



Community Engagement Plan

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OVERVIEW

Imagine Greeley was initiated by the City of Greeley to create a “road map” for the City over the next 20 years. It includes two distinct, but inter-related efforts: 1) An update to the City’s 2060 Comprehensive Plan; and 2) Identification of priority community improvements. This Community Engagement Plan (CEP) defines a comprehensive engagement strategy that encourages broad citizen involvement and addresses the varying needs for community engagement at each stage in the process. The CEP is designed to:

- Involve a range of approaches to meet the diverse needs of individuals and populations;
- Convey to community members and other stakeholders how they can most effectively contribute at each stage of the Imagine Greeley process;
- Provide opportunities to increase awareness of the comprehensive plan and capital improvement plan as critical planning tools for the City; and
- Build a common understanding of ongoing long-range planning in the community. Convey points of overlap between the comprehensive plan and capital improvement plan, as well as points of distinction.

This CEP is a working document. As the process progresses, specific outreach approaches and meeting formats will be finalized and other updates will be made as necessary.



COMMUNITY ENGAGEMENT OBJECTIVES

1. Include diverse perspectives and engage community champions in the process.
2. Be transparent throughout all phases of the planning process.
3. Promote civil/civic conversation to seek common ground whenever possible.
4. Reinforce face-to-face communication by having events that promote interaction outside of structured meetings.
5. Provide multiple and meaningful ways to engage including—but not limited to—interactive meeting formats, web-based educational materials, and focused group discussions.
6. Strengthen community understanding of planning terms and processes.

COMMUNICATIONS STRATEGY

City staff and the consultant project team (“project team”) will rely on a broad range of approaches to “get the word out” regarding community events and input opportunities, and build involvement throughout the course of the project. The CEP is based on a multi-faceted communications strategy:

WEB

- **Objective:** The project website (www.imaginegreeley.com) will serve as a platform through which the community and other stakeholders can access general project information, meeting notices and upcoming events, planning and learning resources, and interim work products. The website will also serve as a portal through which interested parties or others unable to attend community meetings can request project updates, provide comments, and participate in community surveys and other activities.
- **Responsibility:** Clarion Associates (working closely with City staff) will be responsible for routine updates to the project website. In addition, Clarion Associates will coordinate with Urban Interactive Studio on the development of specialized web-based input opportunities at key points during the process if appropriate.
- **Timing:** The project website will be regularly monitored and updated as needed. Major updates will generally coincide with the four Community Engagement Series, when new materials will be posted and web-based input opportunities will be provided. See page 11 for a tentative list of events/activities scheduled during the course of the project.

PRINT

- **Objective:** Provide a brief narrative on upcoming meetings for distribution as a “press release” to the Greeley Tribune and other local print media.
- **Responsibility:** The project team will prepare press releases for City staff review. City staff will post meeting dates to the Tribune activities and events calendar and distribute press releases to other news outlets as appropriate.
- **Timing:** Draft press release will be provided to City staff for review approximately two weeks before each community meeting, with the objective of publication approximately one week before the meeting date.

RADIO

- **Objective:** Expand reach for meeting and event notifications.
- **Responsibility:** City staff will craft message for radio community events calendar.
- **Timing:** Periodic announcements one week prior and during the week leading up to each Community Engagement Series.

SOCIAL MEDIA

- **Objective:** Expand awareness of public meetings and events and direct participants to the Imagine Greeley website for additional input opportunities.
- **Responsibility:** Project team will provide a series of suggested social media updates for each Community Engagement Series. The City’s Communication and Engagement Office will review and post updates on the City’s Facebook and Twitter accounts, and provide updates to Next Door or other community sites, as appropriate.
- **Timing:** Periodic updates two weeks prior and during the week leading up to each Community Engagement Series, and after each series, as appropriate, to drive traffic to web-based input opportunities.

FLYERS

- **Objective:** To improve communication of events and process for those less inclined to use web/social media outlets.
- **Responsibility:** Project team to provide content and Spanish translation as needed to support City staff. City staff to produce and facilitate the delivery of flyers to area businesses.
- **Timing:** Flyers will be distributed approximately two weeks prior to each Community Engagement Series

EMAIL BLASTS

- **Objective:** Provide broad coverage for brief notifications of upcoming meetings and events and generate interest and activity to support online engagement opportunities.
- **Responsibility:** Project team to provide content and Spanish translation as needed to support City staff. E-blasts will be prepared and distributed by City staff, when appropriate for distribution to citywide mailing list. A project-specific mailing list will be maintained and updated by the project team using requests received from "Sign-up" feature on webpage and e-mail addresses collected on community meeting sign-up sheets. Project team members will prepare and distribute project-specific e-blasts using this list as needed.
- **Timing:** Email blasts will be distributed approximately two weeks prior to each Community Engagement Series, or as needed.

IMAGINE GREELEY ROADSHOW (MEETING IN A BOX)

- **Objective:** Provide targeted opportunities for stakeholder groups, boards and commissions, and others less likely to attend a formal community meeting to participate in the process.
- **Responsibility:** Project team members will prepare an Imagine Greeley Roadshow kit as a tool for City staff. This "Meeting in a Box" will be used to engage various stakeholder groups throughout the process as opportunities allow. It will include a handout/postcard containing basic project information (online engagement opportunities, upcoming events), sign-up sheets to receive project e-mail updates, copies of the Community Profile (brief, "popular" version of the Indicators Report), basic maps for reference (mounted on foam core), quick input activities (short survey, postcards, depending on the point in the process), and a USB Drive with overview presentation that can be readily adapted for different audiences.
- **Timing:** Initiate in early 2017 and continue through fall 2017 as opportunities arise in conjunction with regularly scheduled meetings, community events, and activities.

INFO CARD

- **Objective:** Provide a simple, easy to distribute communication to direct public to webpage and establish project identity.
- **Responsibility:** Project team will prepare business cards that provide basic information about Imagine Greeley and direct people to the website. Cards will be distributed to local businesses and community organizations as appropriate to encourage awareness of and participation in the process.
- **Timing:** Prepare in anticipation of January 2017 ramp up.

COMMUNITY EVENTS AND ACTIVITIES

City staff will provide project information for distribution at City-sponsored booths at major community events to increase awareness of the process and solicit input as opportunities arise. Possible community events and activities include:

- Arts Picnic
- Blues Jam
- First Fridays
- UNC/Greeley Jazz Fest
- Neighborhood Nights
- Greeley Frontier Days
- Weld County Fair
- Others as appropriate

OUTREACH TO UNDERSERVED POPULATIONS

- **Objective:** Identify underserved populations that are less inclined to attend evening meetings and other events and work with the Communications and Engagement Office team to establish targeted approaches to engage specific groups. These populations and group include, but are not limited to, senior citizens, non-English speaking populations (Somali, Hispanic), youth, and others.
- **Responsibility:** Planning staff will work with the Communications and Engagement Office team to identify specific populations and individuals to engage. Project team will provide support in developing targeted surveys and other tools that can be used more effectively by individual groups. Clarion staff will translate flyers into Spanish for review by the Communications and Engagement Office team.
- **Timing:** Ongoing as opportunities arise, but target outreach to these groups during first half of the process when more open-ended input is most valuable in shaping the direction of the plan and list of projects.

GROUPS IN THE PROCESS

The following formal groups will play a key role in the Imagine Greeley process: City Staff Team, Citizen Working Groups, Planning Commission, and City Council.

CITY STAFF TEAM

Community Development staff (supported by the consultant project team) will work closely with staff from the City's Communication and Engagement Office to implement this CEP as part of the Imagine Greeley process. In addition, Community Development staff will convene subject matter experts and representatives from various City departments as needed to seek input on interim work products, identify opportunities for collaboration/efficiency, and ensure the goals and policies contained in the updated plan are aligned with the City's many functional plans and other supporting documents.

CITIZEN WORKING GROUPS

A series of four to six Citizen Working Groups will be established to provide citizen perspectives and support the Imagine Greeley Process. Working Groups will be comprised of practice area leaders, representatives from key stakeholder groups, and the community at large. Each Working Group will be tasked with exploring potential policy directions and priorities with regard to each of the five focus areas: housing access, growth and city form, economic health and diversification, livability, and public capital and operations planning. In addition to providing strategic input, Working Group members will also serve as "ambassadors" and advocates of Imagine Greeley. Each Working Group will meet three to four times during the course of the process.

PLANNING COMMISSION

The Planning Commission has adoption authority for the comprehensive plan and as such needs to be engaged throughout the Imagine Greeley process. Planning Commission responsibilities with regard to the Imagine Greeley process are to:

- Review plan drafts and provide input on proposed vision, goals, policies, implementation strategies and future land use plan to be included in the Imagine Greeley;
- Consider a broad spectrum of community interests; and
- Draw on their personal knowledge of the community and experience as planning commissioners, providing a unique perspective on the comprehensive plan.

Once an adoption draft of the Imagine Greeley is complete, the Planning Commission will oversee the first step in the adoption process, reviewing the adoption draft, conducting public hearings on the plan, and providing a recommendation to the City Council. City staff will provide updates to the Planning Commission at key points during the process (anticipated to be three to four times), with support from the project team.

CITY COUNCIL

City staff and members of the project team will provide formal updates to the City Council at key points during the process (anticipated to be three to four times) to: provide progress updates; share input received from the community at large; present preliminary findings and alternative solutions; and discuss potential policy choices.

COMMUNITY STAKEHOLDERS

In addition to the groups noted above and the community at large, numerous community stakeholders will be engaged as part of the *Imagine Greeley* process, both formally and informally. City staff will attend meetings with community stakeholder groups upon request or as appropriate to increase awareness of and participation in the Imagine Greeley process. This list represents a broad spectrum of interests in the community, but is not intended to be all encompassing.

Arts, Cultural and Community

- Greeley Creative District
- Other arts and historic preservation interests

Business/Economic Development

- Chamber of Commerce
- Business owners
- Real estate community
- Major employers
- Downtown Development Authority
- Agricultural community
- Local and regional economic development organizations

City of Greeley Boards and Commissions¹

- Citizen Budget Advisory Committee
- Citizen Transportation Advisory Board
- Downtown Development Authority
- Greeley Art Commission
- Greeley Urban Renewal Authority
- Greeley/Weld Airport Authority
- Historic Preservation Commission
- Housing Authority
- Island Grove Park Advisory Board
- Museum Board
- Park & Recreation Advisory Board
- Rodarte Community Center Advisory Board
- Stormwater Board
- Union Colony Civic Center Advisory Board

- Water and Sewer Board
- Youth Commission

Education

- University of Northern Colorado
- Aims Community College
- Greeley-Evans School District 6

Housing

- City of Greeley Housing Authority
- Northern Colorado Homebuilders Association
- Real Estate community
- Others involved in housing initiatives

Natural Resources

- West Greeley Conservation District
- Poudre Learning Center
- Others?

Special Populations

- Youth
- Seniors, congregate care and other limited access populations
- Spanish, Somali and other non-native English speakers

Regional Partners

- Weld County
- North Front Range MPO
- City of Evans
- City of Milliken
- City of Loveland
- Town of Garden City

¹ Note: Not intended to be a complete list –includes Boards and Commissions whose roles and responsibilities most closely align with *Imagine Greeley*. A number of these are more closely aligned from a priority projects angle.

ENGAGEMENT OPPORTUNITIES

There are four Community Engagement Series planned during the course of this project. As part of each series, different types of meetings and events will be held to engage the groups outlined in the CEP and provide broad input opportunities for the community at large. Online input opportunities on the project website/webpage will be provided for a period of 3 to 4 weeks after each Community Engagement Series. The Community Engagement sequence is outlined below, with a brief overview of the objectives for each series:

- **FEBRUARY 2017 (Imagine Greeley Kickoff):** What are the major trends that will shape the City's future? What are issues and opportunities need to be addressed in key focus areas? How well does our current vision and the core values that support that fit with where we are today and our needs for our future?
- **MARCH-APRIL 2017 (Policy Development):** How well do our current policies align with our updated vision and goals? What adjustments should be made? Are there "gaps" that need to be filled?
- **JULY 2016 (Alternatives & Community Preferences):** Where and how should we grow in the future? What alternatives do we have and what are the potential tradeoffs/implications of each? Do we need more detailed guidance for certain areas of the community?
- **SEPTEMBER 2016 (Implementation & Draft Plan):** Collectively, the questions we've explored and preferred directions we've established reflect our plan for the future. What steps will we need to take as a community to implement our vision?

A tentative list of meetings and events for each Community Engagement Series is provided on the following pages. In addition to regularly scheduled meetings, each series may include windows of "flex time" during which the project team will plan activities geared towards reaching hard to reach populations (e.g., youth, seniors), as well as follow-up with individual stakeholder groups as necessary to have more in-depth discussions on specific plan elements (e.g., housing, economic development). The project team will work closely with City staff to finalize "flex time" activities planned for each series following completion of the prior series.



COMMUNITY MEETING CHECKLIST

All workshop or "open house" style public meetings will:

- Be broadly advertised (in Spanish and English) through flyers, website noticing, social media (Facebook, Twitter, and Nextdoor), press releases, newspaper ads, and other means as appropriate
- Offer food and refreshments
- Include activities for children and/or child care opportunities
- Be recorded for posting on the project website as feasible based on meeting location
- Incorporate hands-on activities, small group discussion, and the use of tools such as key-pad polling to engage participants while creating a rewarding and fun environment!

City staff will host a preparatory session for all major events to confirm room setup, facilitator/speaking roles, timekeeping, audio-visual needs, and supporting materials (i.e., maps, easels, flip charts, post-it notes, sign-up sheets)

MEETINGS AND EVENTS CALENDAR

A tentative schedule of events and major milestone anticipated during each Community Engagement Series is outlined below. Specifics will be confirmed and posted on the project website as details emerge.

Community Engagement Series #1: Imagine Greeley Kickoff		
EVENT/MILESTONE	TIME/DATE/LOCATION	OBJECTIVES/FORMAT
<p>Objectives: Establish a baseline understanding of the major trends and key issues that will influence Greeley over the next ten to 20 years and explore how well the City's current core values, vision, and goals are set up to position the community for that future.</p>		
JANUARY- FEBRUARY 2017		
Website Launch/initial PR blast	Late January	Project website launch and press release
Initial Council Update	January 16; breakfast meeting District 6 Administration Building, School Board Meeting Room	Confirm overall approach and timeline for completion (City staff)
MARCH 2017		
Community Profile, Indicators report, and inventory maps (as appropriate) posted	Late February	Post initial background materials as a lead in to Imagine Greeley Kickoff.
Imagine Greeley Kickoff	March 3	Full-day workshop (followed by evening open house) designed to engage a broad spectrum of the community in an interactive discussion about the City's future; explore community vision, core values and guiding principles, and identify potential gaps/necessary updates to plan goals. A key outcome of this effort will be to identify/confirm key focus areas (e.g., housing, transportation) for the Imagine Greeley process. These focus areas will be used as a framework for the formation of 5-6 working groups.
Kickoff summary posted on project website	Within two weeks of Kickoff	Post brief summary of Kickoff activities and an overview of input received. This information will also be used to inform Working Group Discussions beginning in April.
Online Survey: Focus Areas	Initiate on project website within 2-weeks of Kickoff; solicit input via e-blast	Seek broad input on a series of questions organized around the Working Group topics; send out via e-blast once a week while the Working Groups are meeting to provide supplemental input into their discussion and deliberation about plan policies.

Community Engagement Series #2: Policy Development		
MEETING/EVENT	TIME/LOCATION	OBJECTIVES/FORMAT
Objectives: Review existing plan policies; identify gaps and make recommendations for refinements; and frame key policy choices to be explored as part of the comprehensive plan update.		
MARCH 2017		
<i>Imagine Greeley Roadshow Kickoff</i>	Varies/Ongoing	Varies/Ongoing
APRIL 2017		
Working Group meetings (Round 1)	Early April (tentative)	Initial round of Working Group meetings to review summary of input received as a part of the Imagine Greeley Kickoff and updated draft Vision and Core Values.
Working Group meetings (Round 2)	Late April (tentative)	Second round of Working Group meetings to review existing plan policies relative to each group's Focus Area and develop recommendations for refinements to existing policies and/or removal of outdated policies, and the identification of new policies for consideration.
MAY 2017		
Working Group meetings (Round 3)	Mid-May (tentative)	Final round of Working Group meetings to frame key policy choices for respective Focus Areas for exploration and broader community input as part of Community Engagement Series #3
City Council Update #2	May 16 at 5:00pm District 6 Administration Building, School Board Meeting Room	Provide an update to City Council on progress to date, with a particular focus on initial Working Group findings/recommendations and framing of the key policy choices/alternatives.
Planning Commission Update #1	May 23 at 1:15pm District 6 Administration Building, School Board Meeting Room	Provide an update to Planning Commission on progress to date, with a particular focus on initial Working Group findings/recommendations and framing of the key policy choices/alternatives.
Working Group recommendations posted on project website	Week of May 22	Recommendations from each working group available for broader review.

Community Engagement Series #3: Alternatives and Community Preferences		
EVENT/MILESTONE	TIME/LOCATION	OBJECTIVES/FORMAT
<p>Objectives: Explore land use and policy alternatives within the context of the updated vision, goals, and policies; build an understanding of potential trade-offs/implications associated with key choices/alternatives; and gauge community preferences on individual alternatives.</p>		
JUNE- JULY 2017		
Community Workshops	2-3 locations; week of July 10 (align with PC update if possible)	Community Workshops to explore and seek input on land use and policy alternatives using an interactive, key pad polling format.
Planning Commission Update	July 11 at 1:15pm District 6 Administration Building, School Board Meeting Room	Provide an update on community engagement and overall process to date and present key choices/alternatives for discussion.
Online Survey: Alternatives and Community Preferences	Project website (mid-July through end of August)	A simple online survey will be made available via the project website that covers the same material presented as part of the Community Workshops.
<i>Imagine Greeley Roadshow</i>	Varies/Ongoing	Varies/Ongoing
AUGUST 2016		
City Council Update	August 1 or 15 at 5:00pm District 6 Administration Building, School Board Meeting Room	Provide an update to the City Council on preliminary project directions; community input received, and confirm next steps
Results of Community Workshops and Online Survey posted on the project website	End of August	Provide a summary of input received as part of various events during Community Engagement Series #3.

Community Engagement Series #4: Implementation and Draft Plan		
EVENT/MILESTONE	TIME/LOCATION	OBJECTIVES/FORMAT
Objectives: Seek broad input on the draft plan, identify potential revisions to be made, and identify areas where additional input is needed in advance of the adoption phase.		
SEPTEMBER 2017		
Community Workshops	2-3 locations; week of September 26 (align with PC update if possible)	Community Workshops to introduce and seek input on the draft plan and implementation strategies.
Planning Commission Update	September 26 at 1:15pm District 6 Administration Building, School Board Meeting Room	Update Planning Commission on draft plan and community engagement activities, with an emphasis on draft implementation strategies.
Draft Plan posted for review	Project website (initiate immediately following community workshops close review period by end of October)	Solicit community input on the draft plan in preparation for final review and adoption.
OCTOBER 2016		
Working Group Meetings	TBD; week of October 2 or 9 (This could be one larger group workshop or individual meetings to review respective focus area sections)	Reconvene Working Groups for a final meeting to review and provide input on the draft plan and implementation strategies.
Community Workshop and Working Group meeting summaries available on project website	Week of October 17	Provide a summary of input received as part of various events during Community Engagement Series #4.
City Council Update	October 17 at 5:00pm District 6 Administration Building, School Board Meeting Room	Update City Council on draft plan and community engagement activities, with an emphasis on draft implementation strategies.
Roadshow Activities	Varies	Final round of updates to Boards and Commissions and other stakeholder groups that may be interested in/impacted by recommendations in the draft plan, as needed.

Plan Adoption		
EVENT/MILESTONE	DATE/TIME/LOCATION	OBJECTIVES/FORMAT
<p>Objectives: Conduct formal public hearings with the Planning Commission, City Council, and community to consider the draft plan for adoption.</p>		
NOVEMBER-DECEMBER 2017		
Public Review Draft posted	Mid-November (tentative)	Posted public review draft of the plan for review in advance of public hearings.
Planning Commission Public Hearing	November 29 at 1:15pm (tentative) District 6 Administration Building, School Board Meeting Room	Public hearing to consider acceptance of plan and formal recommendation for adoption to City Council
City Council Public Hearing	December 5 or 19 at 5:00pm (tentative) District 6 Administration Building, School Board Meeting Room	Public hearing to consider adoption of the plan