



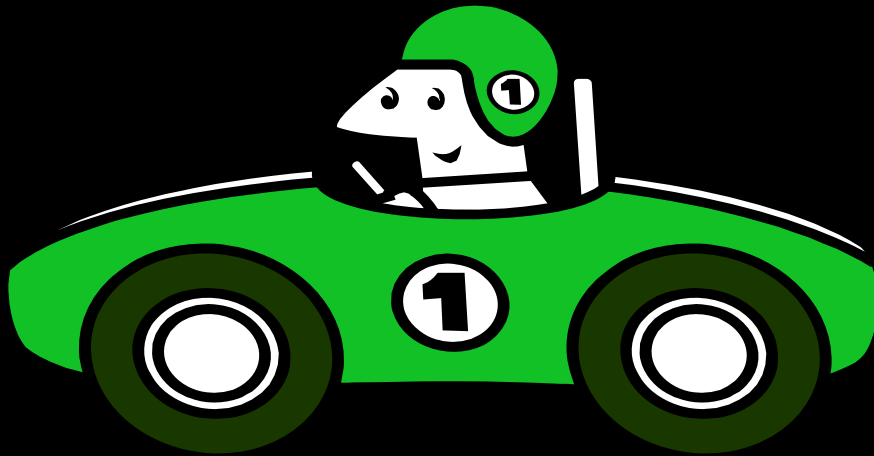
Building Public Advocacy for Projects and Programs

Montana Recreation & Parks Association
Great Falls, Sept. 2009

Learning objectives

- Three models (Processes) you can use to reach your, and your constituents goals. Plus,
- Identifying key stakeholders.
- Guiding stakeholders toward common goals and models to achieve shared goals.
- Demonstrating proactive, rather than reactive, leadership.

First things first...are *you* ready?



*This won't be easy...
but it will be rewarding.*

A Servant Leader Approach

■ Characteristics

- Listen
- Empathy
- Humility
- Growth of people and community
- Foresight
- **Empowerment** through informed consent and positive persuasion
- Always build on past process and decisions, unless new information causes change.

■ Preach the benefits

- Individual
 - Community
 - Economic
 - Environment
- Remember
The results and the thanks belong to the citizens.

Getting Started

- Identify and understand the problem
- Brainstorm all potential stakeholders
- Theorize and research potential solutions



Getting started...



- Consider various processes to include stakeholders
- Brainstorm possible road blocks or detractors
- Determine (visualize) desired results and put on paper
- Gain consensus among leadership team for all above



Model 1

Design Workshop Process

Neighborhood Park Site Plan

Example: Lafray Park



Model 1 – The Design Workshop

- Problem – No plan, limited funding, diverging opinions on desired amenities and design
- Stakeholders identification
- Solution – Process which successfully involves stakeholders
- Road Blocks – those dissatisfied with nhd, government, process or results
- Process – Park Design Workshop (Charrette)
- Desired results -Approved master park plan supported by neighborhood and “implementable”



Lafray Park – a neighborhood's design

■ Key Points in Process

- Communicate the event and the goals
- Accessible and fun
- Guiding principles are key
- Ask questions that build servant leadership skills and understanding
- Empower
 - Prioritize results of citizens work
 - Citizens design based on group's common priorities

Citizen's Efforts

PARK AT LAFRAY LANE - PLANNING PROCESS NEIGHBORHOOD GOALS & OBJECTIVES

RECREATION FOR ALL

- A place for kids, Grandparents & Families
- A variety of recreational opportunities
- Place for picnicking & gathering
- Attractive amenities for teens
- Active vs. Passive spaces

RURAL FEELING

- Celebrate the site's agricultural history
- Include an "Orchard"
- Historical markers
- Feel like a "natural" oasis in a developed neighborhood

SAFETY

- Park needs to feel secure
- Prevent vandalism & trespassing
- Control & prohibit alcohol
- Lighting for security
- Protect park users from hazards: the irrigation ditch

RESPECT FOR NEIGHBORS

- The privacy and quality of life of adjoining neighbors must be considered in the park's design
- Fencing and or vegetative screening should be used where appropriate
- Place park elements where noise will be a minimum for neighbors
- Place park elements where park activities will affect neighbors the least
- Create buffers between park elements and neighboring properties

ACCESS & TRAILS

- Comfortable benches & tables
- All park areas should be easily accessed by all and visible
- Public trail connections in all directions
- Provide sufficient parking
- Provide emergency vehicle access
- Provide easy service access

OPEN SPACE & VIEWS

- Design the park to feel bigger than it is
- Capture views of the surrounding mountains
- Have ample open spaces and vegetation to achieve a "natural" feeling

Citizen's results: adopted plan







Model 2

Working Group Process

Long Range Planning and Community
Park Master Planning

Example: Master Park Plan

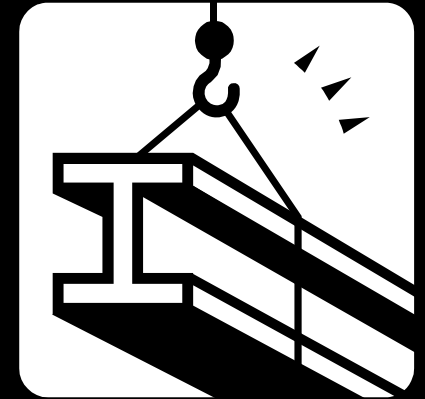


Working Group Process

- Problem – Lacking standards and regulations for acquisition of appropriate parklands
- Identify Stakeholders – citizens, developers, planners, builders, realtors
- Solutions – education, research, involved process
- Road blocks – developers, appointed and elected officials, costs to implement
- Process – Working Group, Open Houses
- Desired Results – Adopted Urban Area Master Park Plan that is supported and “implementable”

Key Points in Process

- Support is essential for process and product (desired results)
- Communicate the process, the desired product AND the benefits to the public
- Open and public recruitment of Working Group (WG)
- WG is representative of stakeholders (community)
- Park Board or similar advisory group must approve all staff recommendations for WG.

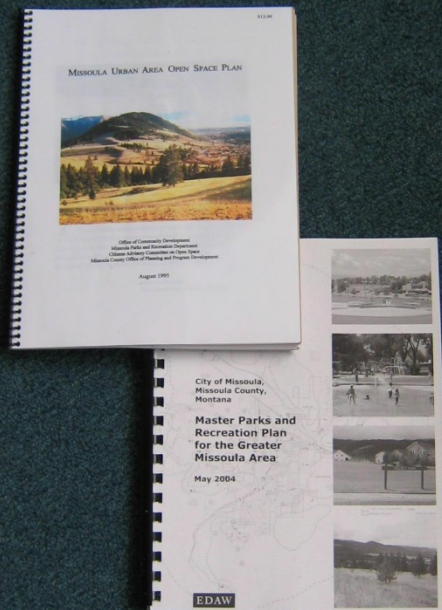


The Working Group Tasks

- Experts must be involved
- Facilitator must be involved and NOT be staff or experts
- Preparation of data, info, research is key...EMPOWER the WG
- Include Guiding Principles, Decision making framework, define consensus, clear expectations, time frames, meeting scope, homework & trap lines,
- Involve General Public through Open Houses early and near end of process



Working Group Results



- Ownership by WG leads to-
- Unanimous adoption by 3 Boards, City Council & County Commission
- Implementation of numerous goals
- Annual updates to community and WG
- Resolution of numerous problems regarding quantity & quality of parks



Model 3

A Public Campaign


Feasibility, Task Force, PAC

General Obligation Bonds and Elections

Example: Missoula Aquatics

Key Efforts Leading to Election

- Telling the story with accuracy and integrity
 - Need (why proposal is only or best option)
 - Feasibility
 - Task Force (similar to Working Group process but specific task or problem and very short term)
 - Public Surveys
 - Emergency (concern if need is not met soon)
 - Defining the Option (costs, Initiative or Referendum, Mill Levy or GO/Rev Bond)
 - Education and outreach – the campaign
 - Key voters and demographics
 - Timing of election



Model 3 (Step one) – Feasibility Study and Task Force

- Problem – Aged facilities, flat attendance /\$ increasing expenses, no money to improve
- Stakeholders identification –all citizens, competing business and non-profits
- Solution – Process which successfully involves stakeholders, citizens
- Road Blocks – those dissatisfied with government, process, competitors or results
- Process – Feasibility, Task Force
- Desired results – Long range plan to improve with priorities & methods for implementation

Education - Feasibility

- *Support from the elected officials to engage in a process to truly understand the problem and study potential solutions is essential.*
- Hire the experts
- Include appropriate staff
- Include public process
- Fully understand the problems and issues
- Study options and know pros and cons of each
- Understand costs for capital and operating
- Ask questions: Did staff make mistakes leading to failure of systems?

Task Force

- Short term –provide timeline
- Difficult issue – specific problem
- Parameters for decision making
- Specific task assigned
- Representative of community and issue
- Stakeholders and opposition
- Facilitator – best if independent
- Citizen Surveys a benefit

Empower this group



Recommendation of Task Force

- Clear consensus, preferably unanimous, leads to recommendation with validity and support
- Communicate the recommendation and support with research
- Appointed and Elected officials input amends recommendation
- Determination for funding and Resolution for Referendum (alternatives may include initiatives or other funding mechanisms)

The Campaign (Step 2)

- Key stakeholders

- Key supporters

- Form PAC

- Campaign strategies

- EDUCATE & REMIND

- 1) Advocates (inspire and empower to action)

- 2) Approvers (encourage to vote and bring others to polls)

- 3) Accepters (encourage “for or yes” vote only)

- 4) Adversaries (neutralize)

A Winning Campaign...

- First...Celebrate and congratulate your advocates.
- Next...you have only just begun...
- Servant Leadership Skills are KEY for implementation
- Carry out the VISION of and for the community.
- Rely on advocates for support.

YES





Project Complete

Keep yourself motivated...

- ***“By performing all the miraculous functions that people appreciate – cleaning the air, giving cool shade, providing space for recreation and play, offering attractive vistas and furnishing outdoor environmental classrooms – parks improves the quality of life in a city.”***

– Peter Harnik, Inside City Parks, 2000



PARKS & RECREATION...



“Essential to the quality and way of life...for all”

Thank you!

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handouts, please contact
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