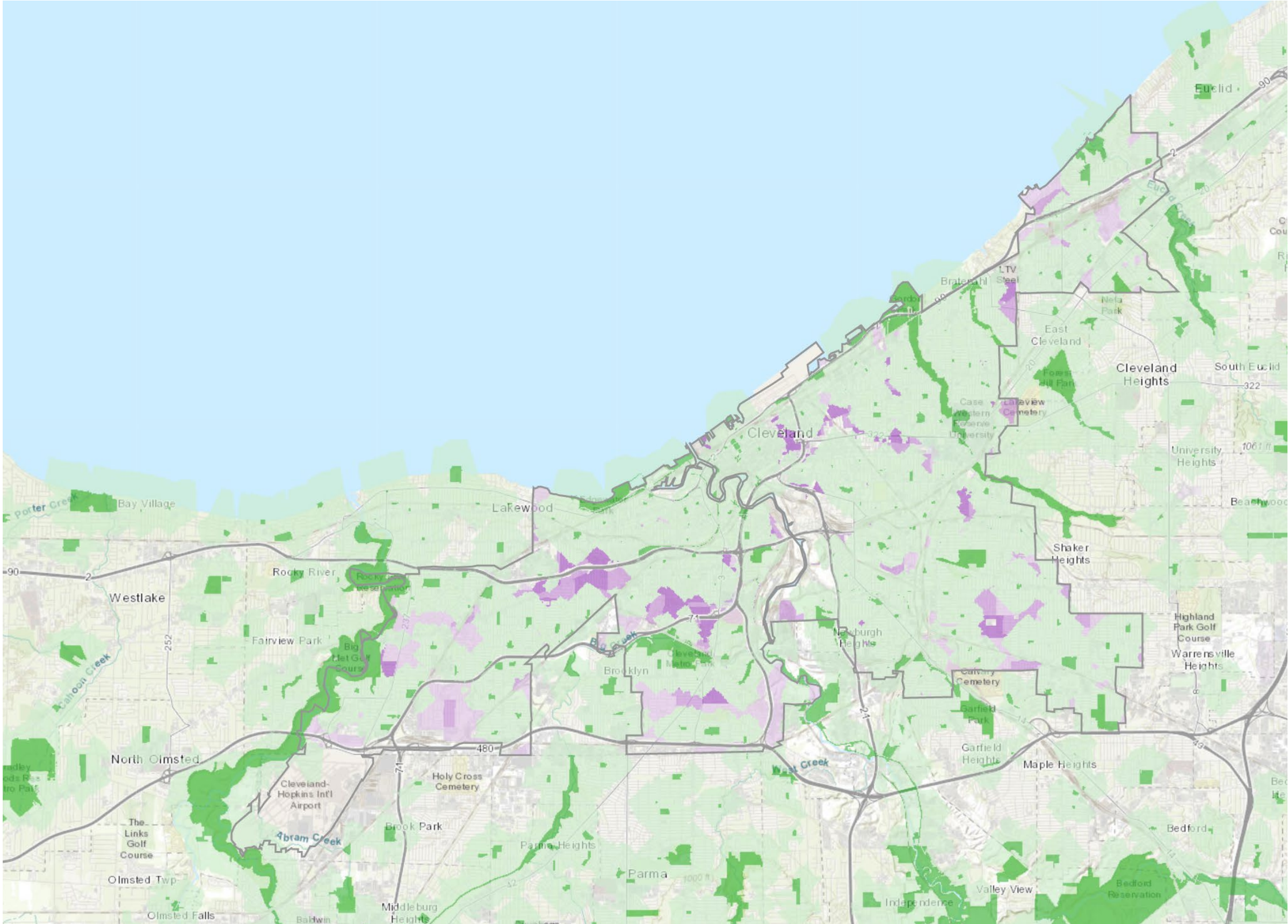
data source: Trust for Public Land

Cleveland Parks

- Parks
- 10 minute walk service areas

Priority areas for new parks:

- Very high priority
- High priority
- Moderate priority





City of Cleveland Parks and Recreation Sites

City of Cleveland Parks and Recreation Sites

The map on the right identifies the locations of 177 parks and recreation sites owned by the City of Cleveland. Sites range from large regional attractions such as Public Square and Rockefeller Park to smaller neighborhood parks, recreation centers, and pools.

Number	Site Name	Number	Site Name	Number	Site Name	Number	Site Name	Number	Site Name
1	Abbey Park	37	Dove Park	73	Groveton Park	109	Mall B (Hanna Plaza)	145	Rockefeller Park Greenhouse
2	Alexander Hamilton Recreation Center	38	Drake Tot Lot	74	Groveton Park	110	Mall C (Straubridge Plaza)	146	Rockefeller Park Lagoon
3	Ambler Park	39	Drakefield Park	75	Gunning Park Recreation Center	111	Maplewood Park	147	Rotary Plaza
4	Ambler-Holton Playfield	40	Duggan Park	76	Halloran Park	112	Marion Motley Playfield	148	Sam Miller Park
5	Archmere Park	41	E.J. Kovacic Recreation Center	77	Harding Park	113	Mark Tromba Park	149	Saranac Playfield
6	Artha Woods Park	42	Earle B. Turner Recreation Center	78	Harmony Park	114	Market Square Park	150	Settlers Landing Park
7	Arthur R. Johnston Park	43	Easton Park	79	Harold T. Clark Tennis Courts	115	Martin Luther King Jr. Park	151	Spear Play Lot
8	Babic Children's Park	44	Emery Park	80	Helen Simpson Park	116	Mercedes Cotner Park	152	Spencer Ave. & E. 53rd St. Mini Park
9	Barstall Playfield	45	Emery-Alexco Playfield	81	Herzberg Park	117	Meyer Pool	153	Stella Walsh Recreation Center
10	Belmont Park	46	Endora Playfield	82	Heritage Park 2	118	Michael Zone Recreation Complex	154	Starling Recreation Center
11	Betty Klaric Park	47	Estabrook Recreation Center	83	Herman Park	119	Mill Creek Falls Family Park	155	Storer Park
12	Briggs Playfield	48	Fairfax Recreation Center	84	Highland Park Golf Course	120	Miriam Ortiz-Rush Park	156	Terminal Park
13	Brookfield Park	49	Fairview Park	85	Humphrey Park	121	Mohican Park	157	Thames Park
14	Buckeye Community Park	50	Farmers W. Lewis Community Park	86	Hyacinth Park	122	Morgan Playfield	158	Thrush Park
15	Calgary Park	51	Farmers' Yard	87	Isola Park	123	Morgana Park	159	Thurgood Marshall Recreation Center
16	Camp George L. Forbes	52	Flora Park	88	Jacobs Pool	124	Morganic Gardens	160	Tilman Triangle
17	Canal Basin Park	53	Forest City Park	89	Irma Park	125	Moulton/Scoutway Park	161	Tony Brush Park
18	Cardinal Mindzenty Plaza	54	Forest Hills Park	90	James Bell Pool	126	Munn Park	162	Topika Park
19	Carol McClendon Park	55	Frank Novak Park	91	James M. Dunphy Park	127	Neff Park	163	Train Park
20	Carrie Cain Playfield	56	Franklin Circle	92	James O'Neal Johnson Park	128	Norman Play Lot	164	Trent Park
21	Cedar Glen Park	57	Frederick Douglass Recreation Center	93	Jaycox Tot Lot	129	Odessa V. Robinson Park	165	Tuland Park
22	Central Recreation Center	58	Gardens Hill in Rockefeller Park	94	Jefferson Park	130	Oletha Wilson Park	166	Turney Rd. & E. 93rd St. Veterans Park
23	Clark Field	59	Gassaway Pool	95	Jim Mahon Green	131	Oman Park	167	Veterans Park
24	Clark Recreation Center	60	Gawron Park	96	Jimmy Bivens Park	132	Orr Park	168	Virginia Havens
25	Coit Park	61	Gay Ave. & E. 104th St. Gardens	97	Jo Ann Park	133	Otter Playfield	169	Voinovich Bicentennial Park
26	Collinwood Athletic Complex	62	George/Jennings Park	98	Kerrish Park	134	Pennsylvania Playfield	170	W. 43rd St. & Fenwick Ave. Park
27	Collinwood Recreation Center	63	Gilmore Park	99	Kirtland Park	135	Public Square	171	W.C. Reed Playfield
28	Colonel Charles Young Square	64	Glendale Park	100	Kossuth Park	136	R.J. Taylor Park	172	Wade Oval
29	Cony Recreation Center	65	Glenview Park	101	Lafayette Park	137	Ransom Park	173	Walker A. Burns Playfield
30	Crowford Park	66	Glenville Circle North Park	102	League Park	138	Ralph J. Park Plaza	174	Warsaw Park
31	Crooked River Skate Park	67	Glenville-James Hubbard Recreation Center	103	Lincoln Park	139	Ralph Schumish Park	175	Willard Park
32	Crossburn Park	68	Gordon Park	104	Loew Park	140	Rathbun Park	176	Woodland Recreation Center
33	Cudell Commons	69	Goudreau Park	105	Longfellow Playfield	141	Raus Playfield	177	Worthington Park
34	Dan Kane Gardens	70	Grant Park	106	Lorrie Burton Park	142	Regent Park		
35	Davinwood Park	71	Grims Park	107	Luke Easter Park	143	Roberto Clemente Park		
36	Dell Playfield	72	Greenwood Park	108	Hall A (Memorial Plaza)	144	Rockefeller Park		



Current as of 8/9/2022

Cleveland Climate Action Plan

At the heart of climate action in Cleveland is building thriving and resilient neighborhoods throughout the city. The 2013 Cleveland Climate Action Plan established an overarching greenhouse gas (GHG) reduction goal of 80% below 2010 emissions by 2050, with interim goals of 16% reduction by 2020 and 40% reduction by 2030. These goals are designed to be bold yet achievable.

In 2018, the Cleveland Climate Action Plan was updated, retaining its goals, while elevating the actions neighborhoods and residents can take every day. The plan organizes actions into six focus areas, including *Clean Water & Vibrant Green Space* (see right). Vibrant green space is critical for thriving and healthy neighborhoods. Providing access to quality green space improves neighborhood walkability, provides natural gathering spaces, improves property values, supports peace of mind, and so much more.

The goals for *Clean Water & Vibrant Green Space* are:

- 100% of residents live within a 10-minute walk of a safe and clean park
- Delist Cuyahoga River as an Area of Concern by 2025
- Install stormwater control measures on all development projects
- 30% Tree Canopy by 2040 and 50,000 trees planted by 2020

One of the four goals explicitly endorses the 10-Minute Walk Campaign. The goals are further refined by six objectives, including #19 *Improve access to clean and safe public parks*. Community engagement recommendations outlined in this report are intended to advance progress toward these components of Cleveland’s Climate Action Plan.



Energy Efficiency & Green Building



Clean Energy



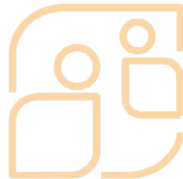
Sustainable Transportation



Clean Water & Vibrant Green Space



More Local Food, Less Waste



Cross-Cutting Priorities

16

Update land use policy to foster health, equity and sustainability

17

Reduce dumping through vacant land reuse and education

18

Implement the Cleveland Tree Plan to grow and maintain a healthy urban forest

19

Improve access to clean and safe public parks

20

Scale up stormwater management

21

Improve water quality and conservation

Interviews



Jim McKnight
Senior Landscape
Architect (MOCAP)



Michael Reder
Landscape
Designer
(MOCAP)



Michael McAndrews
Landscape Architect
(MOCAP)



Kim Smith Woodford
Journey on Yonder



Stephen Love
The Cleveland
Foundation



Deepa Vedavyas
The Cleveland
Foundation



Jenny Spencer
Councilmember
Ward 15



Anthony Scott
Commissioner of
Park Maintenance
(Dept. of Public
Works)



Todd Alexander
Manager of Park
Maintenance
(Dept. of Public
Works)



Hannah Belsito
Destination
Cleveland



Alex Harnocz
Destination
Cleveland



**Whitney Long-
Jones**
Organic Connects

Interview Insights

Based on the interviews conducted, six main themes emerged. Each theme includes specific insights that reinforce and deepen feedback gathered through other methods.

- 1 Coordinate.** Internally within the City and externally with partner organizations.
- 2 Connect.** Design parks with overall neighborhood identity, planning efforts, and programming in mind.
- 3 Clarify.** Establish a transparent design process and frictionless park user experiences.
- 4 Equity.** Understand the uniqueness of each surrounding community and provide what's needed there.
- 5 Training.** Include training for park ambassadors and recreation center staff as part of planning process.
- 6 Budget.** Allocate funds to support community engagement activities for parks planning.

Interview Insights

1 Coordinate

- 1.1 Establish a known process for inter-departmental collaboration at the City.
- 1.2 Involve MOCAP, Planning, Sustainability, Safety, Maintenance, Urban Forestry, and Recreation in the parks planning process.
- 1.3 Create a checklist of project review steps.
- 1.4 City-owned parks alone will not get us to the 10-Minute Walk goal, so we need to coordinate with other park stewards (CMSD, Metroparks, etc.)
- 1.5 Invite advocacy groups, community organizations, and service providers to join the planning process—early on.



There is not a known process. I'm not familiar with the standardized process.

Interview Insights

2 Connect

- 2.1 Expand the parks assessment tool to include accessibility criteria, proximity to transit, and other neighborhood planning considerations.
- 2.2 Embed park design in a broader framework of neighborhood identity, connections to local retail districts, and programming opportunities.

“

Ideally, [park design should have] closer collaboration with planning. Some master plans include plans for parks. Assessments should include elements of parks access with transportation.

“

Parks are an opportunity for neighborhoods to have an identity. It starts with asking local residents, ‘Who Are We?’ and ‘How do we want to activate them?’

Interview Insights

3 Clarify

- 3.1 Create a parks planning process that includes engagement actions that are consistent across different projects.
- 3.2 Clearly communicate the parks planning process through City platforms, partner organizations, and community groups.
- 3.3 Review existing parks ordinances for inconsistencies regarding allowable programming uses.
- 3.4 Make it easy to know how to get a permit for park use or possibly not require an event permit. Streamline the process.
- 3.5 Share successful parks programming activities for other neighborhoods to learn about, replicate or build on.

“

I want residents and users of the parks to feel empowered to use the parks in ways that they want to activate. There should be a very clear process to use the parks and use them in the way they want.

Interview Insights

4 Equity

- 4.1 Different communities have different needs for their local parks (languages, culturally relevant programming, and recreation activities). The design process should reflect the unique characteristics of the surrounding people and place.
- 4.2 Incorporate qualitative measures of the park experience from the user perspective into the assessment tools.

“

Not necessarily equal, but similar access to amenities of the same quality.

“

If a park isn't perceived as safe, then it's not even considered an amenity. Need to address that first level of perception, before we can even move into ideation for amenities.

Interview Insights

5 Training

- 5.1 Encourage opportunities for nearby residents to participate in stewardship of their public parks. Identify existing groups capable of providing useful services and support training programs to build capacity where needed.
- 5.2 Provide training to recreation center and parks staff for trauma-informed care with the required skills to interact with a range of community members. Avoid the need to utilize police resources for interactions with the unsheltered population and other individuals when possible.
- 5.3 Prepare parks staff and security personnel to support expanded programming demands, particularly for large events or gatherings.
- 5.4 City staff at recreation centers and parks play a critical role in the visitor's experience. Service design should be incorporated in the overall design of the place, just like design of the physical environment.

“

It always comes back to engagement. If folks say something needs to happen, can we pay them to do a monthly cleanup? Is there a group already in the community that does this work? We should support the local stewards.

Interview Insights

6 Budget

- 6.1 Identify sources to fund community engagement activities for future parks planning projects.
- 6.2 Consider a pilot project to partner with a community engagement specialist on an upcoming park design process.
- 6.3 Evaluate results of the engagement pilot project to establish an ongoing funding source dedicated to community participation.
- 6.4 Consider opportunities for paid advisory committees or community ambassadors to get consistent participation. They need to know their time is valued in the engagement process.

“

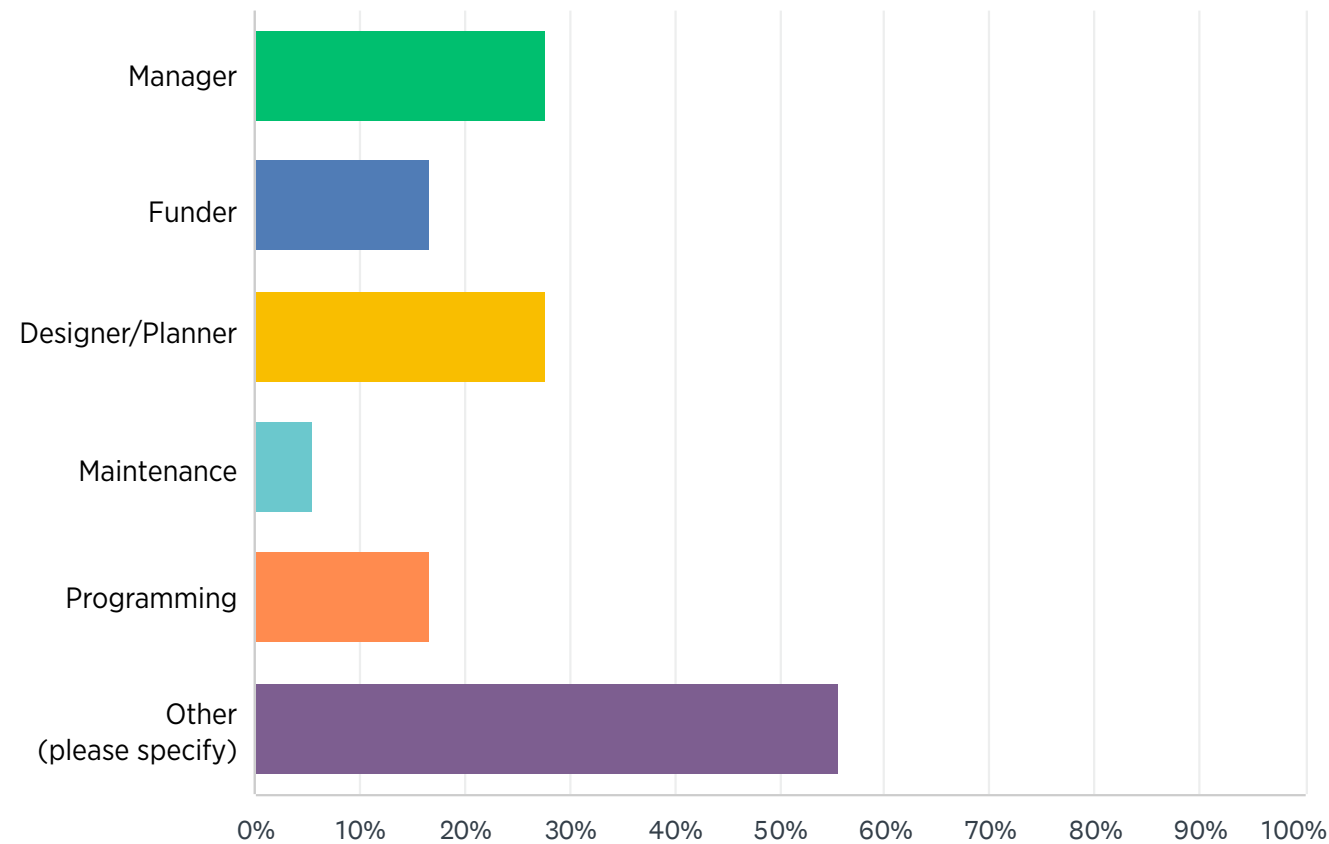
Advocacy or engagement needs to be very intentional, so that the people with the most capacity don't get the most attention.

KEY STAKEHOLDER SURVEY - 18 Responses

The survey was shared with individuals who represent a range of stakeholders in the parks planning, design, management, funding, maintenance, and programming stages, including community residents.

Q1 What role(s) do you play regarding Cleveland's parks and recreation centers? Please select all that apply.

Answered: 18 Skipped: 0



#	OTHER (PLEASE SPECIFY)
1	Consultant to organizations who use the parks/rec facilities; interested City resident
2	and user/resident
3	User
4	Community leader
5	Reforestation partnerships
6	Operate in Cleveland on behalf of a 3rd party organization (non-municipally aligned) focusing on increasing parks access and availability.

KEY STAKEHOLDER SURVEY - 16 Responses

Q6 What do you think are the best qualities of current Cleveland parks and/or recreation centers?

Answered: 16 Skipped: 2

#	RESPONSES
1	Number and variety of parks
2	the number of them.
3	Open and accessible to the community
4	Diversity. Cleveland's come in many sizes and are offered throughout the whole city. The Recreation Centers are also well spread-out to offer a safe place to exercise and socialize.
5	Their space and proximity.
6	Parks - Just the space allowable for open programming, Splash pad where available. I also don't have very many good things to say about our parks.
7	Ability to have both programmed and unprogrammed recreation for health and relaxation and conversation.
8	Free, open space and/or amenities
9	Allows for flexible gathering space and diversity of use
10	Trees. Many of the sites are well established and have nice sized trees. We need to make sure we care for them and plant more.
11	Plenty of shade trees, good spot to cool off and relax on a hot summer day
12	Parks - the access for residents to get into green space/parks. Rec Centers - the no cost programming which removes the barriers to participate
13	Since, I am not fully an end user it is difficult to answer. I know alot of people enjoy the fact that all facilities and programing is free; but I also know this does not help much with funding.
14	They are located in neighborhoods.
15	The trees
16	Open green space with options for multiple activities in both large and small sized parks



Parks - the access for residents to get into green space/parks. Rec Centers - the no cost programming which removes the barriers to participate.

KEY STAKEHOLDER SURVEY - 18 Responses



Access equity: park amenities are not diverse enough. Variety is needed and they should be prevalently placed based on resident input.

Q7 What are the challenges you see at current Cleveland parks and/or recreation centers?

Answered: 18 Skipped: 0

#	RESPONSES
1	Recreation Centers are woefully underfunded and not maintained. They are being used for purposes far beyond their intended use.
2	stewards/resident involvement. i.e. 'friends of' groups.
3	Members of the community that don't respect them at that commit crimes on/near them.
4	Difficulty learning about program schedules (only available on paper at the building)
5	Regarding Parks, at times they are heavily used, including cars driving on the grass creating ruts. Also, be nice if patrons were better stewards of the parks, IE discard trash properly and do not break bottles on pathways and playgrounds.
6	Lack of upkeep. Lack of interesting uses/equipment to engage residents. Lack of quality lighting. Outdated facilities.
7	Lack of Toilets and Water fountains at parks Lack of trees Visually very boring, just grass Lack of interaction friendly seating Lack of food and snacking opportunities right around a park Lack of flexible programming infrastructure Lack of any curiosity arousing infrastructure - learning opportunities These don't have anything for adults to do - parks are not designed for intergenerational use No clear messaging around the use of park amenities such as splash pad etc.
8	It's always a challenge to balance community needs and wants with city's ability to finance improvements and maintenance of improvements.
9	funding and keeping them in good shape
10	Access equity: park amenities are not diverse enough. Variety is needed and they should be prevalently placed based on resident input.
11	Deferred maintenance and investments, programming, connections to and from parks & rec centers
12	Safety. From a health standpoint it's difficult to control social distancing/masks in this setting.
13	Not all feel safe and welcoming, also not every neighborhood has walkable access to a park
14	the over all conditions associated and the amount of inventory the city has to maintain.
15	See answer above. Offering free services has its perks/downfalls. Keeping the numbers and keeping the program relevant seems to be an occurring challenge.
16	They are not well maintained
17	There are not enough trees
18	Out-dated and deteriorating conditions at many parks

KEY STAKEHOLDER SURVEY - 18 Responses

Q8 Which community members could be better served by Cleveland's parks and/or recreation centers?

Answered: 18 Skipped: 0

#	RESPONSES
1	School-age students
2	girls, older adults, teenager black boys
3	Children and seniors, are most vulnerable citizens.
4	All of us!
5	I do feel many of our parks are multi-generational. Meaning, parks that offer amenities for young and old.
6	Senior and impoverished residents.
7	- Parents of young children who bring their children to school - Those who have limited personal vehicle access - Those who have high utility burdens, parks could serve as outdoor cooling spaces - Older grandparents who could use parks as physical exercise space while they watch their grand children as a way of building an intergenerational community while also acknowledging that this is a reality in several Cleveland households _ East side and South west side of Cleveland have poor park quality - Black and Brown communities in Cleveland.
8	Those who can't easily walk to a park or recreation center.
9	All community members
10	All the above
11	Youth (infant - age 18), people with mobility challenges, immigrant populations, historically disenfranchised populations (i.e. black, brown, Indigenous, and people of color)
12	Everyone is welcome in the parks and rec centers. The rec centers are filled with a diverse mix of residents.
13	All! But especially those without a vehicle
14	individuals with disabilities, from physical improvements to programmatic inclusion
15	Teenagers
16	all
17	All community members. The parks could all use more outdoor programing, drop-in events like lawn games, yoga, movies are easy and popular.
18	Elderly and disabled



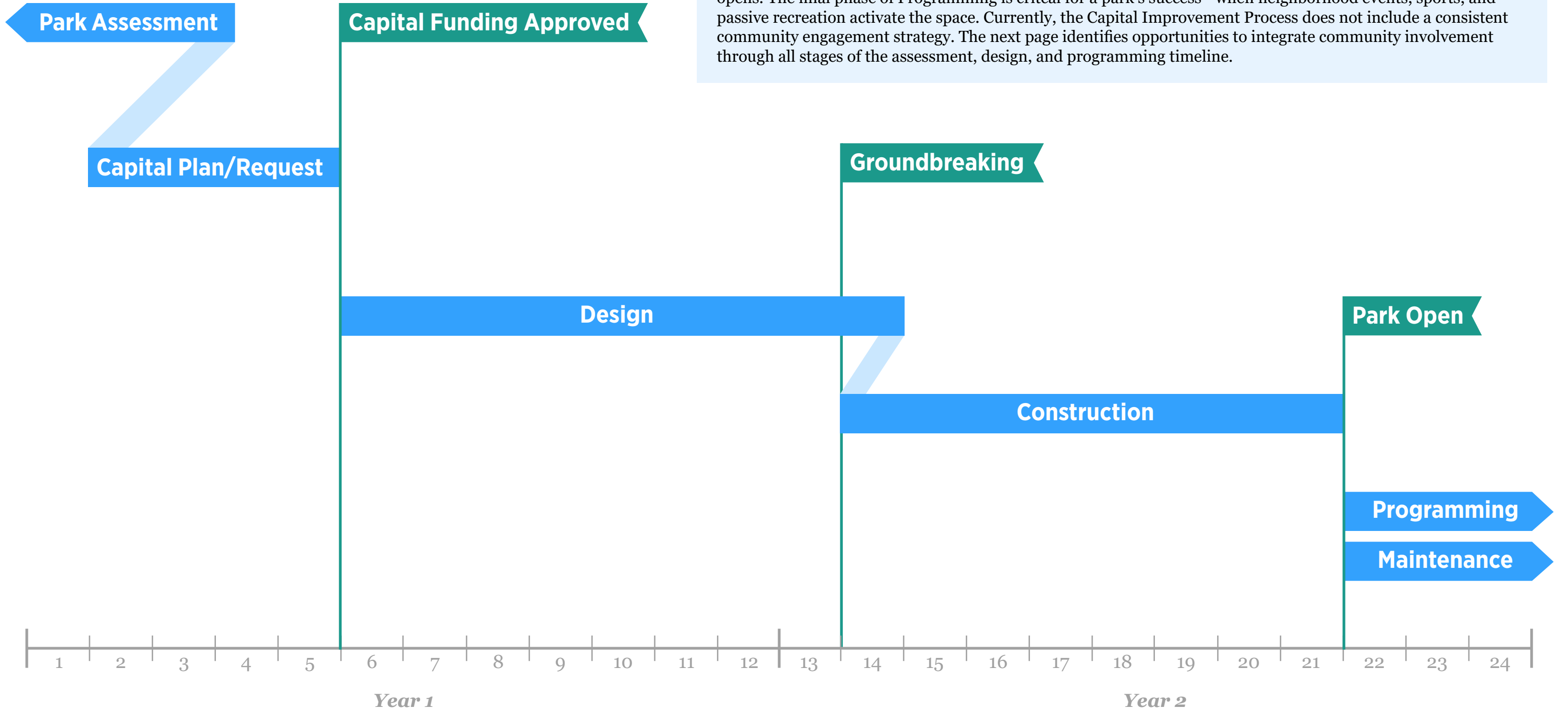
School-age students.

Children and seniors, are most vulnerable citizens.

Individuals with disabilities, from physical improvements to programmatic inclusion.

CAPITAL IMPROVEMENT PROCESS

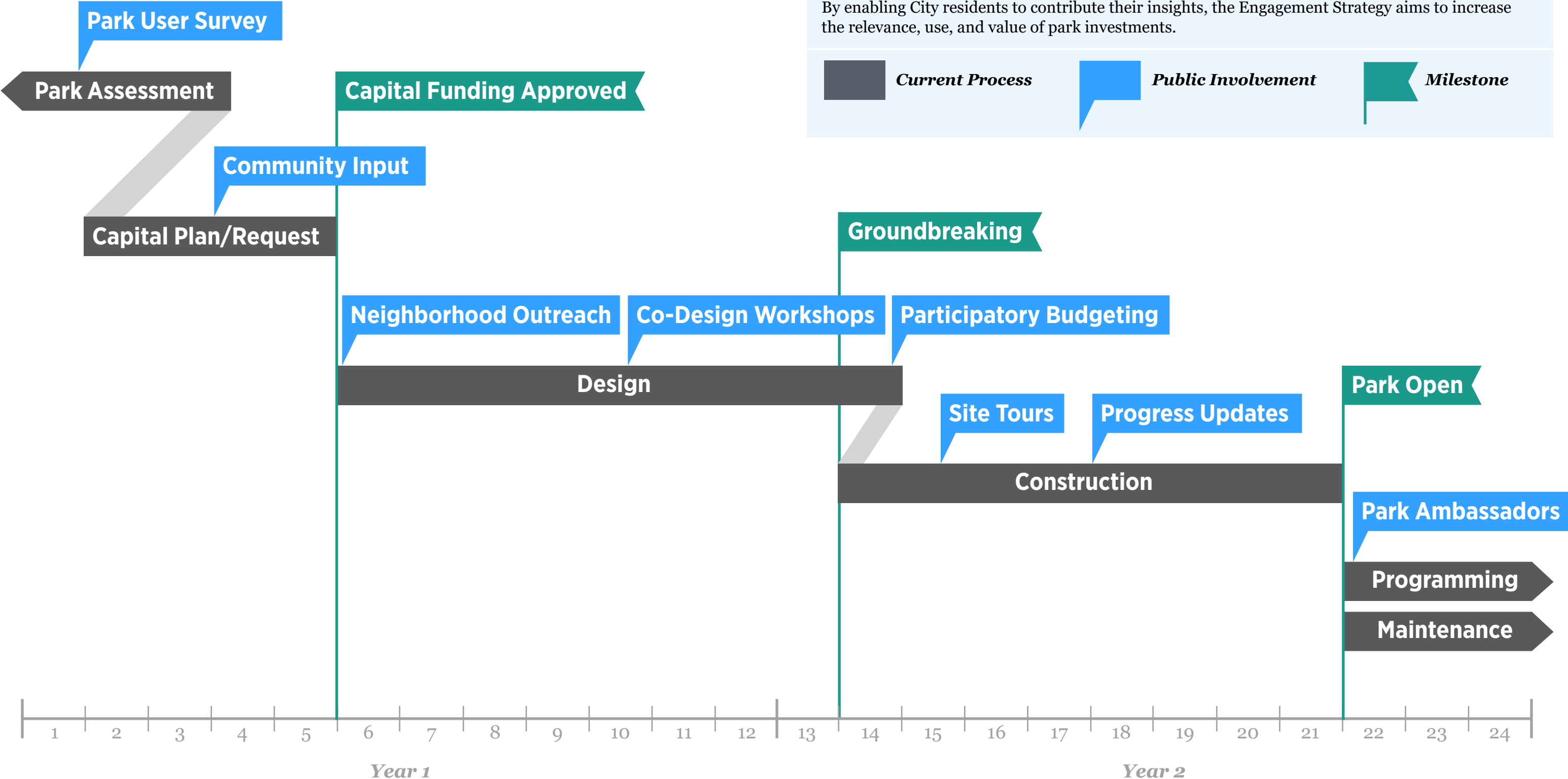
A first step in identifying potential engagement opportunities is understanding the current process. The City of Cleveland allocates funds to park investments through a Capital Improvement Process. It begins with city-wide Park Assessments, which prioritize parks in need of maintenance or other significant improvements. Funds associated with these needs are calculated, then added to the request for Capital Funding. Once the funds are approved, projects begin a design process. The design and planning process may last eighth months or more. A subsequent Construction phase may take a similar duration until the improvements are built or the park opens. The final phase of Programming is critical for a park's success—when neighborhood events, sports, and passive recreation activate the space. Currently, the Capital Improvement Process does not include a consistent community engagement strategy. The next page identifies opportunities to integrate community involvement through all stages of the assessment, design, and programming timeline.



OPPORTUNITIES FOR COMMUNITY INVOLVEMENT

The actions shown in blue identify opportunities for public involvement within the current Capital Improvement Process. Starting with the assessment of existing park conditions and amenities, multiple points for increased engagement are possible throughout the full development timeline. By enabling City residents to contribute their insights, the Engagement Strategy aims to increase the relevance, use, and value of park investments.

Current Process
 Public Involvement
 Milestone



CURRENT PARK ASSESSMENT FRAMEWORK

The current park assessment scoresheet includes scoring criteria for overall park conditions, safety surface conditions, and equipment conditions, but the assessment phase could also include a Park User Survey to obtain additional insights from community members.

Key - Parks Conditions Scoring	Score
Very Poor - ASAP	1
Poor - 1-3 years	2
Average - 3.5 years	3
Good - 5-9 years	4
Excellent - 10+ years	5

Key - Safety Surfacing Conditions	Score
Replace	R
Patch	P
Okay	OK

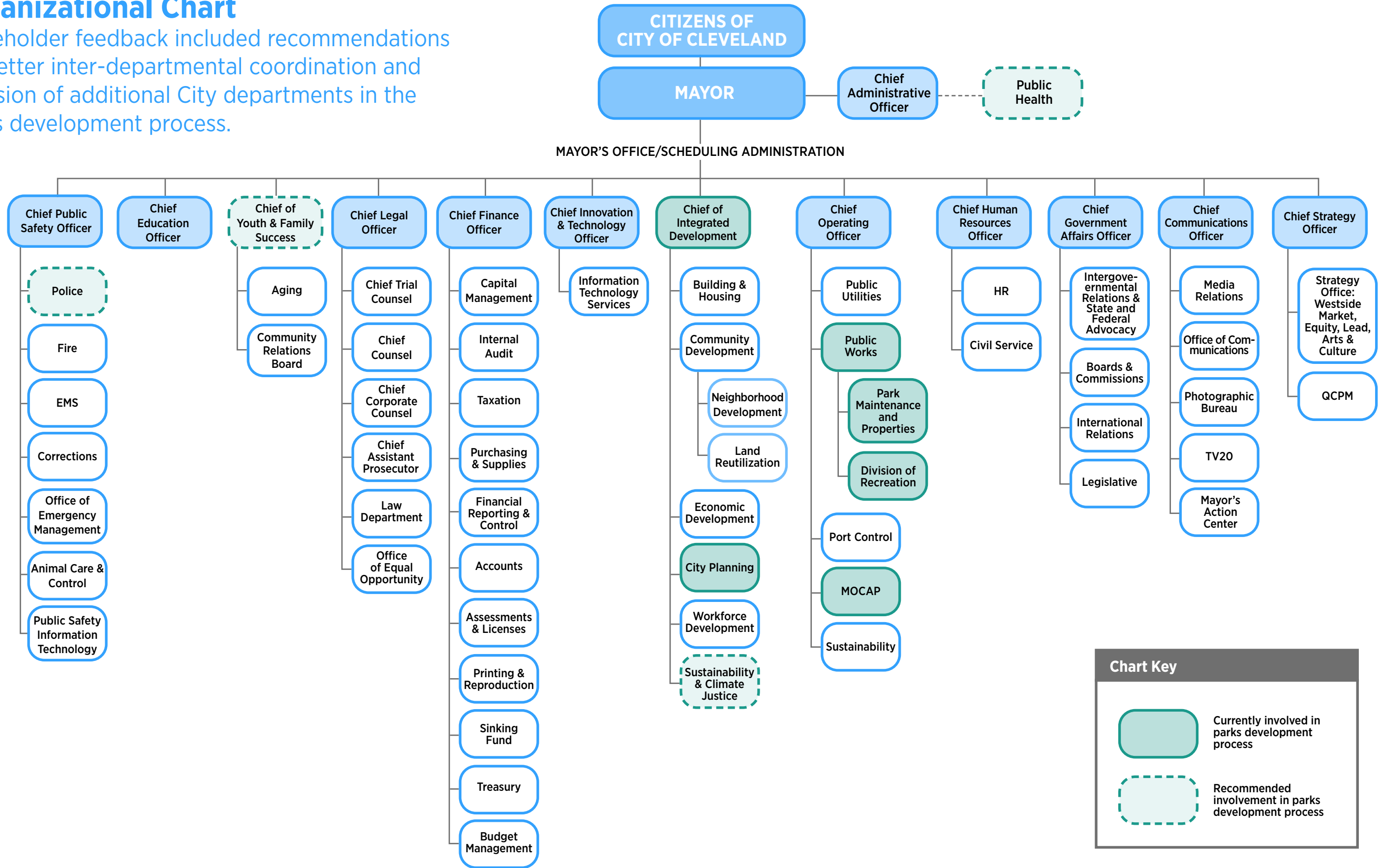
Key - Equipment Conditions	Score
Replace	R
Repair	ER
Okay	OK

Additional Criteria to Include:

- ▶ **Conditions data provided by community.**
- ▶ **New uses desired by the community.**
- ▶ **Perceptions of safety.**
- ▶ **Parks accessibility (entrances/locations, proximity to transit and bike routes).**

Organizational Chart

Stakeholder feedback included recommendations for better inter-departmental coordination and inclusion of additional City departments in the parks development process.





Best Practices


Best Practices

Based on the Guiding Principles established by the Advisory Group, a review of strategies from comparable jurisdictions was conducted to identify approaches, techniques, and strategies for effective and successful community engagement. The following Best Practices identified in this section include examples from across North America. In order to select relevant examples, one must consider such contextual factors as population density, governmental structure (e.g., city, county, or city and county), complexity, and geography. Prioritization and preference for the most effective engagement strategies involves input from City staff and key partners, previous benchmarking efforts by City entities and agencies, and other variables.

In order to achieve the goals set forth by the 10-Minute Walk Campaign and the Cleveland Climate Action Plan, parks must become more accessible through effective community engagement actions. According to the Trust for Public Land's 2021 Parkscore®, Cleveland now ranks 24th out of 100 cities in terms of park acreage, investment, amenities, and access. Cleveland was ranked 45th in 2017. This significant measure of progress is encouraging. But the work ahead will require innovative engagement actions, which are new for the current parks planning process and most individuals involved. Establishing a clear set of Guiding Principles, supported by an effective engagement strategy with a range of participation tools will equip the City of Cleveland to continue making progress.

The following Best Practices offer ideas to inspire subsequent investigations of effective community engagement actions. Environments change over time, including local demographics and new technologies. Responding to a dynamic context requires flexibility and consistent attention to current needs. These select examples include timely responses to many of today's challenges, but changes are happening at a faster pace than ever before. An assessment of the fundamental needs for community engagement should continue beyond this point in time. The inventory of Best Practices will expand to address the challenges and opportunities that emerge in the future.

Rather than focus solely on tactics, the Best Practices include examples of broader engagement considerations. The examples provide guidance for the full spectrum of the parks development process. Starting with foundational frameworks for envisioning the purpose of community engagement and identifying target audiences to communications in multi-lingual communities and post-occupancy evaluations, the Best Practices address more than a narrow set of tools. To organize these various examples, the collection of Best Practices align with five themes.



According to the Trust for Public Land's 2021 Parkscore®, Cleveland now ranks 24th out of 100 cities in terms of park acreage, investment, amenities, and access. Cleveland was ranked 45th in 2017.

Best Practices

The collection of best practices are categorized into five themes. Examples from each of these themes may inspire actions for the full engagement process.



Public Participation Frameworks

High-level approaches for organizing community engagement efforts



Sampling Plans

Methods to identify engagement participants



Engagement Tools

A variety of specific tactics to reach a range of community members



Accessible & Bilingual Communications

Considerations to reach non-English speakers and individuals with accessibility needs

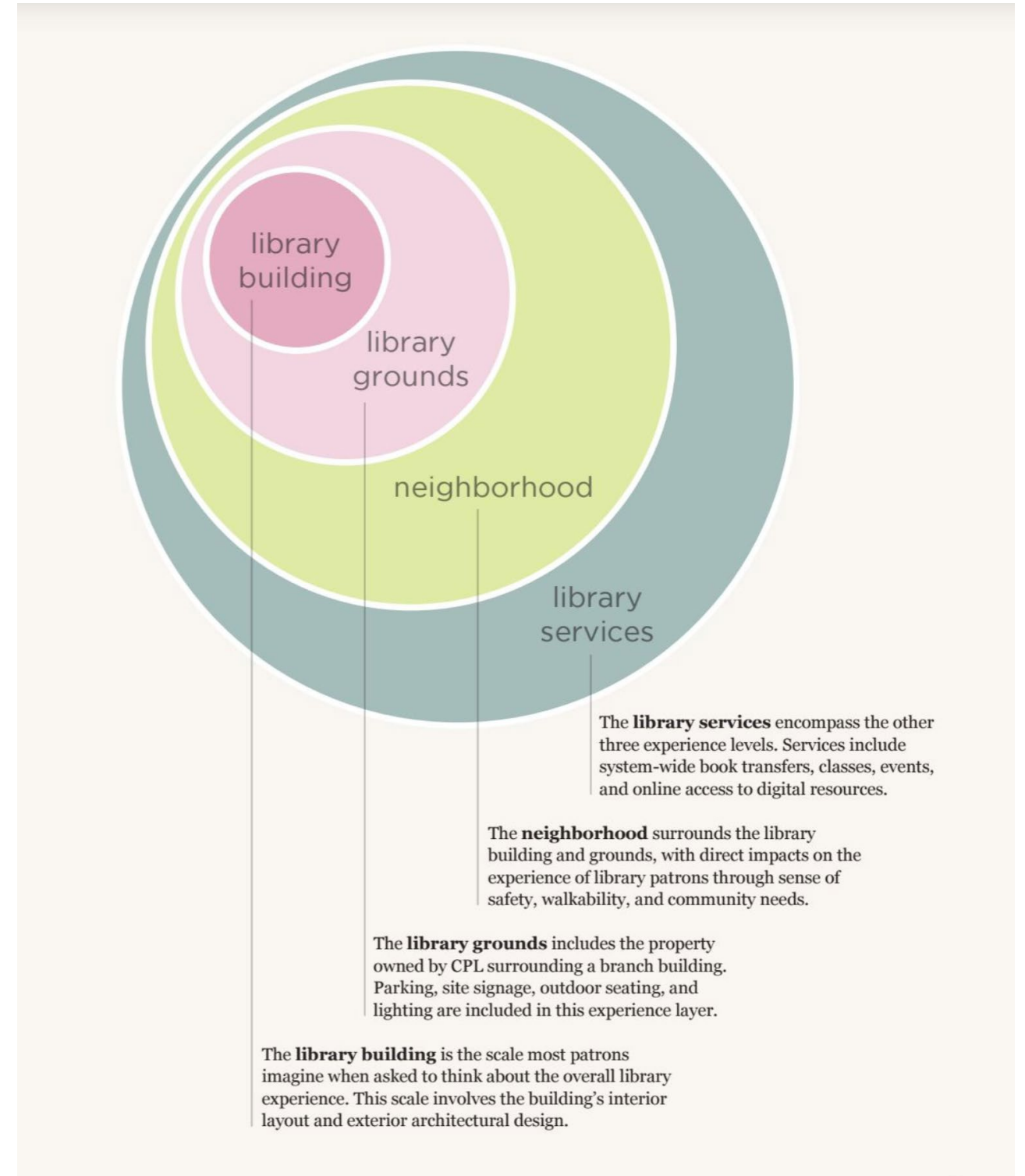


Post-occupancy Evaluations

Actions to assess the success of park improvements



The Cleveland Public Library's CPL150 process to redesign their library branch locations employed a user-centered approach to planning. From the user's perspective, the architecture, landscape, surrounding neighborhood, and services all affect the library experience. Physical and digital environment should be simultaneously considered during the planning process.



CPL150 Community Vision Plan

Kent State University CUDC



International Association for Public Participation (IAP2)

N/A

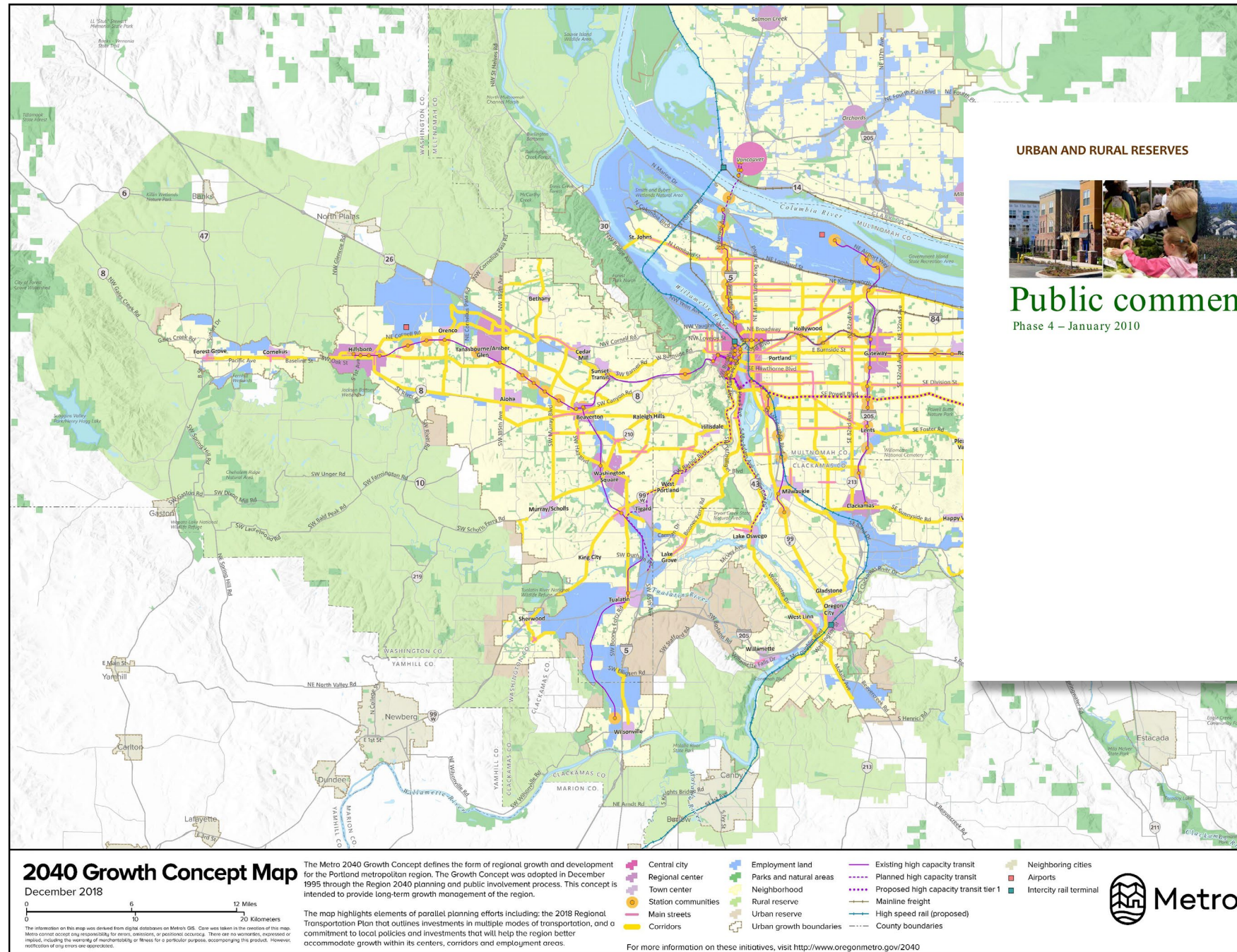
2022

The International Association for Public Participation’s (IAP2) Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public’s role in any public participation process. The Spectrum is used internationally, and it is found in many public participation plans.

		INCREASING STAKEHOLDER INFLUENCE ON THE RESEARCH				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
STAKEHOLDER PARTICIPATION GOAL	Researchers provide stakeholders with balanced and objective information to assist them in understanding the research process.	Researchers obtain stakeholder feedback on the research process.	Researchers work directly with stakeholders to ensure that stakeholder concerns and aspirations are consistently understood and considered in the research process.	Researchers partner with stakeholders for salient aspects of the research process.	Researchers assist stakeholders in conducting their own research.	
	PROMISE MADE TO STAKEHOLDERS BY RESEARCHERS	We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns and aspirations and provide feedback on how your input influenced the research process.	We will work with you to ensure your concerns and aspirations are directly reflected in the research process and we will provide feedback on how your input influenced the research.	We will look to you for advice and innovation in designing and conducting the research process and incorporate your advice and recommendations to the maximum extent possible.	We will provide advice and assistance as requested in line with your decisions for designing and conducting your research, as well as for implementing the findings.



Portland Metropolitan Urban and Rural Reserves is an initiative operating under the umbrella of the Portland 50 year Growth Concept of 1995. (Source: Washington County Website) This initiative was created to provide outreach and engagement to designate urban reserves (areas where urban growth can occur to meet population increases for a 50-year period) and rural reserves (areas where no urbanization can occur to protect agriculture, forests and natural resources.) Design and implementation took place over two years with budget of less than \$20,000.00. (Source: IAP2)



URBAN AND RURAL RESERVES



Public comment report

Phase 4 – January 2010

KEY ENGAGEMENT STRATEGIES

- Developed Media Relations strategy with radio and newspaper interviews
- Created Advisory Committee with elected officials, municipal staff, neighborhood organizations, and interest groups
- Distributed mail-in and online surveys
- Held six regional Open House events
- Re-framed technical analysis into citizen-friendly language
- Provided large maps and fact sheets accessible to the community to support informed decision-making
- Produced a 10-minute video narrated by core team members that discussed the reserves process and explained its importance to Portland area residents now and in the future

www.oregonmetro.gov/urban-and-rural-reserves



A critical first step in the community engagement process should be to define the target stakeholders for the engagement actions. Identifying both the population size and demographic attributes of the audience helps establish clear engagement goals. Tracking participation throughout the process, and making adjustments if necessary, helps ensure equitable and valid recommendations.

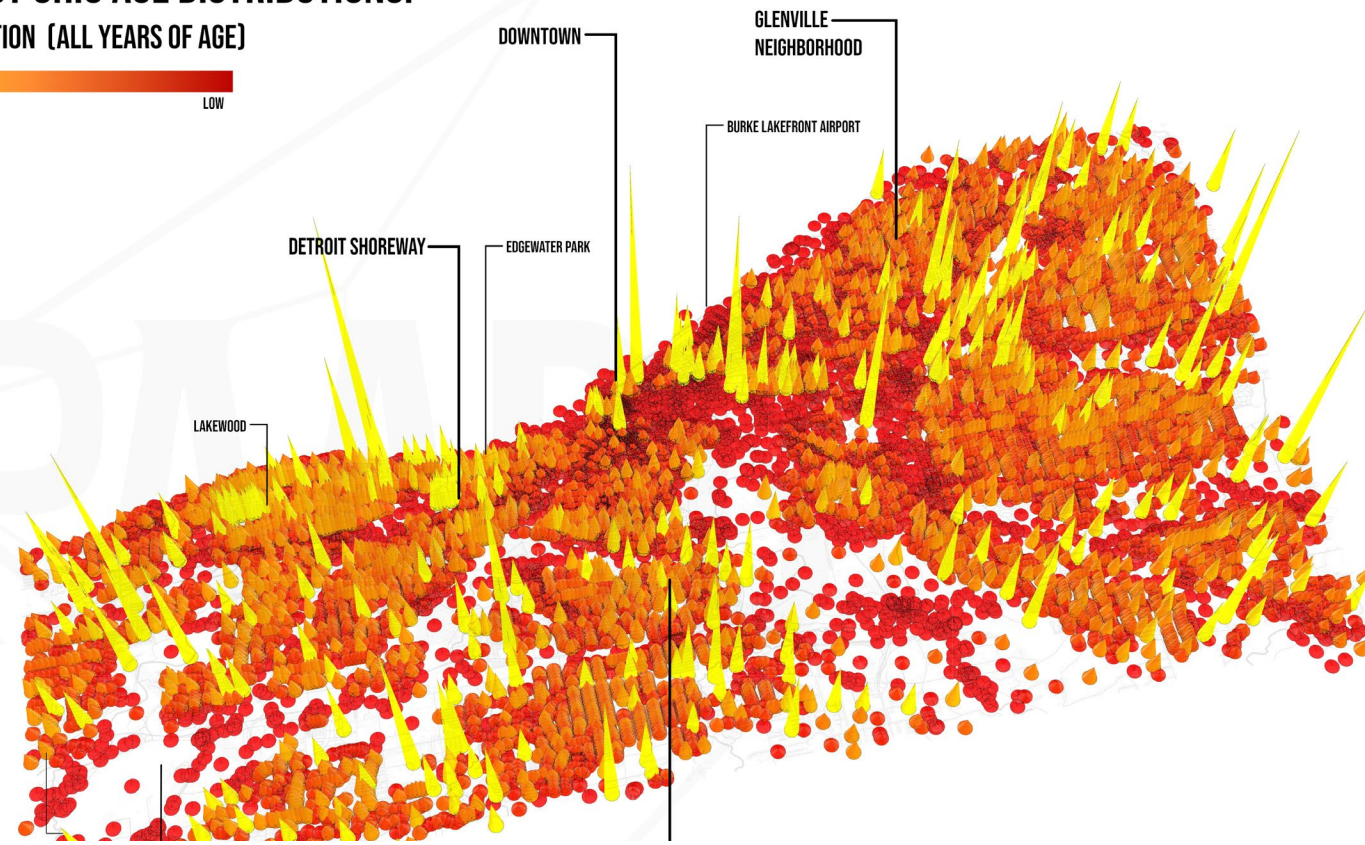
CENSUS TRACT	NEIGHBORHOOD / SPA	POPULATION	HOUSEHOLDS	MEDIAN HOUSEHOLD INCOME	% HOUSEHOLDS W/ BROADBAND INTERNET	MALE	FEMALE	WHITE	AFRICAN AMERICAN	ASIAN	AMERICAN INDIAN	NATIVE HAWAIIAN AND PACIFIC ISLANDER	TWO OR MORE RACES	HISPANIC OR LATINO	% HISPANIC OR LATINO	SPANISH SPOKEN AT HOME	% SPANISH SPEAKING
1033.00	Ohio City	2,443	1,223	\$13,820	66.07%	1,054	1,389	728	1,597	46	0	0	72	120	4.91%	93	3.81%
1036.02	Ohio City	3,324	1,928	\$37,026	71.84%	1,919	1,405	2,322	724	60	103	0	98	268	8.06%	251	7.55%
1038.00	Ohio City Clark-Fulton	1,606	678	\$26,885	69.17%	762	844	1,128	169	7	0	0	245	729	45.39%	510	31.76%
1039.00	Clark-Fulton Ohio City	2,148	805	\$21,366	75.16%	1,050	1,098	1,198	429	9	22	0	292	887	41.29%	624	29.05%
1041.00	Tremont	1,007	514	\$14,286	57.39%	551	456	562	165	0	50	0	99	471	46.77%	345	34.26%
1042.00	Cuyahoga Valley	1,094	691	\$35,795	85.96%	463	631	586	448	5	23	0	32	53	4.84%	127	11.61%
1043.00	Tremont	1,880	1,102	\$74,605	88.75%	977	903	1,639	122	35	11	0	19	103	5.48%	57	3.03%
1044.00	Tremont	1,195	662	\$31,250	71.30%	589	606	1,050	71	6	0	0	31	63	5.27%	88	7.36%
1029.00	Clark-Fulton	2,001	690	\$25,909	58.84%	1,012	989	1,372	313	22	11	0	85	935	46.73%	895	44.73%
1046.00	Clark-Fulton Tremont	1,100	510	\$18,938	53.33%	607	493	597	243	0	18	0	59	419	38.09%	332	30.18%
1048.00	Tremont	1,918	721	\$29,457	75.31%	963	955	1,209	407	20	0	0	130	611	31.86%	283	14.75%
1049.00	Clark-Fulton	2,409	817	\$27,143	72.58%	1,254	1,155	1,521	249	47	4	0	231	1,230	51.06%	950	39.44%
1055.00	Brooklyn Centre	2,116	779	\$23,679	63.16%	1,010	1,106	1,600	264	18	6	0	106	687	32.47%	894	42.25%
1054.00	Brooklyn Centre	3,386	1,377	\$25,618	76.76%	1,706	1,680	2,056	556	0	0	0	277	1,178	34.79%	800	23.63%
1056.02	Brooklyn Centre	2,570	1,038	\$21,050	61.08%	1,347	1,223	1,165	972	102	5	0	127	619	24.09%	638	24.82%
1063.00	Old Brooklyn	2,971	1,184	\$32,726	72.55%	1,369	1,602	2,325	235	97	147	0	139	575	19.35%	401	13.50%
1057.00	Old Brooklyn	4,302	2,197	\$25,253	68.55%	2,130	2,172	3,121	631	75	0	0	60	525	12.20%	585	13.60%
1068.00	Old Brooklyn	2,757	1,243	\$15,373	58.17%	1,133	1,624	1,719	474	15	21	20	260	758	27.49%	490	17.77%
	Total	40,227	18,159			19,896	20,331	25,898	8,069	564	421	20	2,362	10,231	25.43%	8,363	20.79%



In addition to collecting population and demographic data in numerical format, creating data visualizations can support community engagement efforts. Showing data of the surrounding context to community members, in a mode that's easier to understand, can help build confidence and trust with participants.

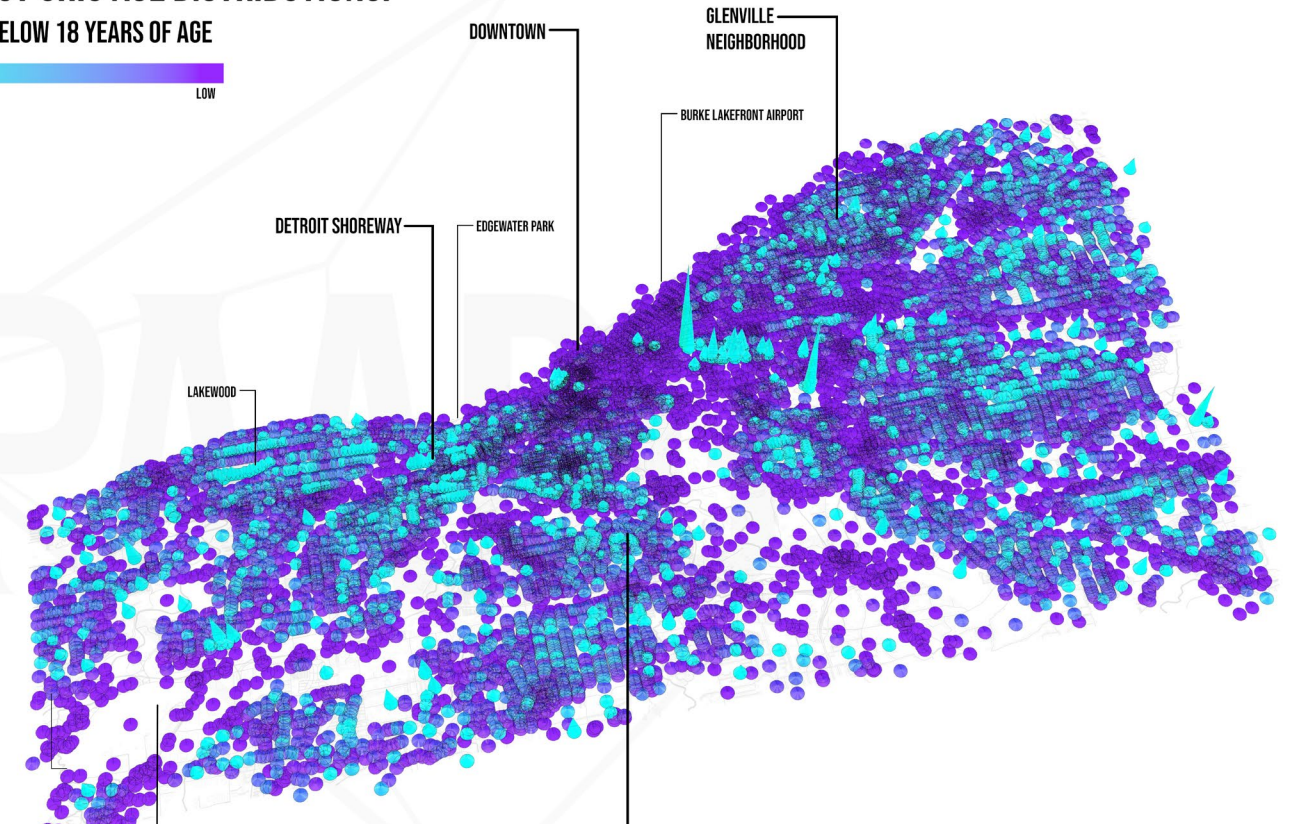
NORTHEAST OHIO AGE DISTRIBUTIONS:

TOTAL POPULATION (ALL YEARS OF AGE)



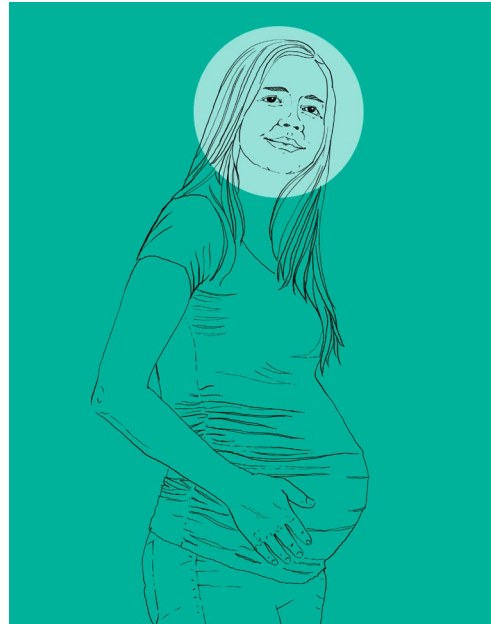
NORTHEAST OHIO AGE DISTRIBUTIONS:

POPULATION BELOW 18 YEARS OF AGE





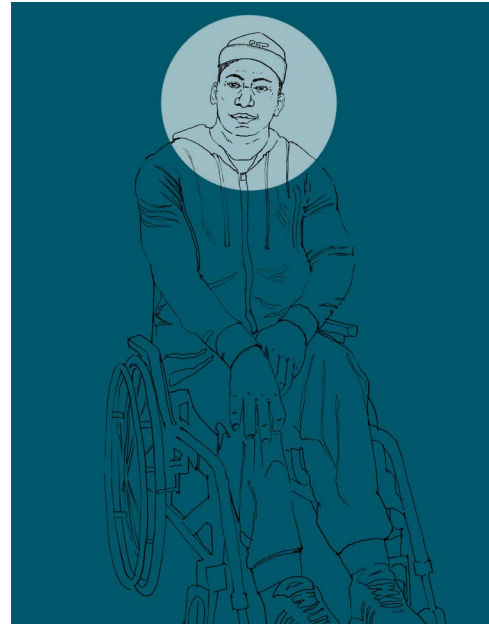
User personas are archetypical users whose goals and characteristics represent the needs of a larger group of users. Usually, a persona includes descriptions of behavior patterns, goals, skills, attitudes, and background information, as well as the environment in which a persona operates. Personas can aid in communication between internal and external stakeholders.



Diane, 36
White Female

DEMOGRAPHICS:
Clark-Fulton resident
Bachelor's Degree
Rides bus 2x year

ABOUT:
Currently pregnant, she is concerned about her comfort and her young child's safety.



Jamal, 42
Black Male

DEMOGRAPHICS:
Old Brooklyn resident
Bachelor's Degree
Rides bus daily

ABOUT:
As a person who uses a wheelchair, he pays careful attention to sidewalk conditions and seamless access to transportation.



Isabella, 15
Latinx Female

DEMOGRAPHICS:
Brooklyn Centre resident
High School Student
Rides bus weekly

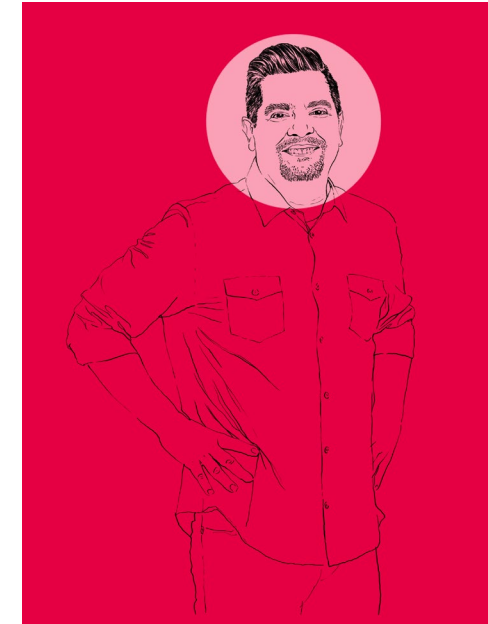
ABOUT:
She walks to Lincoln West High School from home most days, but sometimes takes the bus with her friends.



Ben, 28
White Male

DEMOGRAPHICS:
Ohio City resident
Professional Degree
Cyclist, bus 1x month

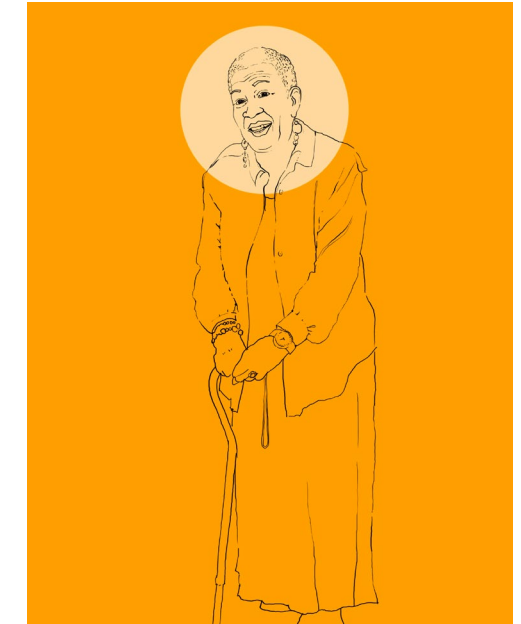
ABOUT:
Riding his bike from Ohio City to work at MetroHealth, he is concerned about traffic calming on W. 25th.



Luis, 50
Latinx Male

DEMOGRAPHICS:
Suburban resident
No High School Degree
Usually drives

ABOUT:
As an immigrant and local business owner, he hopes to attract visitors to his store and express his cultural heritage in the area.



Monique, 75
Black Female

DEMOGRAPHICS:
Ohio City resident
Master's Degree
Rides bus 2x week

ABOUT:
Since retiring, she enjoys visiting local parks to stroll with use of her cane and volunteering at local service organizations.



OPINIATOR: ON-SITE COMMUNITY SURVEY SIGN

Hillsboro Planning Process

Hillsboro, Oregon

2020

Opiniator is a user feedback platform for physical locations, such as businesses and parks, that captures on-the-spot ratings, comments, and feedback from people using their own mobile phone—at any time throughout their experience. The platform can also track the issues until resolution. This tool offers a multi-channel way for residents and park users to share their thoughts.





Oftentimes, the most detailed and useful comments come from individuals when they are in the space they are asked to evaluate. Mobile Tours are a method for collecting insights from a group of people while walking or biking within the environment under study. Tours of current parks can provide valuable feedback.



W 25th Street Corridor Project
25connects.com

INVITES YOU TO ATTEND:

Mobile Walk

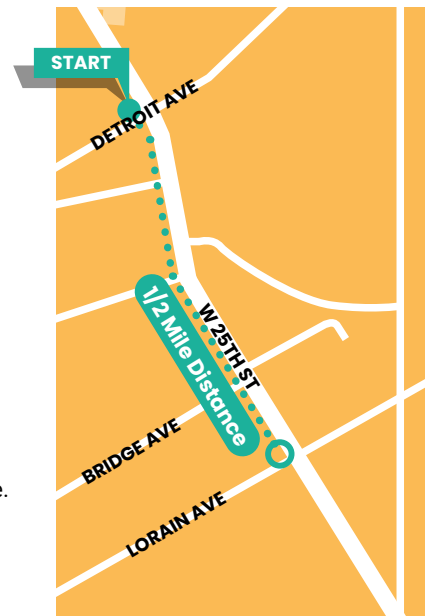
Tuesday
August 25, 2020
2:00 – 3:00pm
Detroit Ave to Lorain Ave

Overview:
On behalf of RTA's 25Connects project, you are invited to participate in a Mobile Walk along W. 25th Street. The Mobile Walk is a guided tour along 1/2 mile of the W. 25th corridor to gather community feedback on current challenges and opportunities. Each participant will answer online survey questions at stops along the way on their personal mobile device.

- COVID-19 Safety Guidelines:**
The Mobile Walk will follow these COVID-19 safety measures:
- ✓ Attendance will be limited to 12 or less participants.
 - ✓ All participants must wear a mask. (Masks will be available).
 - ✓ Each individual not part of the same household must maintain six feet of physical distance during the entire walk.
 - ✓ Please bring your mobile phone to complete the online survey.

Contact:

For more information or questions about the Mobile Walk:
David Jurca
m: (216) 337-4303
e: hello@25connects.com



Mobile Walk Route
The guided tour will start at the corner of W. 25th Street and Detroit Ave, then walk along the W. 25th St corridor south to Lorain Ave.





Public Comment Chalkboard

Gresham Smith

Florida

2020

Many community members prefer to share their comments in person, rather than through digital or online methods. Public comment boards located at the park site can capture feedback from residents who are not digitally connected, as well as passerby who may not typically participate in public meetings.





USER-EXPERIENCE (UX) WALKS

Elevate the East

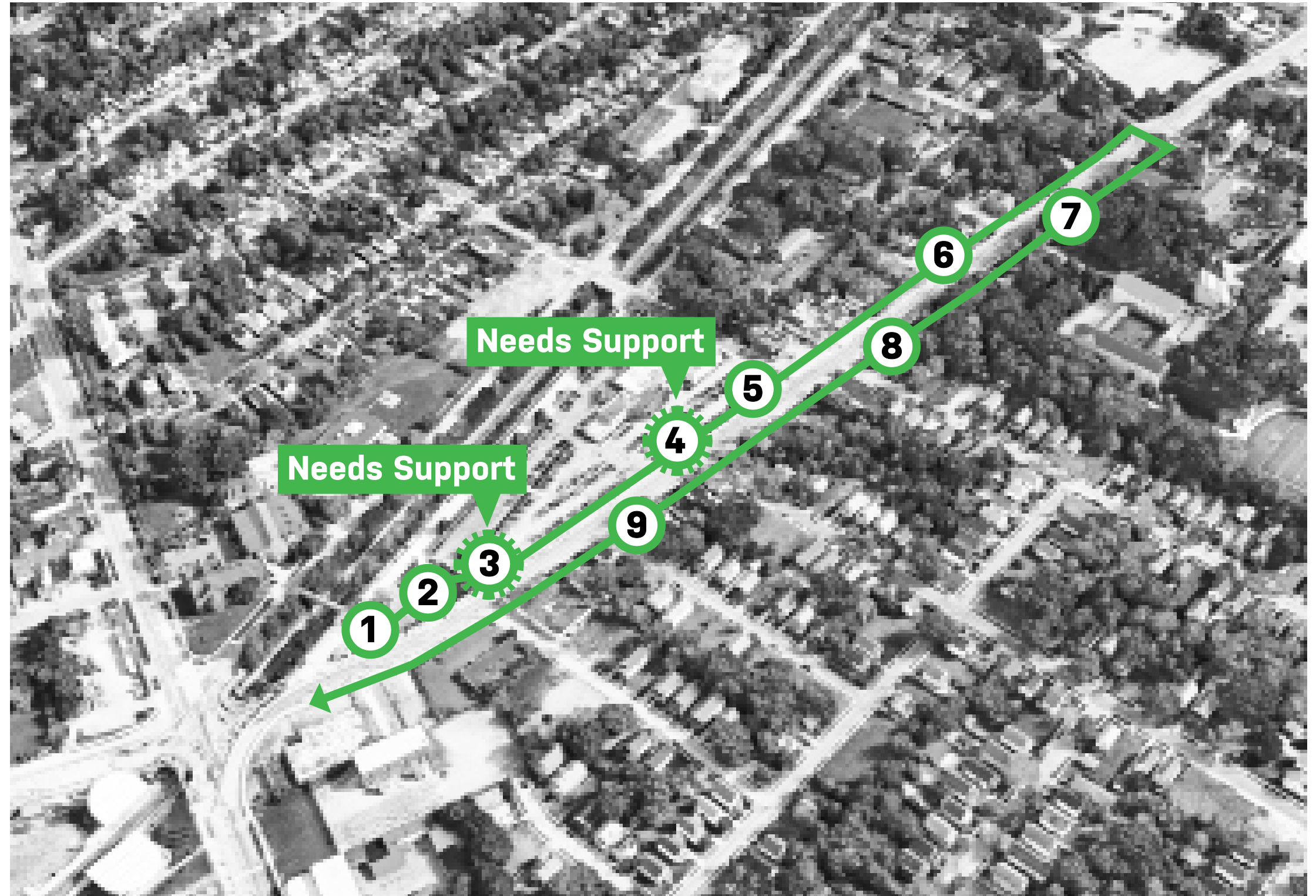
Cleveland, Ohio

2019

User-Experience (UX) Walks are similar to Mobile Tours, but conducted with a single individual. This method provides more time and attention to the participant's unique experience. The individual is asked to talk-out-loud everything they think and feel as they walk, while the investigator video and audio records.



D'ANGELUS





USER JOURNEY MAP

Elevate the East

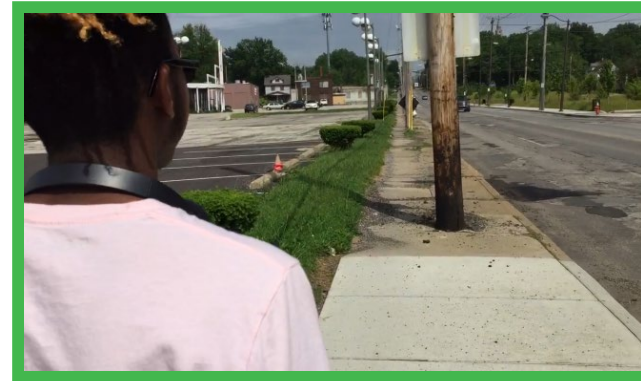
Cleveland, Ohio

2019

Using the video and audio recording of the User-Experience (UX) Walk, the data collected can be organized into a User Journey Map. This documentation of the actions, thoughts, and emotions shared by the individual can reveal a visually striking narrative of the overall experience. Key moments that require design support can be identified, connecting lived experience to clear actions.



D'ANGELUS



1

2

3

4

5

6

7

8

9

	1	2	3	4	5	6	7	8	9
ACTIONS	Enter into new park at intersection of Buckeye and Shaker Blvd.	Walks through new park and sees public art sculpture.	Walks to end of new park and arrives at the edge, close to sidewalk.	Walk along north side of Buckeye Rd from Woodhill to MLK Jr. Blvd.	Looks at new stormwater park on south side of Buckeye Road.	Sees entrance to St. Benedictine School across the street.	Walks beneath tree canopy near Buckeye Rd. and MLK Jr. Blvd.	Walking downhill along south side of Buckeye Rd. from MLK Jr. Blvd towards Woodhill.	Notices Welcome to Buckeye Neighborhood sign.
THOUGHTS	Looks like I'm entering a stadium, but it's more sunken in the ground.	I see a metal statue that looks like it's dripping. Not sure what it is.	I only see two benches in this place. Doesn't seem like enough.	The sidewalk feels too narrow—I'm too close to the cars zooming by.	I wonder if that park has water. The grass looks soft, like a dog's hair. Looks nice!	I'm at a loss for words. I don't know what it is.	Nice to see different kinds of trees! The sidewalk also seems wider.	This road is slanted, so it's nice for teenagers to get adrenaline rushes riding bikes.	They wrote this in 3 different languages, but neighbors speak more languages.
EMOTIONS	Curious, but a little cautious.	Confused, disinterested.	Disappointed, uncomfortable.	Constricted, uncomfortable, unsafe, bored, irritated.	Curious, happy.	Interested, confused.	Comfortable, relaxed, attentive.	Excited, optimistic, creative.	Curious, disappointed.
EMOTIONAL BASELINE									

ARRIVES BACK TO INTERSECTION OF BUCKEYE RD AND WOODHILL AVENUE

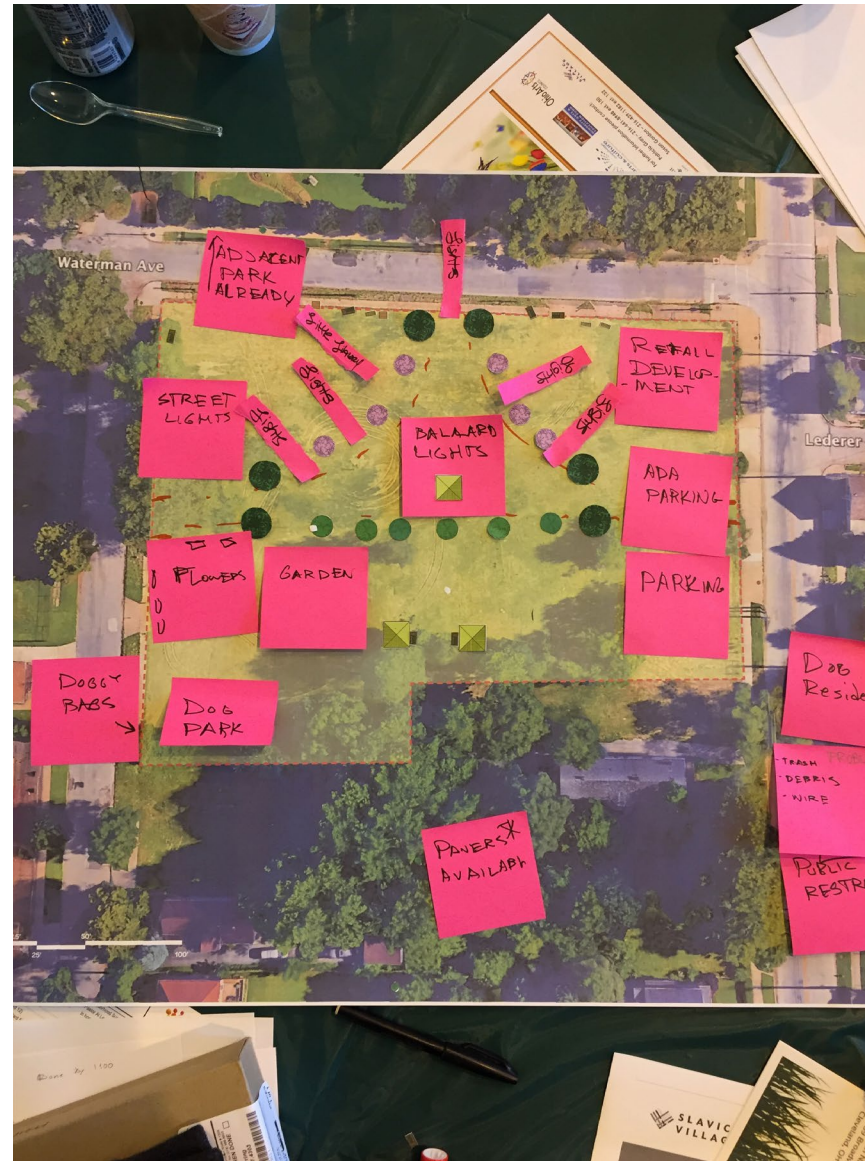


Employing tactile and multi-sensory experiences in the design process offer several benefits. Using objects to co-design spaces with community members can encourage more social interaction, inspire creativity, provide a sense of scale, and instills memories of a fun engagement process.





One challenge for parks planning engagement is ensuring all participants understand the scale and opportunities available on the site. By utilizing large printed plans with moveable objects, the site becomes a game board for exploring design alternatives. Multiple options can be created and tested with participation from many participants during a relatively short duration.





Equitable community engagement methods should include participation from residents of all ages. Younger parks users can share meaningful insights, as long as the method aligns with their skills and understanding. This Parks Activity Book exemplifies a thoughtful approach to youth engagement.



CREATE YOUR DREAM PLAYGROUND

Parks are areas where people can play, exercise, relax, and meet new friends. What does your dream park look like?

Draw your own playground. What are the main features and why did you pick them?

What kind of events would you like to see at your dream playground?

Name your playground:

Name

Contact

Return address

Submit entries to ohio@tpl.org | Visit tpl.org/parksunlimited | Follow @trustforpublicland #parksunlimited
 Follow @thetrustforpublicland #parksunlimited



BILINGUAL WEBSITE

25Connects

Cleveland, Ohio

2020

Increasingly, many Cleveland neighborhoods include residents who primarily speak a language other than English at home. Community engagement plans should identify the demographics and non-English languages spoken in the surrounding area. 25Connects used a number of Spanish language tools for the Clark-Fulton area, including a unique website translated in Spanish.





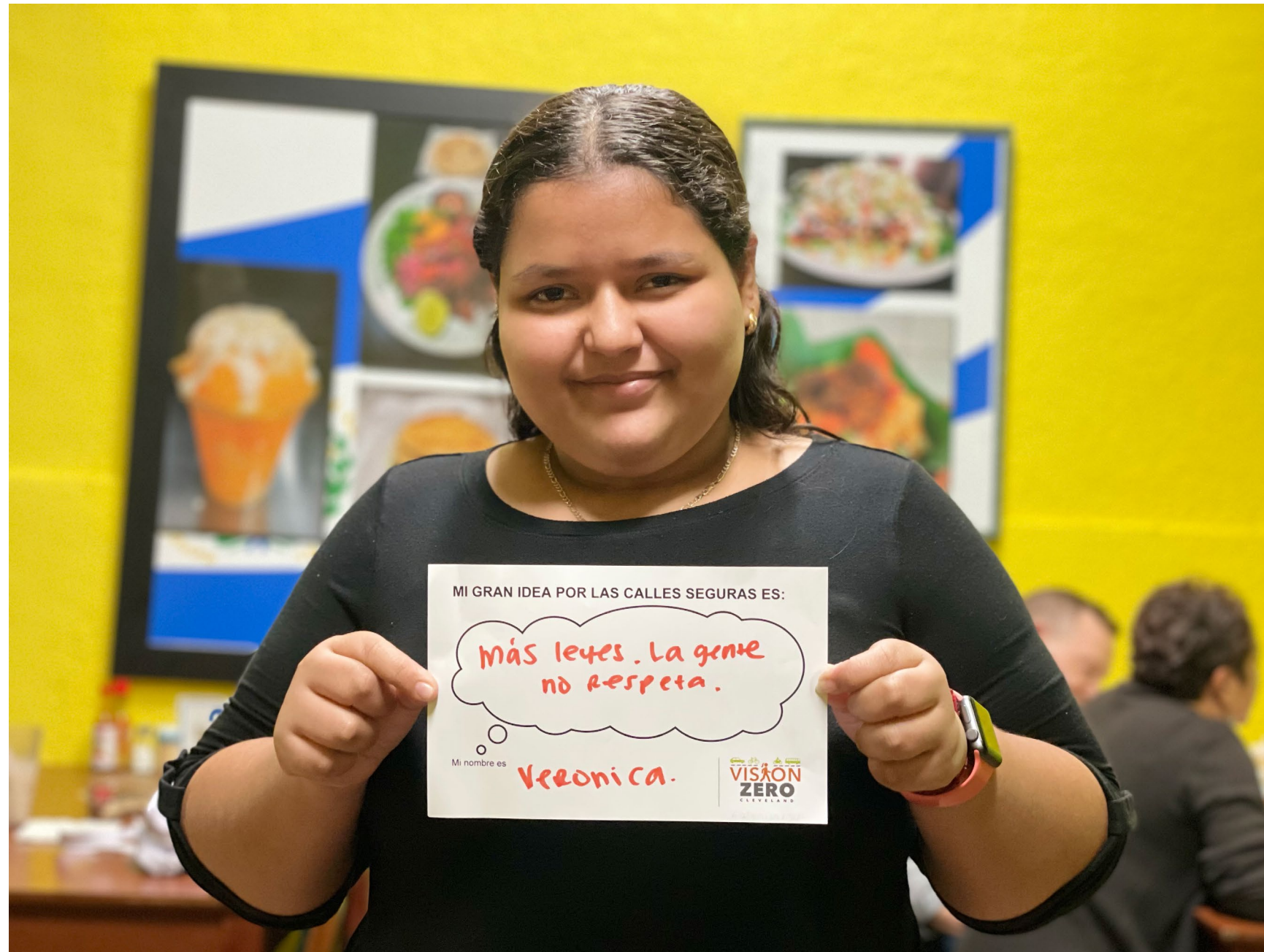
TRANSLATED ENGAGEMENT MATERIALS

Vision Zero Cleveland Action Plan

Cleveland, Ohio

2021-2022

Vision Zero Cleveland is an initiative to eliminate serious injuries and deaths from crashes on Cleveland roads through clear, measurable strategies to provide safe, healthy, and equitable mobility for all. Two of the street corridors with the highest number of fatal and serious injuries in Cleveland run through Clark-Fulton, a neighborhood with the highest concentration of Spanish speaking residents in the state of Ohio. Engagement materials used throughout the process were translated into Spanish.



VISION ZERO CLEVELAND ACTION PLAN

What are your TOP 3 priorities for traffic safety in Cleveland?

- Mode Shift:** Increase pedestrian, bicycle or transit use
- Data-Driven Priorities:** Focus on FSI crash segments or other data-driven safety priority areas (geographic or contributing factors)
- Decision-Making:** Improve data driven decision making
- Equity:** Improve health and safety outcomes in low income and/or black majority neighborhoods
- Severity Reduction:** Direct potential to reduce injury severity
- Public Awareness:** Increase awareness and support of Vision Zero in the community
- Policy/Systems Change:** Adopt policies and build systems that enable safe outcomes

VisionZeroCLE.org

VISION ZERO CLEVELAND PLAN DE ACCIÓN

Ayude a la ciudad a decidir dónde enfocarse primero. ¿Cuál de las tres (3) acciones son las áreas más importantes para usted?

- Prioridades basadas en datos:** Centrarse en las causas de los accidentes graves y mortales.
- Toma de decisiones:** La seguridad se debe priorizar aún más en la toma de decisiones.
- Equidad:** Priorizar acciones con más beneficios para los residentes y personas de color de bajos ingresos.
- Cambio de modo:** Hacerlo más fácil y más seguro para caminar, andar en bicicleta y utilizar otros medios de transporte.
- Cambio de políticas/sistemas:** Cambiar políticas y sistemas para resultados más seguros.
- Conciencia pública:** Aumentar la conciencia y el apoyo a Visión Cero.
- Reducción de la gravedad:** Tomar acción para hacer que los choques que suceden sean menos graves.

VisionZeroCLE.org



Insights from community members who require the use of a wheelchair and individuals with visual impairment are often marginalized in planning processes. The resultant built environments often reflect this exclusion. Accessibility Audits provide one means of including the voices of individuals with accessibility needs in the community engagement process.

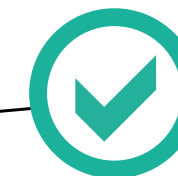
Lack of sufficient lighting.



Broken glass is very difficult for people in a wheelchair to avoid and can puncture tires.



Walkway is not wide enough for a wheelchair and stroller to pass by.



Person in wheelchair can enjoy the view over the low wall.



Feel vulnerable for a long distance without ability to avoid danger.



Documenting the insights gathered from Accessibility Audits can take multiple forms. Considerations for individuals with visual impairment may include recording verbal input, rather than a visible survey. Audio recording the comments shared during the sessions can be presented as direct quotes or annotated on a map.

First of all, there's no crosswalk indicator for the blind. Second of all, there's no crosswalk marking on the street to let the blind know they're going off track.

There's a little too much congestion in this busy area to be walking around with unmarked crosswalks.

The condition of the sidewalks is bad. Some sections that are sloped should be leveled out.

Some locations have too many curb cuts into parking lots. They should install signs in the parking lots warning drivers that pedestrians are crossing on the sidewalk.





Happy City

Mexico City, Mexico

2016

Happy City assessed the Ministry of Environment's new vision for major urban parks in Mexico City. They trained dozens of volunteers to conduct behavioral observation and wellbeing intercepts surveys. They measured how the park investments in new infrastructure and programming impacted social wellbeing elements such as equity, safety, social trust, and belonging.





PARK AMBASSADORS

Oakland Volunteer Park Patrol

Oakland, California

2016

Serving as an intermediary between the municipal government and individual residents, the Oakland Volunteer Park Patrol provides valuable support for local parks. Volunteers attend a three-hour training program designed to provide them with information about trail usage and practices.





4

**Engagement
Recommendations**

Summary of Engagement Recommendations

	Guiding Principles					
	Provide Access to Design Process	Empower Public Ownership	Measure Engagement Equity	Model Economic Justice	Set Clear Expectations	Build Trust Through Partnerships
1 Establish a budget for effective public participation.	•	•	•	•		
2 Plan for early public involvement in the assessment, planning, and programming process.	•	•			•	
3 Build trust through ART (Accountability, Reliability, and Transparency.)	•	•			•	•
4 Create community feedback loops in the planning process.	•					
5 Share information often and through multilingual methods.	•					
6 Partner with community organizations and local groups.		•				•
7 Conduct pilot project to evaluate partnership with community engagement consultant.	•		•			
8 Establish a known process for inter-departmental collaboration at the City.					•	•
9 Respond to local context and needs through park design.		•				
10 Expand the parks assessment tool to include community insights.	•	•				•
11 Establish known roles and responsibilities for internal and external stakeholders.					•	
12 Integrate hands-on experiences during participatory events.	•	•				
13 Set engagement goals to reflect demographics of each community.			•			
14 Track public participation data during engagement process.			•			
15 Adjust actions during the public process to meet engagement goals.			•			
16 Create personas to better understand park user needs.			•			
17 Create frameworks to evaluate a range of engagement tools.	•					
18 Connect evaluation frameworks to a range of persona stakeholders.	•	•	•			
19 Seek opportunities to compensate active participants for their time.				•		
20 Evaluate investment distribution across the city by race and income.				•		
21 Ensure feedback methods are crafted to meaningfully guide design decisions.					•	
22 Share transparent cost options to enable informed choices.					•	
23 Seek to build coalitions around parks and recreation advocacy.						•
24 Develop neighborhood stewardship and park ambassadors where needed.						•
25 Develop programming opportunities by and for the neighborhood.						•

Build trust through ART (Accountability, Reliability, and Transparency.)

Successful community engagement ultimately comes down to building trust. But how do we build trust? And how can we measure and increase trust?

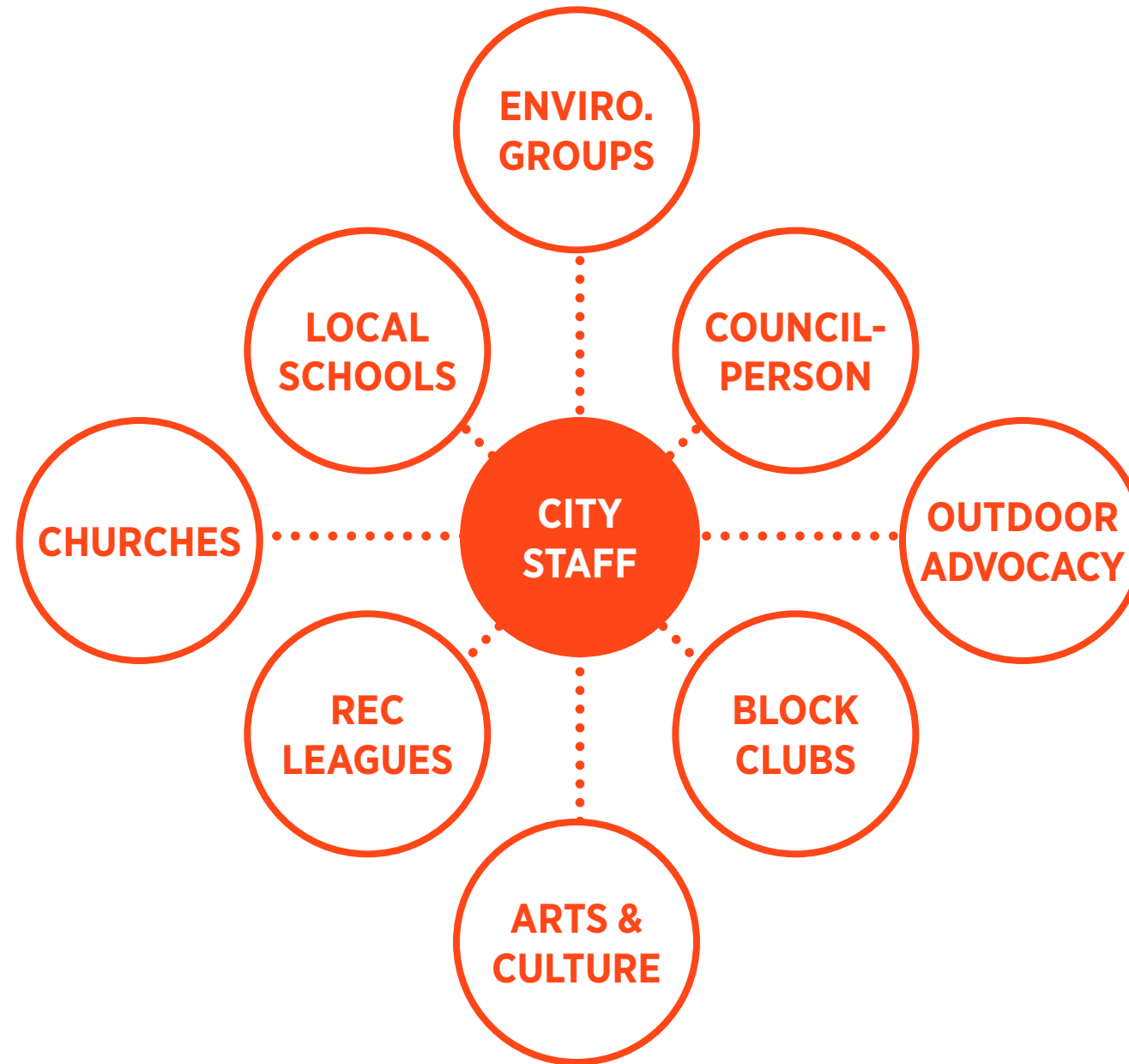
One useful model is to envision trust as an ART: Accountability, Reliability, and Transparency. Decomposing a big idea like trust into these three attributes may help make meaningful progress towards achieving this foundational goal.

Each of these three attributes are more concrete and measurable. Accountability can be established by sharing power with the community and defining real consequence for action or inaction. Reliability takes time to establish a pattern of action through clear communications and consistent follow through. Transparency is achieved by providing easy access to meaningful information that everyone agrees is accurate. The process of building trust isn't easy, but defining and tracking these attributes will help make steady progress.



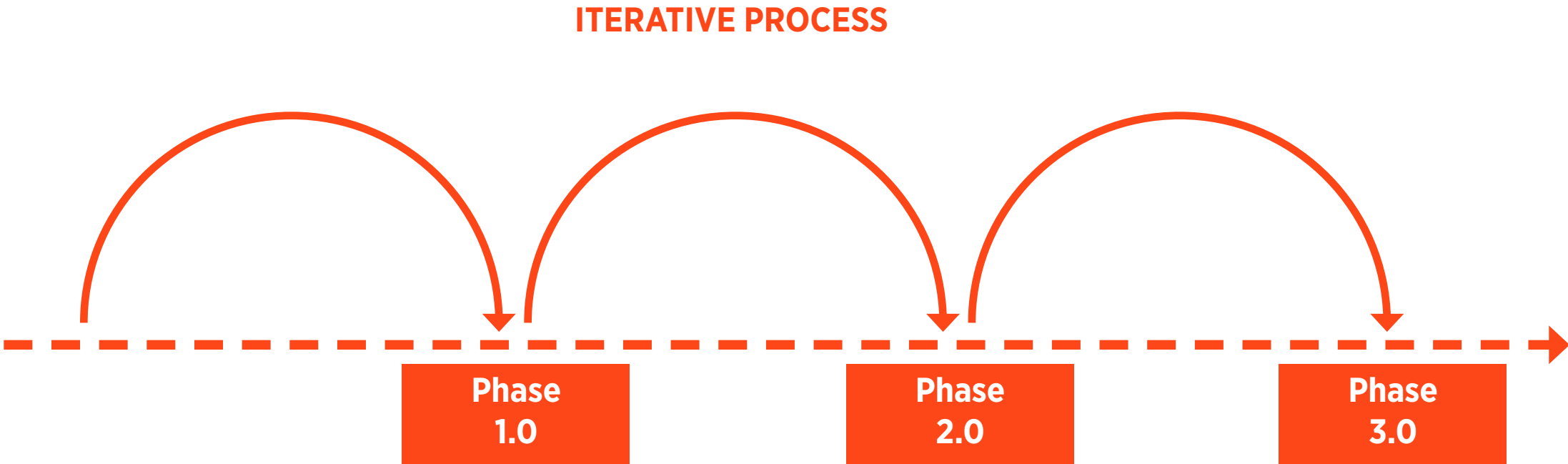
Partner with community organizations and local groups.

Creating direct connections between the City and neighborhood residents takes significant investments of time and resources. But building partnerships with community organizations and local groups already working with residents can create mutually beneficial outcomes. Establishing informal and formal relationships with existing groups creates a more sustainable framework for community engagement. It provides efficiencies for public outreach, helps identify current needs, and may increase activation of park investments.

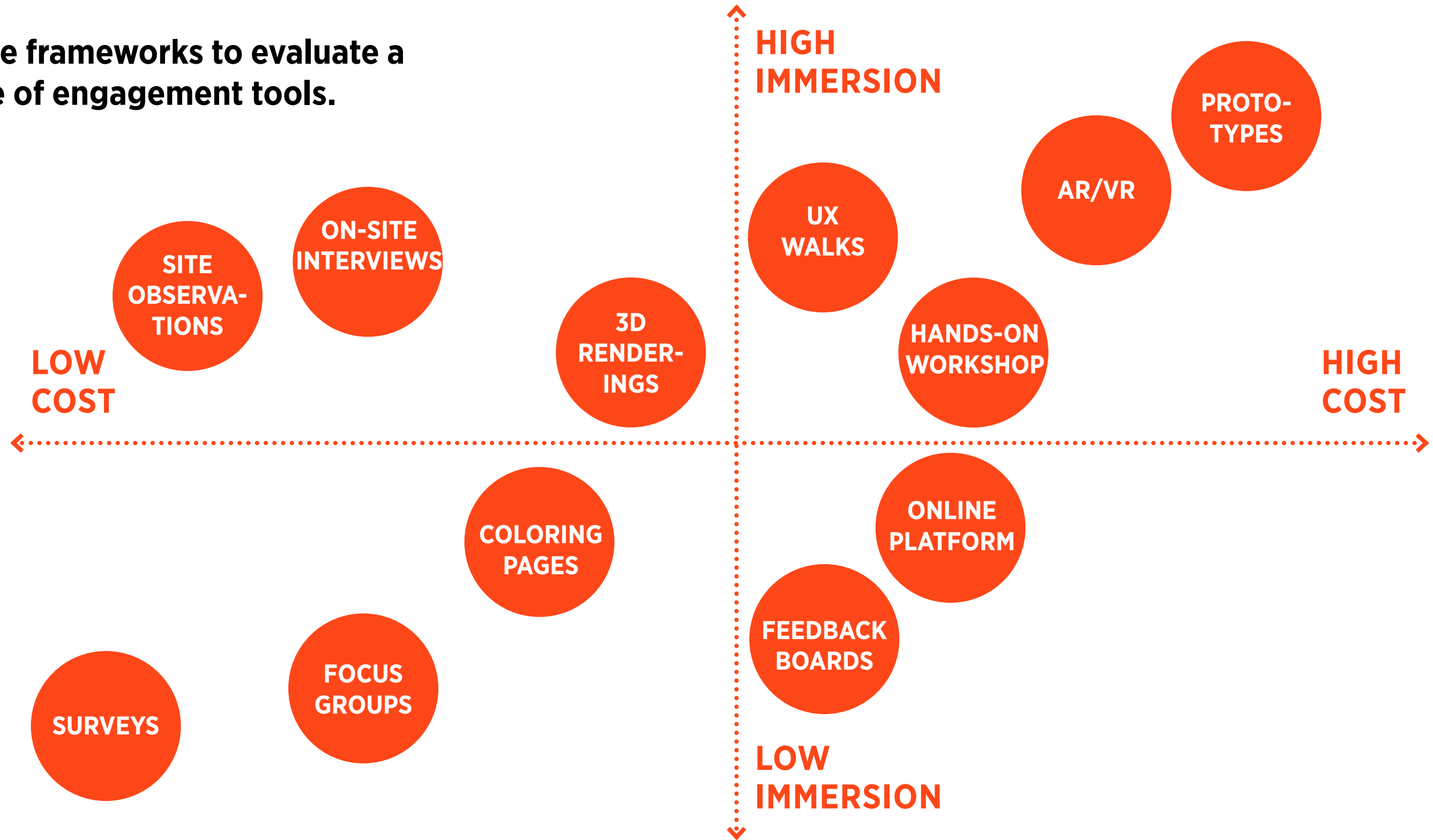


Design feedback loops into the planning process.

At each stage in the park planning process, re-engage community members to share new and revised elements of the evolving plan. An iterative process helps to unearth great ideas early and helps ensure that there are no surprises at the end of the process.



Create frameworks to evaluate a range of engagement tools.



Connect evaluation frameworks to a range of persona stakeholders.

Persona Attribute

Engagement Method	Lack of Internet Access	Speaks Spanish	Limited Mobility	Transit Rider	Rec Center Visitor	Youth	Non-local Stakeholder
	Virtual meeting		•	•	•		•
	Online survey		•	•	•	•	•
	Paper survey	•	•		•	•	
	User experience walk	•	•		•	•	
	Radio messages	•	•	•	•	•	•
	Barbershop events	•	•		•	•	
	Neighborhood flyers	•	•	•	•	•	
	Door-knocking	•	•	•	•	•	
	Mobile tours	•	•		•	•	
	Community workshop	•	•		•	•	•
	Focus group	•	•	•	•	•	
	Latinx events	•	•		•	•	•
	Rec Center station	•	•			•	
	Block club meetings	•	•				
Social media ads		•	•	•	•	•	
Website		•	•	•	•	•	



Appendix

Guiding Principles Brainstorm with Advisory Group



Additional Resources

A Review of Public Participation and Engagement Methods / Vancouver, British Columbia Community Network

https://drive.google.com/file/d/1uKBuJ04z1CK_GP2WbQLFtGe3Zb69NHjB/view

Best Practices for Meaningful Community Engagement / Groundwork USA

https://groundworkusa.org/wp-content/uploads/2018/03/GWUSA_Best-Practices-for-Meaningful-Community-Engagement-Tip-Sheet.pdf

Center for Civic Engagement and Learning / Case Western Reserve University

<https://case.edu/studentlife/civicengagement/resources/best-practices>

Consultant Team



DAVID JURCA
Seventh Hill
seventhhilldesign.com



ROBERTA DUARTE
Areko Consulting
arekoconsulting.com



CLIFFORD B. HERRING
PAADG Studio
paadg.com

Analysis & Recommendations for Park Investment Community Engagement Strategies (ARPICES)

Cleveland, Ohio

Project partners:



Project funded by:



Project consultants:



**AREKO
CONSULTING**