



Appreciative Master Planning for Parks

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Learning Objectives

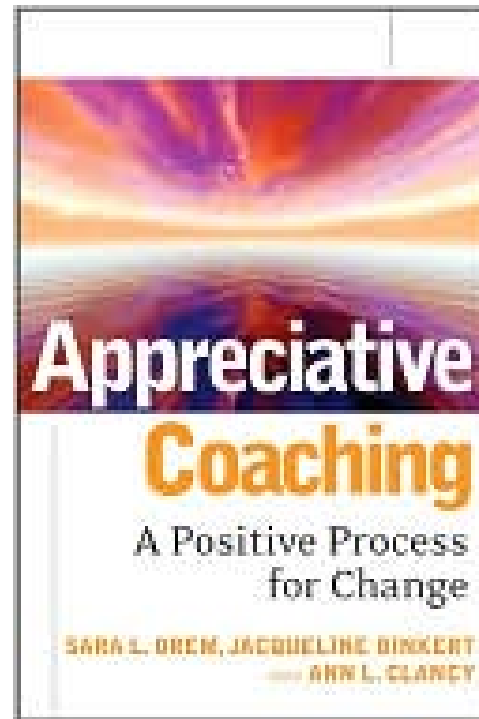
- Determine what pre-planning should take place
- Tips for engaging a consultant
- Learn the difference between problem-solving and visioning
- Leveraging key citizens
- Methods to solicit feedback
- Key components to solutions



Dr. Ann Clancy, Clancy Consultants



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Peaks to Plains Design, PC

- Landscape Architecture Firm

- Design

- Planning

- Facilitation

- We are often hired as facilitators for other firms

- DBE & SBA Section 8(a) Firm

- Completed over a dozen park master plans

- Our work is in Montana & Wyoming



Pre-project Planning

- What are the agency's goals?
 - To solve or mediate a burning problem?
 - To solicit a high quality design?
 - To build partnerships with potential donors/keepers
 - To complete a policy prophecy?
 - To engage its citizens in their communities?
 - Parks staff has nothing better to do?



Why are goals important?

“The reason most people never reach their goals is that they don't define them, or ever seriously consider them as believable or achievable. Winners can tell you where they are going, what they plan to do along the way, and who will be sharing the adventure with them.”

Denis Watley



Define the non-negotiables

- “We are starting with a blank slate...anything is on the table...”
- “Park planner tells city: 'Dream big’”
 - Billings Gazette, November 19, 2008
- Veto Power
- Role of the public
 - Advisory vs Democracy



Scheduling and Timelines

■ Be Realistic

- Internal pre-planning
- Agency reviews
- Design
- Final approvals

■ Brainstorm hours

- Put yourself in the position
- Think of all the effort to be done



Engaging a Consultant

- Qualification Based Selection
 - State law for engaging design professionals
- Cost-Based Selection
 - Give a range for your budget
 - Many ways to approach a project



Budgets



- Whether internal or external, you have to consider a value for your product
- How do you know?
 - Experience
 - Level of detail
 - Complexity of people



Selecting a Consultant



- Pre-planning: What qualities are you looking for?
 - Communication skills
 - Demonstrated success with consensus building
 - Past experience vs clearly communicating this process
 - Here's what we've done vs
 - Here's what we can do

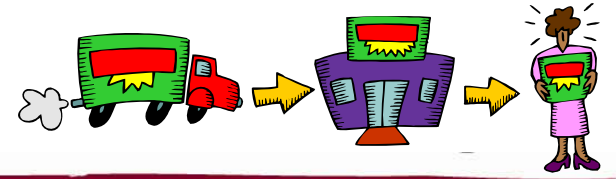


Selecting a Consultant

- Pre-planning: What qualities are you looking for?
 - Quality design
 - Showcase vs. practical
 - Innovative ideas: fresh
 - References
 - Energy, enthusiasm, integrity and trustworthy



Outline your process



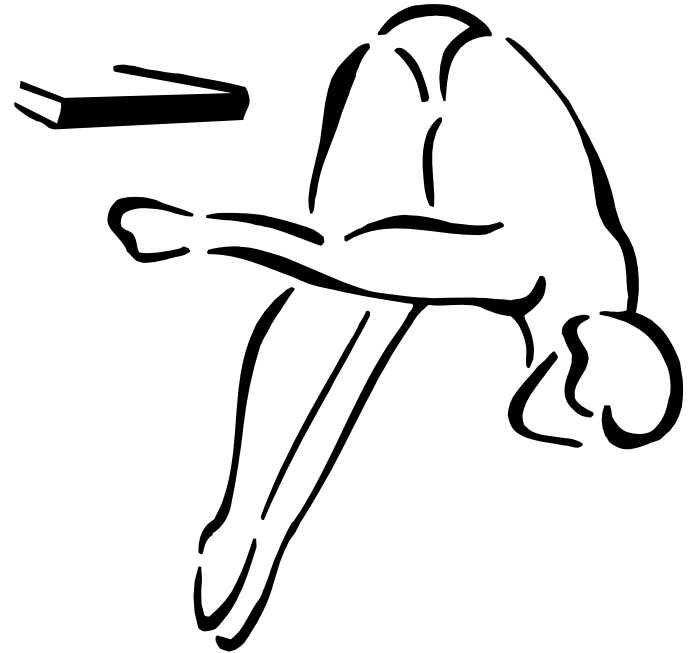
- “A clear vision, backed by definite plans, gives you a tremendous feeling of confidence and personal power.” Brian Tracy
- Think about the end.
 - Master planning versus management planning
 - Consensus building, momentum
 - Text (narrative)
 - Drawing(s)
 - Goals, objectives
 - Opinions of probable cost



Appreciative Planning Process

Focuses on the positive:

- ❑ As a springboard (energizer) for the future: the more positive feeling that is generated, the greater the capacity for change
- ❑ To carry what works well into the future



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Appreciative Approach

■ Problem Solving

- Identify problem
- Analyze causes
- Brainstorm possible solutions
- Develop plan

■ **The Park is a problem to be solved**

■ Appreciative Planning

- Appreciate “what gives life”
- Envision “what might be”
- Design “what will be”
- Develop plan

■ **The Park is a solution to be embraced**



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Appreciative Phases

- Appreciating what works well in the park
- Envisioning a successful future for the park
- “Design” that future with prioritizing goals
- Defining the steps to achieve that goal



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Art of the question

- What do we need to fix?
- What's wrong with the Park?
- Why can't we seem to agree?
- Why can't we seem to solve our problems?
- What possibilities haven't we thought of?
- What are we doing right? What's working?
- What opportunities can we take advantage of?
- What solutions would have all stakeholders win?



Consensus Model

■ 80 % Agreement
(I can agree 70-80%)

■ 100% Commitment
(I will commit 100%)



The agency's role

- How is your agency perceived?
 - Big brother
 - Predatory
 - Welcoming
 - Known for your hard work and dedication
 - A friend of the community



Developing partnerships

- Tips for establishing healthy committees
 - Select diverse interests
 - Include a vocal opponent
 - Identify the proper selection protocol
 - Tribal governments
 - Include someone you've never met
 - Select proper staff
 - What about maintenance staff?
 - What about the kids?



Engaging the Public, Your Citizens

- Town Hall Meetings
- Focus Groups
- Stakeholder Interviews
- Web Surveys
 - Surveymonkey.com
- Mail Surveys
- Telephone Surveys
- Local Advocates (door to door)
- Charettes



Engaging the Public, Your Citizens

■ Town Hall Meetings

□ Pro's

- Easy to organize, passive information gathering
- Minimum agenda, short time-line
- Usually fulfill a policy commitment

□ Con's

- Lack of attendance
- Subject to grand-standing
- Generally not as productive in soliciting information



Engaging the Public, Your Citizens

■ Focus Groups

- Informal assembly of diverse users whose opinions are requested about a particular topic

■ Pre-planning

- Help identify individuals to ensure diversity limit to 16 people
- Identify open-ended questions

■ Post-meeting

- Collate the responses & look for key themes



Engaging the Public, Your Citizens

■ Stakeholder Interviews

- Who/Why: Discuss topic(s) for a particular special interest group
- Purpose: To find out the wants and needs

■ Pre-planning

- Identify participants
- Question development

■ Post-meeting

- Collation of the key themes
- Excellent relationship-building tool



Engaging the Public, Your Citizens

- Web, Mail & Telephone Surveys
 - Purpose: to find out what are the major decision points or areas of uncertainty
 - Results: the answers must be relevant to the issues that are important to the respondent
 - SVS: The survey pool respondents must be diverse enough and in quantity to represent a desired demographic
 - Can be very expensive



Engaging the Public, Your Citizens

- Local advocates
 - Grass roots efforts
 - Empowerment and engagement
 - Your role as an agency
 - Non-political
 - Controlling the message
 - Very effective if it's the right people
- All politics are local...



Engaging the Public, Your Citizens

- Charettes or Design Workshops
 - Significant time commitment on behalf of the participant
 - Budget for food, refreshments
 - Staff must be flexible to respond to changes
 - Agenda preparation is key
 - Time management
 - Relevant



Engaging the Public, Your Citizens

■ Pre-planning

- What type of information do you need?
- What desirable partnerships do you want formed?
- What happens if the results don't match your expectations?

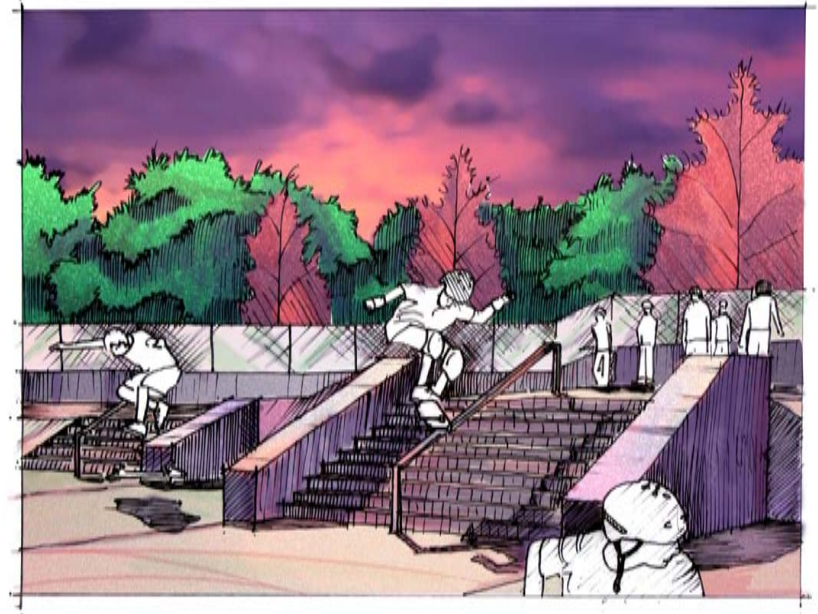
■ The art of your questions are very important?

- No lead-in questions
- Appreciative planning



The Solutions

- Design Solutions
 - Define the level of design necessary
 - Know a realistic budget before design
 - Consider timelines
 - Don't over-program the space
 - Consider maintenance implications



The Solutions

- Design Solutions
 - Estimates of Probable Cost
 - The average “neighborhood” park (<10 acres), costs about \$95,000/acre for full build-out
 - Consider increased maintenance costs
 - Equipment
 - Human Resources



The Solutions

■ Policy Solutions

- Policies should be clear & achievable
- Must be accepted by multiple agency levels
- Consider who is responsible for carrying out the recommendations
 - You?
- Timelines for implementation



The Solutions

■ Building Partnerships

- ❑ Establish MOU's & MOA's
- ❑ Focus on customer service
- ❑ Seal the deal – get commitments!
- ❑ Ask them to be your advocates
- ❑ Establish timelines & follow up meetings



The Solutions

- Engaging Citizens
 - Similar to partnerships
 - Build on momentum
 - Develop a public relations & outreach plan
 - Include the media
 - Plan for surprises
 - Who speaks on your behalf?
 - Research your demographic & tailor to their needs
 - Don't forget juveniles!



The Solutions

■ Problem Solving

- How you think about a problem is more important than the problem itself - so always think positively.
- A problem is a chance for you to do your best. – Duke Ellington
- Appreciative Planning:
 - Embrace possible solutions



CELEBRATION!

A vibrant display of fireworks exploding in the night sky. The fireworks are primarily orange and red, with some blue and green streaks. The background is dark, making the bright colors of the fireworks stand out. The fireworks are in various stages of explosion, with some showing long, thin streaks and others showing more dense, fan-like patterns.

For a job well done!

Moving Forward...

- Celebrate your success
 - Find at least one thing that worked well in the process – let's hope there's more!
- Incorporate commitments into your agency's annual planning
- Build upon your success
 - Momentum is key



Speaking of Celebrations



- Rosebud Battlefield Management Plan
 - MT FWP
- Award-winner from the ID/MT ASLA in Resource Conservation
 - Selected due to appreciative planning that resulted in a successful plan effort

