



Moorhead Comprehensive Plan – Public Engagement Plan

December 14, 2020

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SECTION 1 - PURPOSE

The City of Moorhead is beginning the process of engaging community members and stakeholders to envision the future of Moorhead through the Comprehensive Plan Update. The purpose of this public engagement plan is to create a customized engagement strategy that defines timing, strategies, appropriate audiences and responsibilities for each phase of engagement. The engagement process will educate the public and stakeholders on the purpose and importance of a Comprehensive Plan and will give participants a chance to meaningfully participate in shaping the vision and goals for Moorhead over the next ten years. This Public Engagement Plan is meant to be a working document that will be updated throughout the planning process as the work evolves.

SECTION 2 - GOALS AND INTENDED OUTCOMES

Through our past experiences, we have learned that public engagement must be meaningful and focused on enriching the planning process and recommendations to be valuable to the project and the public. Our engagement approach, as well as our proactive stance, will help to ensure your success in reaching out to and communicating with different segments of the public. A key part of engagement is a “no jargon” philosophy, particularly for a high-level policy plan like a Comprehensive Plan. We will make extensive use of graphics to translate complex ideas and the design process in every phase of the project.



Engagement Goals

The first step in any public engagement process should be to set commonly understood goals for how stakeholders are involved and decisions are made to arrive at a successful outcome for the Moorhead Comprehensive Plan. These goals are the backbone of the engagement process and will help to shape the tools we use to connect with stakeholders. In other words, every meeting, survey, interview, or tour will be derived from and contribute to these goals. We propose the process is guided by these engagement goals:

Engage in meaningful and relevant dialogue – The community should feel that the dialogue has been meaningful and relevant to their interests and daily lives.

Prioritize inclusive representation – The perspectives and participation of a broad range of community members should be equitably represented in the process and resulting plan.

Provide access to information and opportunities – The public should have the information they need to participate in ways that are appropriate to their experiences and lifestyles.

Make sure contributions have impact – The public should feel their input has been thoughtfully considered and see their contributions reflected in the plan.

Create empowering experiences – Community leadership and capacity should be built through the process.

Outcomes

Goal	Outcome
Meaningful and relevant dialogue	<ul style="list-style-type: none"> Engagement activities have been designed with 2, 5, and 10-minute interactions in mind. Conversations were focused on how the plan results can positively impact the daily lives of participants. Any activities were facilitated by both Stantec and City staff consistently with facilitation guides, trainings, and other tools.
Inclusive representation	<ul style="list-style-type: none"> Non-traditional promotion for engagement activities has been used. Exit surveys showed new people joined the process.
Access to information and opportunities	<ul style="list-style-type: none"> Participants had access to decision-makers throughout the process. Other City initiatives and events were advertised through the Comprehensive Plan process when feasible.
Contributions with impact	<ul style="list-style-type: none"> The final plan reflects community feedback. The final plan includes feedback quotes and photo documentation of process.
Empowering experiences	<ul style="list-style-type: none"> Participants learned how the comprehensive planning process works, and how planning decisions are made. Participants attended more than one event.



SECTION 3 - COVID-19 PUBLIC ENGAGEMENT

As we are all aware, we are working in unprecedented times because of the COVID-19 pandemic. It is essential that we conduct public engagement in a manner that is safe for everyone. This does not have to mean all interactions are isolated behind a computer screen, however. Stantec will aim for all engagement to be meaningful for the participants, whether it is virtual, in family or small groups outside, or in larger groups. At this time, each engagement option must include safety protocols as outlined by the Centers for Disease Control and Prevention, as well as any relevant state and local safety standards. Stantec and the rest of the consultant team also have workplace safety considerations for employees in place, which must be adhered to throughout the process.

The dynamic with the COVID-19 pandemic is a fluid situation that must be monitored throughout the Comprehensive Planning process. This will be an ongoing discussion with the City and Technical Advisory Committee (TAC) to determine if/when it is safe to conduct in-person engagement and proper protocols to ensure the public’s health and safety. When in-person events are anticipated, Stantec will create a meeting preparedness plan that outlines current health policies, a list of necessary Personal Protective Equipment (PPE) and health notices, and diagrams social distancing in a physical space. The meeting preparedness plan with need to be signed by Stantec and the City of Moorhead.

More specific COVID-19 considerations are discussed in Section 7, Outreach Techniques later in this document.

SECTION 4 - OUTREACH SCHEDULE

We estimate the schedule for the proposed project to be an 18-month timeframe as recommended by City staff. If the project initiates on October 1, 2020, we anticipate approval of the Comprehensive Plan and the delivery of final documents by March 2022.

Moorhead Comprehensive Plan Schedule

	2020			2021												2022		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Phase 1 - Foundation Building				*														
Phase 2 - Vision & Goal-setting Analysis							*											
Phase 3 - Focus Area Plans									*									
Phase 4 - Delivery & Approval														*				

*Community Engagement

SECTION 5 - KEY AUDIENCES

There are many key audiences to consider when designing engagement for a comprehensive planning process. The list below is not all encompassing and is intended to change throughout the process as key groups and audiences are identified.

General Public

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



down the street. In an online engagement format, the public can participate from the comfort of their home or mobile device, allowing people to participate on their own schedule.

Residents

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

Property Owners

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

Small Business Owners

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

College Students

College students either attend school full-time or part-time around work and family obligations. There are three colleges with a physical presence in Moorhead - including Minnesota State University (MSUM), Minnesota State Community and Technical College (M State), and Concordia – and many of these higher-education facilities also house students on campus or near campus. College students’ class schedules can occur at all times of the day and evening and sometimes on the weekend which should be a consideration in outreach efforts. Engaging college students will be different during the COVID-19 pandemic, as some colleges hold classes in person or in a hybrid model, while others operate in a remote learning format. Public engagement will need to be flexible enough to react to the changing classroom environment, while encouraging participation from a wide array of student perspectives. Attending already organized events may be an effective outreach effort as well as online engagement.

Institutions

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



Cultural Organizations

Cultural organizations are agencies that represent people who share one or more unique characteristics, such as race, national origin, ethnicity, or religion. This includes organizations that assist immigrant populations in Moorhead and other historically underserved populations. While not all people who share a cultural characteristic may be involved with a representative organization, official cultural organizations can be an effective stakeholder to assist in engaging their members in this visioning and planning process.

Accessibility Population

According to a 2012 report from the US Census, one in five people have a disability in the United States. As with all levels of government, the City of Moorhead is required to plan and implement the city's future in a manner that is consistent with the Americans with Disabilities Act (ADA). The accessibility population has representation on appointed boards or committees within various levels of government that direct the public sector in providing funds and services to support people with cognitive or physical disabilities. This comprehensive plan process should tie into the current work of the City's ADA Transition Plan.

Youth and families

A comprehensive plan is particularly relevant for youth and young families because they are most likely to be the city residents, employees, and visitors of the future. The engagement process could reach them in person through games or activities at local parks, or online via virtual public engagement on their own time. Determining what will keep them in Moorhead will be important.

Seniors and aging population

Senior citizens may be Moorhead residents, work full- or part-time in the city, or visit Moorhead to go to a restaurant or other destination. Many senior residents are aging in place in homes where they raised their families, while others live in residential facilities that can take care of their daily needs. The population of seniors will continue growing with the aging of the Baby Boomer generation, so the voices and needs of seniors should be drivers in the engagement process. Customized outreach efforts may be required to reach seniors. As a vulnerable population during the COVID-19 pandemic, safety will be an important consideration when engaging with senior citizens.

Developers and Brokers

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



Boards and Commissions

The City of Moorhead has several Boards and Commissions that will play varying roles in the Comprehensive Plan engagement process, including the Economic Development Authority and Planning Commission. City Boards and Commissions may be invited to represent the City at engagement events and the Planning Commission will be in an official review capacity in the plan approval process.

Advocacy Organizations

Moorhead has a variety of advocacy-based organizations that drive change in policy and on the ground. In particular, groups based on topics like public art, parks and trails, mobility, and the river should be involved in long-range planning projects like this comprehensive plan. Advocacy organizations may be invited to focus group discussions, asked to host meetings related to their topic of interest, or help spread the word about community workshops with through their social media outlets.

SECTION 6 - PROJECT ADVISORY STRUCTURE

The input gathered through this engagement process will inform major milestones of the Comprehensive Planning process and how these formal committees review and approve this plan.

Technical Advisory Committee

A Technical Advisory Committee will provide advice throughout the process on current City policies, procedures, and regulations to make sure the work is realistic and has the longevity and buy-in to be implemented from the moment it is approved. The TAC members include:

- Robin Huston, City Planner/Zoning Administrator
- Kristie Leshovsky, Community Development Director
- Dan Mahli, City Manager
- Jonathan Atkins, Traffic Engineer
- Tom Trowbridge, Assistant City Engineer
- Holly Heitkamp, Parks and Recreation Department Director
- Lori Van Beek, Transit Manager
- Travis Schmidt, Moorhead Public Service
- Derrick LaPoint, DMI

Study Review Committee

The Study Review Committee will include representatives from different community sectors/institutions, community members and other stakeholders. This group will guide the entire planning process, review draft material, and provide input on the engagement process as it evolves.

During a brainstorming session in the plan's kick-off meeting, these groups and/or organizations may be valuable voices on the SRC:

- Past leaders/champions/long-term residents
- Transit users, walkers, bikers
- Quality of life groups (e.g. Nature of the North)
- College students
- Arts community
- Metro COG
- Park & Recreation groups
- Neighborhood groups



- High school students
- Colleges/universities/academics
- School district
- Developers/builders/realtors
- Business sector/MBA/DMI
- Faith community
- New American groups
- Clay County Planning
- Special needs groups
- Urban ag/sustainability

SECTION 7 - PROJECT PHASES

This process has been designed in four phases:

1. Foundation Building
2. Vision and Goal Setting
3. Focus Area Plans
4. Delivery and Approval

Phase 1 – Foundation Building

Our approach to engagement during this phase includes the following scope items, provided in greater detail. These scope items were originally assumed to be in person. Stantec and City staff mutually agree that they are likely to transfer to yet to be identified virtual platforms to abide by CDC, State, and City standards for COVID health and safety. It is anticipated that these meetings will be scheduled and conducted over the course of 2 business days and include the following meetings/activities.

Phase 1 Activities:

Engagement opportunities and activities in the first phase of work will focus on informing the public about the Comprehensive Planning process and gaining broad insights about the vision for Moorhead for the next ten years and beyond. With these two priorities in mind, the following engagement activities are planned for Phase 1:

Interactive Online Engagement

To summarize the findings in Phase 1, Stantec will create an ArcGIS Online Story Map. The Story Map will have summarized information from a draft background report supported by appropriate images and other media types including interactive online maps and applications. Whenever possible, Stantec will work with City GIS staff to utilize existing City data in building online maps for public engagement to be imbedded in the Story Map. The Story Map will be deployed for Phase 1 public engagement and updated to reflect the final background report later.

Community Satisfaction Survey

An online survey will be conducted as part of the online Story Map, which will ask questions to gain broad insights about the vision for Moorhead for the next ten years and beyond. This survey will include similar questions to those compiled for other activities during Phase 1 engagement.

Technical Advisory Committee Meeting



At the second meeting of the TAC, Stantec will share baseline information completed as part of Phase 1. Stantec will then engage City staff in discussion of their vision and goals for the future of Moorhead, leading to development of a draft vision and goals early in Phase 2. The TAC meeting will likely be held in a virtual meeting format. A meeting summary will be developed, outlining key discussion points, considerations, and next steps, as a deliverable for this scope item.

Study Review Committee

Phase 1 of engagement will include a virtual kick-off meeting of the Study Review Committee (SRC), which will include representatives from different community sectors/institutions, community members and other stakeholders. The purpose of this meeting will be to set a shared understanding of the process and expectations of the SRC moving forward. Similar to the TAC meeting, Stantec will engage SRC members on a discussion of vision and goals for the future of Moorhead. A meeting summary will be developed, outlining key discussion points, considerations, and next steps, as a deliverable for this scope item.

Focus Group Meetings

With direction from City staff, Stantec will conduct a series of up to eight (8) individual and/or group virtual stakeholder interviews that will allow us to gain a greater understanding of the opportunities and challenges facing Moorhead. It is anticipated that some of these meetings could happen concurrently, with participation from different members of the project team. Stakeholder groups could include key property owners, residents, representatives of community organizations or establishments, etc.

Pop-up Events

City staff will be responsible for setting up and attending pop-up events in Phase 1 (as health conditions permit) of the project as determined beneficial to broad input. Pop-Up events are unique public outreach forums in which we go to where the public will already be to get their feedback on the project. These events are mobile and can be set up anywhere. This activity would be especially relevant for interacting with college students who may be less inclined to attend a community meeting. Stantec will provide City staff with one easy and fun activity to get information from the public on their vision for Moorhead and how to stay involved in the planning process.

Community Visioning Workshop

As the first community-wide formal outreach opportunity for the Moorhead Comprehensive Plan, we propose a virtual but engaging community visioning workshop. The workshop and associated exercises will allow the community to have a platform to discuss the future of Moorhead and provide their vision for the next ten years and beyond. The event will include an introductory presentation, followed by virtual interactive breakout sessions, likely using a combination of Zoom and Microsoft Mural platforms. The results of the workshop will create an overarching framework for the project that will be documented in Task 1.25 Project Engagement Summary and used to inform the development of Phase 2 engagement and Phase 3 Design Week.



Potential engagement questions:

- What is your Six-Word Story for the future of Moorhead?
- What I love about Moorhead is . . .
- What I want more of in Moorhead is . . .
- What I want less of in Moorhead is . . .
- If I was a decision-maker and had limited money to spend on improving Moorhead, this is what I'd spend my money on.
- If your car broke down for one day, how would you accomplish your tasks?
- Picture yourself ten years from now. Do you live in Moorhead? Why or why not?
- If you had friends or family visiting, what would you take them to see or do in Moorhead?
- Visual Preference Boards (including images of the community and surrounding communities) asking the public which images they like or what they would do differently.

Phase 2 – Vision and Goal Setting

Following the completion of Community Engagement activities outlined in Phase 1, Stantec will initiate Phase 2 which will focus on developing the citywide 10-year vision framework with topical goals. We will conduct analysis of where Moorhead has been and where it is going, and then layer that with emerging trends that can be applied both citywide and in specific focus areas. We will want to leave this phase with an established consensus among decision-makers and the public of the Comprehensive Plan's direction before evaluating specific areas of the city.

Phase 2 Activities:

The following engagement activities will offer an opportunity for the project team to show what we learned from analysis and community input in Phase 1 on the vision. We will then layer that with more information on city building trends for direction on further details of each the plan's topics.

Vision and Goals Story Map and Interactive Online Engagement Tools

Prior to Phase 2 engagement and meetings, Stantec will develop a Story Map to outline the Phase 2 analysis process and results and introduce online interactive map apps and surveys to solicit public input on the draft project vision and goals.

Technical Advisory Committee Meeting

Stantec will meet with the TAC members to review the draft vision and goals and receive feedback on any deliverables from Phase 1. They will also provide guidance as we look forward to initiating tasks for Phase 3. A meeting summary will be developed, outlining key discussion points, considerations, and next steps as a deliverable for this scope item.

Study Review Committee

Stantec will meet with the SRC members to review the draft vision and goals, and provide feedback on any deliverables from Phase 1. They will provide guidance as we look forward to initiating tasks for Phase 3. A meeting summary will be developed, outlining key discussion points, considerations and next steps as a deliverable for this scope item.

Focus Group Meetings



With direction from City staff, Stantec will conduct a series of up to eight (8) individual and/or group stakeholder interviews that will allow us to test potential differences in the direction we should diverge from the last comprehensive plan based on the analysis of emerging trends. Stakeholder groups could include key property owners, residents, representatives of community organizations or establishments, or municipal partners that will play active roles within the Focus Areas in Phase 3.

Pop-Up Events

City staff will be responsible for setting up and attending pop-up events in Phase 2 of the project as determined beneficial to broad input. Pop-Up events are unique public outreach forums in which we go to where the public will already be to get their feedback on the project. These events are mobile and can be set up anywhere. This activity would be especially relevant for interacting with college students who may be less inclined to attend a community meeting. Stantec will provide City staff with one easy and fun activity to get information from the public on their vision for Moorhead and how to stay involved in the planning process.

Joint Planning Commission/City Council Workshop

Stantec will be responsible for presenting at a joint workshop between the Planning Commission and City Council. We will discuss work to date including draft vision and goals, existing conditions, trends, and public engagement. The focus of this workshop will be to affirm the direction of the plan and brainstorm opportunities and constraints in the Focus Areas.

Potential engagement questions:

To be determined

Phase 3 – Focus Area Plans

Phase three will involve the development of specific focus area plans. The third engagement push will be dedicated to developing recommendations and guidance for the Focus Areas. Stantec's national experts will work with the public, key stakeholders, City staff, and others on a collaborative, rigorous, and inclusive 3-day planning and design charrette to make sure all innovative strategies and ideas are considered. The goal for this phase is to be at a point where we can do in-person engagement.

Phase 3 Activities:

The goal for this phase is to be at a point where we can do in-person engagement in a collaborative Design Week. The activities will be geographically focused and apply what has been learned and decided in previous phases to the Focus Areas themselves.

Focus Areas Story Map with Online Maps and Survey

Stantec will develop a Story Map to outline the Focus Areas and their individual characters prior to the design week. The Story Map will include links to the story maps from previous tasks, City web maps with relevant data, public input apps, and surveys. The goal is to provide the public with a web-based engagement tool to be informed about the project progress and the focus area specifics, then to participate in the planning effort specific to the focus areas.

Technical Advisory Committee



Stantec will meet with the TAC members to review and provide feedback on any deliverables from Phase 2 and gain guidance as we look forward to initiating tasks for Phases 3 and 4. A meeting summary will be developed, outlining key discussion points, considerations, and next steps as a deliverable for this scope item.

Study Review Committee

Stantec will meet with the SRC members to provide feedback on any deliverables from Phase 2 and gain guidance as we look forward to initiating tasks for Phases 3 and 4. A meeting summary will be developed, outlining key discussion points, considerations, and next steps as a deliverable for this scope item.

Area-Specific Design Workshops

The design workshops will be focused on creating strategies and recommendations for each Focus Area and will provide an innovative way for members of the public to be involved with this part of the process. Stantec and City staff will determine location, attendees, and the best staff to facilitate each of these workshops to make the most of the budget and time. Stantec will create facilitator guides and other tools to make sure all the workshops can be run consistently. Some may be walkshops and others may be inside or outside community centers. The City, with guidance from Stantec, will be responsible for the logistics of inviting attendees and scheduling the event space.

Neighborhood Preservation Focus Group

As part of the design process, the consultant team will meet with a focus group of residents and other relevant stakeholders on issues related to neighborhood preservation and organization. The discussion will be guided by the trends analysis in Phase 2 and lead to further direction on Comprehensive Plan issues that directly impact and support neighborhood preservation, identity, and communication strategies.

Joint Planning Commission/City Council Workshop

This workshop will be used to communicate public outreach to date and to share initial design concepts created during the area-specific design workshops. Council members and Planning Commissioners will be asked to provide input into the Focus Area Plan Alternatives during a series of brief exercises designed to engage and inform the strategy.

Art & Culture Commission Workshop

This workshop will be used to communicate public outreach to date and to share initial design concepts created during the area-specific design workshops related to arts, culture, and placemaking. Art and Culture Commissioners will be asked to provide input into the Focus Area Plan Alternatives, with an emphasis on arts and culture aspects, during a series of brief exercises designed to engage and inform the strategy.

Economic Development Authority Board Workshop

This workshop will be used to communicate public outreach to date and to share initial design concepts created during the area-specific design workshops related to growth and business



strategies. EDA board members will be asked to provide input into the Focus Area Plan Alternatives, with an emphasis on economic development aspects, during a series of brief exercises designed to engage and inform the strategy.

Park Advisory Board Workshop

This workshop will be used to communicate public outreach to date and to share initial design concepts created during the area-specific design workshops related to parks and open space. Park Advisory board members will be asked to provide input into the Focus Area Plan Alternatives, with an emphasis on parks, during a series of brief exercises designed to engage and inform the strategy.

Potential engagement questions:

To be determined

Phase 4 – Delivery and Approval

The final engagement trip will be focused on sharing our recommendations with City staff, elected officials, the public and all other stakeholders involved in the process.

Phase 4 Activities:

Draft Plan Story Map and Survey

Based on the results of the previous phases, Stantec will develop a Story Map that pulls the contents of the previous Story Maps together and provide a public input web app and survey.

Technical Advisory Committee

Stantec will meet with the TAC members to present and receive feedback on our recommendations for both the focus areas and the whole city, as well as the draft Plan. A meeting summary will be developed, outlining key discussion points, considerations and next steps as a deliverable for this scope item.

Study Review Committee

Stantec will meet with the SRC members to present and receive feedback on our recommendations for both the focus areas and the whole city, as well as the draft Plan. A meeting summary will be developed, outlining key discussion points, considerations and next steps as a deliverable for this scope item.

Draft Plan Community Meeting

At the final community meeting of the Comprehensive Planning process, Stantec will present our recommendations and the draft Plan.

Planning Commission Presentation

Beth Elliott or Jason Beske, along with Joe Burgum, will attend a meeting of the Planning Commission to present the draft Plan and discuss the key recommendations. A public hearing will be



held for any public comment on the draft Plan, and we will be available to answer any questions from the public or Planning Commissioners.

City Council Presentation

Our goal with interacting with City Council members multiple times throughout this process is to ensure that Council members are comfortable and supportive of the process and Plan and are able to adopt the final Plan. Beth Elliott or Jason Beske, along with Joe Burgum, will present at this meeting.

Potential engagement questions:

To be determined

SECTION 8 - OUTREACH TECHNIQUES

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

Community Workshops

Public meetings should be fun, interactive, and accessible. Most stakeholders that attend a community meeting are those with a strong interest in the Comprehensive Plan and who lack barriers to attending such as time, childcare, and language barriers. The project team will design public meetings that eliminate as many barriers to participation as possible by providing refreshments, formatting the meetings to be family-friendly, designing creative engagement tools, offering interpretation and translation if needed, and offering many ways to provide feedback. The Community Workshops could be held at an event space in Moorhead, such as the Hjemkomst Center, or in the Focus Areas. Robin Huston will assist in scheduling and coordinating the community workshops during each phase of the project. The Stantec team will provide all material and activities for the community workshops for review and approval to Robin Huston during each public outreach Phase of the project.

COVID Considerations: COVID-19 particularly provides challenges with larger groups and social distancing. If the health situation is such that an in person gathering is unsafe or prohibited based on CDC, State or Local guidelines, the community workshop should be held in a virtual format with opportunities for activities during breakout sessions. In-person engagement activities will be evaluated on a case-by-case basis to determine if it is in the best interest of stakeholders to conduct virtual meetings. All precautions will be taken to keep people safe during any in-person public engagement session. Specific precautions include, but are not limited to the following:

- Groups will need to be limited in number. To achieve this, we could follow a first come first serve, sign up slots for individuals or limited group numbers ahead of time.
- Rooms with tables/chairs will need to be set up to follow social distancing guidelines.
- Hand sanitizer will need to be provided after high touch areas.
- Doors will need to remain open.
- Flow of the engagement will need to be one direction with one way in and one way out circulation.
- Social distancing standing spots will need to be identified on the flooring.



- All attendees must wear a mask.

Focus Groups/Listening Sessions

This engagement method offers the project team an opportunity not to just give a presentation and take questions, but actively listen to the concerns of stakeholder interest groups such as property owners, public housing residents, or institutional partners. Focus group meetings and listening sessions are most effective early in a project when broad opinions can shape the vision and overall direction and will occur during the public outreach push during Phase 1. Robin Huston will assist in scheduling and coordinating the logistics (invites and locations) for the listening sessions.

COVID-19 Considerations: Listening sessions can easily be shifted to a virtual format to accommodate COVID-19 concerns. Focus groups can be conducted with virtual breakout rooms if they are too large for meaningful discussion.

Project Website

Many people use the web to stay up to date on current events, including what is happening in their own backyard. The project web page will be hosted on the City's website and will be used as an information portal for project updates, promotion and summarizing of outreach activities, and information on the decision-making process.

COVID-19 Considerations: The project website will have up-to-date information about outreach activities, including whether they will be held in-person or virtually.

Social Media

People are busy but want to stay connected in a way that works best for them. We will work with City staff to use social media to promote input opportunities and solicit feedback. The goal for the project's social media presence is to promote attendance at outreach events and participation in virtual engagement tools. Robin Huston will be our point of contact to share specific social media messages throughout the study.

COVID-19 Considerations: Social media can be used to promote outreach events, whether they are held virtually or in-person. If events are held virtually, social media can be a great way to share the link to the event and other project information such as the project website.

Interactive Online Mapping

This tool encourages key audiences to submit comments about location- specific planning policies. Participants will be invited to place markers on a Moorhead map and add comments as well as see feedback from other users and then add on to existing comments. Interactive maps will be available on the project webpage.

COVID-19 Considerations: Online Story Maps will be a critical part of engagement during this project, regardless of whether outreach events are held virtually or in-person. Information shared at outreach events will be supplemented and reinforced by the online Story Maps.



Online Engagement Survey

An online survey will usually be paired with the interactive online map – or all encompassed within a Story Map - to ask more detailed questions in reaction to work done so far or in preparation for decisions to come. Surveys will be available on the project webpage.

COVID-19 Considerations: Online surveys will be conducted regardless of outreach format to provide multiple ways for participants to provide feedback.

Pop-Up Events

A kiosk can be set up in vacant lots, parks, or for outdoor festivals. This method will draw key audiences such as residents, youth, and families. The display will be designed to start a conversation about a specific topic and allow participants to interact with each other and Plan representatives. This method can employ large colorful artwork or interactive pieces such as chalkboards for users to provide feedback on the planning process. Interactions with the public are usually short and designed to focus on quick descriptions and quick feedback. City staff will conduct two pop-up events during both Phase 1 and 2, in which they can conduct an easy, fun, and hands on activity.

COVID-19 Considerations: If health guidelines allow, pop-up events could be a method of engagement that continues during the COVID-19 pandemic. Safety precautions could include that events are held outside, participants are required to wear masks, adhere to 6' social distancing guidelines, and proper sanitation is provided. Pop-Up events would be conducted on a case-by-case basis and discussed based on the most recent health guidelines.

Focused Design Sessions

As the project team begins to apply the vision framework and topical goals to prioritized geographics areas, we will offer opportunities for stakeholders to work together in small groups over maps to develop Focus Area plans. This will occur during the public outreach push during Phase 3. Robin Huston will assist in schedule and coordinating the logistics (invites and locations) for the design sessions.

COVID-19 Considerations: If focused design sessions are unable to occur in person, due to the COVID-19 pandemic, an online platform will be used to conduct design sessions. This online platform will be discussed with City staff and determined prior to engagement Phase 3.

SECTION 9 – PROMOTION AND COMMUNICATION OUTLETS

The City and Downtown Moorhead Inc. (DMI) proved during the Downtown Moorhead Master Plan that they can achieve highly successful virtual engagement outcomes with strong social media promotion and word-of-mouth advertising.

The City and its partners will utilize this list (and maybe more) to promote the activities associated with each engagement push. Stantec will support these efforts by writing or designing the communication.

The list of priority promotional outlets includes:

- Social media
 - Facebook
 - Twitter
 - Others when a new Communications Coordinator is hired



- E-notification system (interested parties sign up to be alerted by email of City events and meetings)
- City website via comp plan webpage
- Press
 - Inforum
 - Extra