

Evaluating the effectiveness of landscape architects and public engagement on parks and recreation projects.

by

Patrick McCaffrey

A REPORT

submitted in partial fulfillment of the requirements for the degree

MASTER OF LANDSCAPE ARCHITECTURE

Department of Landscape Architecture/Regional and Community Planning
College of Architecture, Planning, and Design

KANSAS STATE UNIVERSITY
Manhattan, Kansas

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Approved by:

Major Professor
Professor Amir Gohar, Ph.D. | LARCP

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Abstract

This research investigates the effectiveness of landscape architects and public engagement on parks and recreation projects. Landscape architects have contributed to over 90 percent of park projects in the United States. The most successful park projects often include on-going community participation. Because landscape architects serve as facilitator and leader during public engagement throughout these projects, their effectiveness and preparation directly correlate to successful engagement sessions. Projects benefit from valuable citizen knowledge and opinion via successful community engagement. The research methods in this report include professional interviews and analysis of Parks, Recreation and Open Space (PRO) elements of Comprehensive Plans. Subjects of interviews include designers, city department staff, and engagement/development consultants. The results of the interviews reveal the most common methods and strategies used in public engagement, as well as the advantages and disadvantages within their strategies. The analysis of the interview responses shows the most effective public engagement strategy actively seeks as much community participation across four main phases within the project: Pre-project Phase, Project Planning and Kick-off Phase, Design Development and Feedback Phase, and Recommendations and Beyond. A comparative analysis of the interview responses and the document analysis results in a foundational understanding of successful public engagement strategies. The most important understanding is that active citizen participation must be pursued within each phase of parks and recreation department planning and project development. Specific recommendations are included in the report which can be used as a starting point for landscape architects as they prepare to work with communities and their parks.

Evaluating the Effectiveness of
**Landscape Architects
+ Public Engagement**
on Parks and Recreation Projects

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How can landscape architects most effectively work and engage with city staff and policymakers to influence public parks and recreation projects?

1. Introduction:

This research investigates the effectiveness of landscape architects and public engagement in public parks and recreation projects. Landscape architects have contributed to over 90 percent of park projects in the United States (O'Brien 1999). The role of landscape architects in these projects has grown to include involvement in strategic planning and decision making (Dunnnett et al. 2002). An essential skill for designers is to lead collaborative problem-solving efforts in communities (Hester 1989). Landscape architects facilitate design discussion in parks and recreation projects. Examples of this include: engaging with residents and stakeholders, leading design charrettes, negotiating legality and contracts with clients, consultants, and stakeholders. Landscape architects communicate in many forms and across many disciplines. It is necessary for a landscape architect to know who their audience is and how best to engage with them.

Current research suggests successful parks and recreation projects often include active community engagement (de la Pena et al. 2017, Dunnnett et al. 2002, PPS 2000). Since the 1960s, community designers have explored how participatory design can empower the powerless, improve everyday environments, and achieve environmental justice; in short, they

have been seeking the creation of lasting social change (Hester 1990). The three goals of equity, empowerment, and participation recur in community design literature as the keys to realizing change (Blake 2003, Comerio 1984, Hester 1990, Toker 2007). Policymakers and community members report many benefits resulting from public engagement. “The best design evolves from the users and their unique perspectives (Hester 1989).” Additional benefits include: encouraging ‘local ownership,’ giving access to additional funding, increasing understanding of issues and constraints, offering expertise, responding to local needs and long-term community sustainability (Dunnet et al. 2002). These benefits start to show the value of community engagement on public projects. Because landscape architects serve as a facilitator during public engagement of parks and recreation projects, their effectiveness contributes to the value of the sessions.

There are two basic objectives for community engagement: one involves communication, and the other includes active planning. These come from Arnstein’s “Ladder of Citizen Participation” (1969). Communication offers an exchange of information and opportunities for future consultation. Active planning includes collaboration in decision-making, planning, and management. Community engagement builds capacity to act decisively, work and negotiate with allies in cities (de la Pena et al. 2017). In these settings, participants exchange information and become smarter together, empowering communities and promoting stewardship. Occasionally, the project itself becomes secondary to collective community development, where the unified community efforts are more valuable than the completed projects (Melcher 2013). Landscape architects must effectively communicate and collaborate with communities to influence successful park projects.

Randolph Hester, Jr. advocated for standards to hold designers accountable for their role in community development (1974). Specifically, he recommends clarifications to whom the designer is responsible, the owner or the users of community space, and guarantees use of community members’ values into the design process (1974). David de la Pena advocates for a renewed participatory design process (2017). This renewal is achieved by challenging designers to “seek meaningful, ethical, and effective ways to design with communities (2017).” This research will provide designers with a framework to guide effective collaboration in public projects. This research also advocates for the improvement to the public engagement process by calling for standardized metrics to track the successes and failures of public engagement.

This research investigates how community engagement can be improved in parks and recreation projects. The methods used in this research include narrative inquiry and interviews, comparative analysis and

document analysis. Chapter 3. Research Design describes the subject selection and methods in detail. The results of the document analysis and comparative narrative analysis contribute to a foundation for landscape architects to use in their preparation for each project. This research serves as an evaluation method to measure the effectiveness of landscape architects and public engagement. It is a part of the evolution of participatory design, as advocated for by David de la Pena (2017).

1.1 Proposition:

Parks and recreation projects are unique because a landscape architect serves an entire community. The working relationship between city department staff, landscape architects and community members differs from private owner/architect/contract relationships in other forms of practice. The primary difference is that a parks and recreation project relies on adequate representation of an entire community. These communities have a unified local vision for the futures of their cities, including the on-going development of parks and open space systems. The vision guides the direction and objectives of these park projects. Additionally, the vision influences the expectations for the department and the landscape architects. In many cases, the cities have prepared project goals and expectations prior to the project kick-off. However, it is not uncommon for landscape architects to be included in the pre-project tasks to aid in consolidation of many objectives and priorities.



Figure 1. Proposition Diagram:

Literature suggests the value of public engagement and success of a project directly result from prioritizing goals and defining specific expectations (Melcher 2013, Latham and Locke 1979). 'A' represents clear project goals, 'B' represents well-defined expectations, and 'C' represents valuable public engagement.

1.1.1 Claim, reasons and evidence:

Clear goals and well-defined expectations are essential for a landscape architect to prepare for valuable public engagement throughout a parks and recreation project. Early research conversations and literature review suggest the value of public engagement and the success of a project directly result from prioritizing goals and defining specific expectations (Melcher 2013, Latham and Locke 1979).

1.1.2 Successful projects need clear goals for the project and the community:

Prioritizing goals of a community and their park project helps align the decision-making process throughout the project toward the final product (Melcher 2013). Without clear, defined goals the value of public participation is diminished in a project (Melcher 2013). An example of this is contained in Melcher's research of the East Bay Greenway Corridor in San Francisco, CA (2013): "Although advocacy was key in getting the Greenway incorporated into official government policy, the approach was more collaborative than conflict-based. Instead of protesting and petitioning to get the plan implemented, the designers worked with local governments to include the Greenway in pedestrian and bicycle master plans. By identifying how the Greenway could address each agency's own goals and objectives, designers were able to create a plan that governmental agencies supported." This scenario was missing well-defined goals to guide the development of the master plan, which caused designers to address a variety of goals from each government agency. Because of the high number of agencies involved, extra work is required to accommodate numerous agencies' goals within one project, rather than consolidating these objectives into a unified vision. Therefore, concise goals of a community and their project are essential in achieving valuable community engagement throughout a project.

The same principles apply to the community engagement strategy for projects. Landscape architects and communities must work collectively to establish goals and objectives for the public engagement strategy.

1.1.3 Successful projects need well-defined expectations of a landscape architect:

The success of a project is a consequence of the client's expectations (Peterson and Emmitt 1998). Further, success or failure depends on the judgement of project outcomes, which are measured using the established expectations (Peterson and Emmitt 1998). Setting appropriate and specific expectations results in higher performance, role clarity, and ultimately high success rates (Latham and Locke 1979). "The right people should be present as the right time with the right ideas to set

the expectations (Latham and Locke 1979).” City staff, in conjunction with their community members, have a responsibility to work with landscape architects to define their role and expectations at the start of a project. Clear expectations and role clarity result in more efficient community engagement sessions.

1.2 Goals/Purpose of the study:

This research will benefit landscape architects and policymakers by focusing on the public engagement process. To accomplish this, conducted research studies test the proposition. Interviews and personal narrative of professionals define typical expectations within park projects, as well as standard approaches to public engagement and insight on successes/failures. A comparative analysis of Parks, Recreation and Open Space documents within eight cities’ comprehensive plans compiles the common themes and goals cities develop for their park systems. This document analysis also forms an applicable framework to aid in future public engagement. The analyzed results of the comparative document analysis and narrative inquiry combine to reveal opportunities for landscape architects to better prepare for public engagement. The conclusions of this research provide a tool for designers to use to best prepare for public engagement throughout the design process. Chapter 6. Conclusions include recommendations for improving public participation



Figure 2. Image courtesy of Wichita Downtown Development Corporation (Summer 2017).

throughout parks and recreation planning and project development. It also serves as a strong tool for continued improvement in the evolution of participatory design, as advocated for by David de la Pena (2017).

1.3 Importance/Relevance:

“Despite our creative potential of designers, we tend to draw upon the same palette of techniques that were developed 50 years ago, without adapting or innovating for the contexts we now encounter (de la Pena et al. 2017).” This research will contribute to the continued evolution of community engagement within design and decision-making. Institutionalized community participation is a worry among researchers (Francis 1999, Hester 1989). There is concern that engagement is done to satisfy mandated requirements without truly valuing the opinion of community members (Francis 1999).

This research will benefit both designers and policymakers. The research is a tool to consider the effectiveness of landscape architects and public engagement throughout park planning and development. The research results reveal defined goals of parks and recreation projects and the expectations of the landscape architect. These results, and their correlations to effective engagement will lead to more comprehensive benefits for communities.

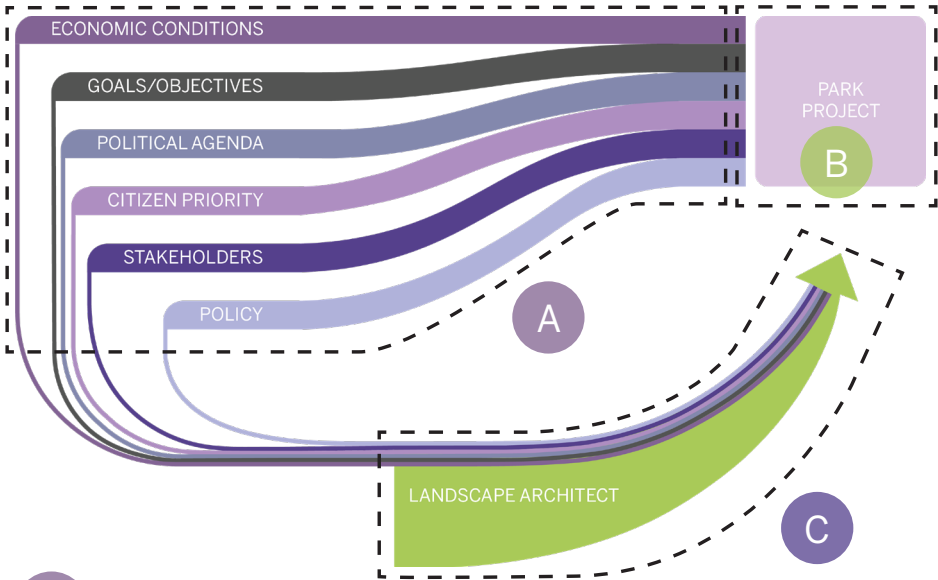


Figure 3. Image courtesy of Generosity News Philly (Summer 2017).

1.3.1 Research map:

Three stages compose this research: (1) initial background research conducted during the literature review, (2) research proposition, and (3) research methods/data collection and how that data forms conclusions. The following pages explain each of these phases in greater detail and how they inform the research.

Figure 4. Background/Literature Diagram:



1 Background:

This diagram shows many factors that influence decision-making and development of park projects as well as the role of the landscape architect. It is important to understand these community-driven factors. They dictate what can or cannot happen within a public projects.

There are three components that make up this diagram: 'A' represents community-driven factors influencing park projects and the role of landscape architects; 'B' represents the development of park projects; and 'C' represents the role of the landscape architect in the project and the public engagement strategy.

Community-Driven Factors:

There is a wide variety of factors that influence local decision making, including public opinion, economic conditions, technology, specific interest groups, and political activity. Each of these factors influences local policy to varying degrees. Notably, citizen priority consistently influences policy over time, and there are trends of communities placing increasing value on

open green space. This trend comes from the positive impact of public green space on the quality of life. This research is valuable because of nationwide trends to increase access to public open spaces.

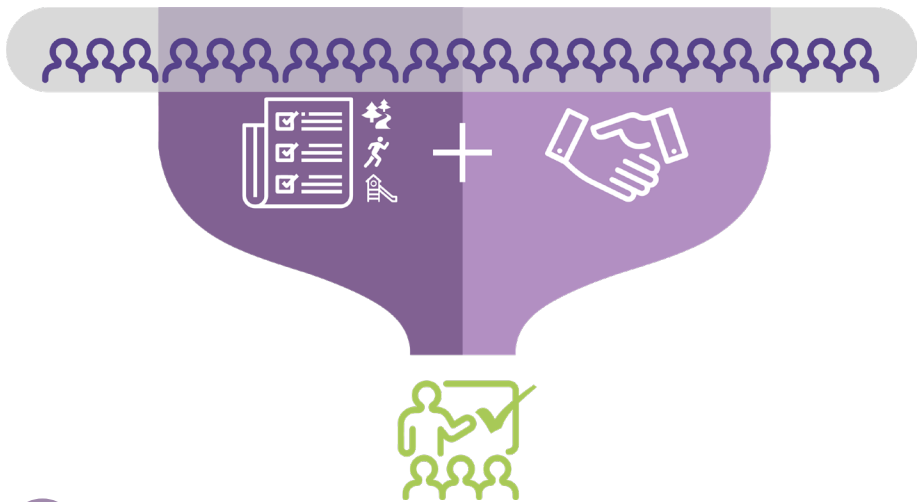
Park Project Development:

Public participation is crucial to the development of park projects in communities. Active community park participation increases communal investment in projects. Investment and activity from all community levels is essential to successful projects. Leadership is also important to achieving successful park systems. Park project leaders are responsible for unifying the collective vision for public spaces. Leaders use citizen input to develop an appropriate range of programming for different age groups and types of people to use. Understanding how public participation influences park projects gives relevance to this report.

Role of Landscape Architect:

In park projects, the designer's role now extends extending beyond design and planning into advocacy for implementation and policy updates in communities. Landscape architects also serve as a listener and facilitator for the design process. In this role, landscape architects provide expertise, assistance, and support while allowing communities to lead their decision-making process. Designers can also provide additional technical assistance and leadership for projects in need of a strong, collective vision.

Figure 5. Proposition Diagram:

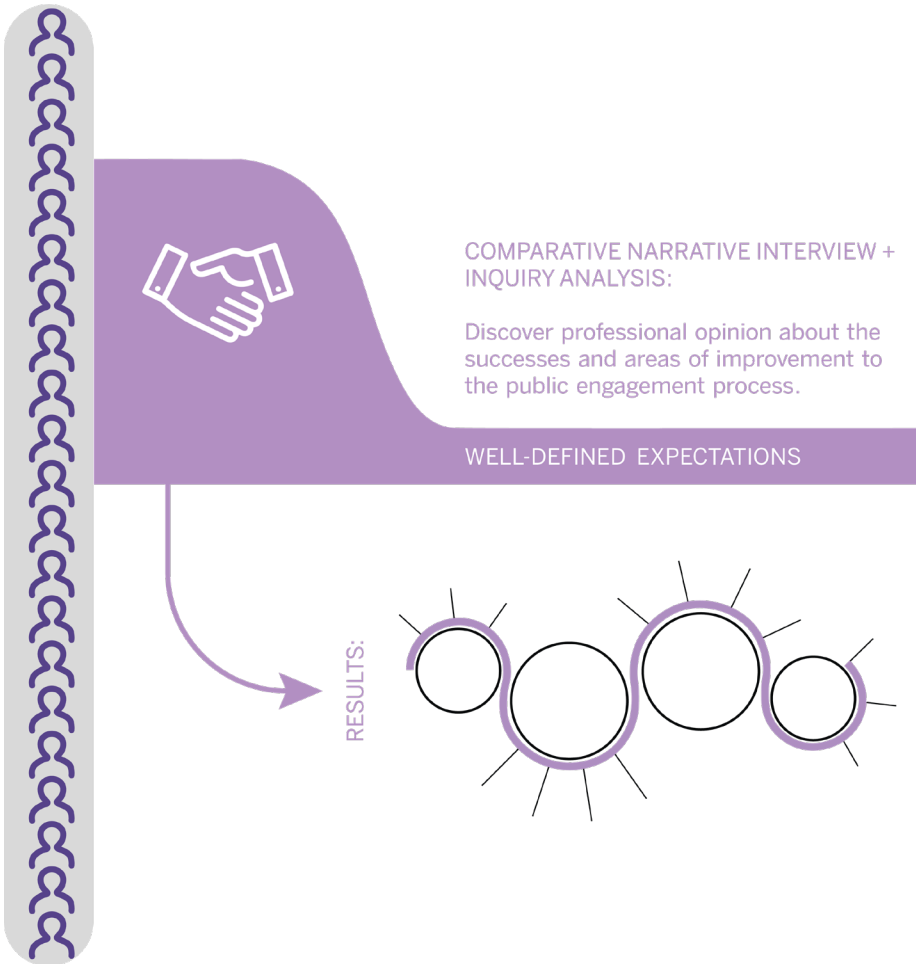


2 Proposition:

Clear project goals and well-defined expectations for the landscape architect are essential to prepare for valuable public engagement. As previously stated, literature suggests that the value of public engagement and the success of a project result from prioritizing goals and defining expectations. The proposition frames the research methods and data

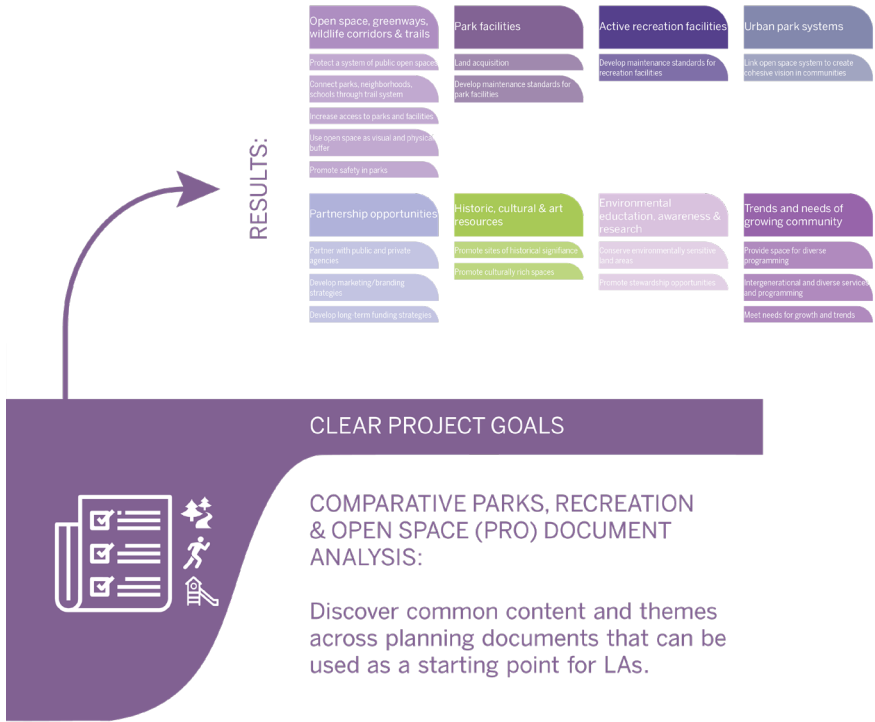
collection, which will be used to form conclusions.

Figure 6. Research Methods Framework Diagram:



3 Research Methods/Data Collection:

To test the proposition, this research uses interviews and narrative inquiry to discover professional opinion on public engagement. Specifically, these interviews are investigating the areas of success and areas needing improvement within the public engagement process. Another research method included in this report is comparative document analysis of Parks, Recreation and Open Space portions of comprehensive plans to discover common content and themes. The data collected from the document analysis supplements the interview responses. Chapter 3: Research Design includes detailed descriptions of each method.



1.4 Research question:

How can landscape architects most effectively work and engage with city staff and policymakers to influence public parks and recreation projects?

1. Introduction: Chapter Summary

Landscape architects have a long history of involvement with parks and recreation projects, having contributed to over 90% of them in the U.S. More recently, the role of a landscape architect within these projects has evolved to include strategic planning and decision-making.

Research shows the numerous benefits of valuable community engagement (local ownership, local expertise, long-term community sustainability, etc.). However, institutionalized and traditional community participation can dis-empower residents.

There is opportunity for a renewed participatory design process in landscape architecture, which will see designers continue to encourage and value citizens who contribute to parks and recreation projects.

This report serves as a foundational tool for landscape architects and city staff members as they prepare for community engagement within their projects. The report also presents a foundational framework to be used as a tool in the continued evolution of participatory design.

This research answers the question: “How can landscape architects effectively prepare for valuable public engagement to influence parks and recreation projects?”

2. Problem Context:

As shown in the research map diagrams (pg 20-23), this research investigates four considerations: policy and decision-making, parks and recreation project development, the role of landscape architects in said projects, and the approach to public engagement. This background study establishes foundational understanding of these four considerations. Additionally, the background contributes to the benchmark from which the research question can be answered.

2.1 Policy and decision-making:

Public policy is a complex and multifaceted process (Gittell et al. 2012). It involves the interplay of many parties. Firstly, it involves public administrators who work to serve the citizenry, “presumably acting in part by what they think citizens want of them as administrators (Melkers and Thomas 1998).” The decision-making process also includes individuals, interest groups, collaborative partnerships, and businesses collaborating, and at times competing, to influence political systems to act in response to specific values and goals (Gittell et al. 2012). Political systems are highly dependent upon the communities they serve, and the values and expectations can differ greatly across regions or scale (Jacobs 2000).

This brief introduction to the multi-dimensional process of public policy and decision-making leads to the first question to examine:

2.1.1 How are decisions made in public policy?

There are trends of fixating upon highly specific goals in cities, such as economic development or strategic growth (Rodwin 1981). A potentially negative approach is approving action which will stimulate growth, regardless of any potentially harmful consequences, i.e., instability or damaging costs (Rodwin 1981). To utilize a holistic perspective on decision-making, Rodwin suggests challenging pre-existing goals of cities by always pushing them to accommodate the needs of the community (1981). Cities can ensure consistent consideration of community needs and values through opportunities for citizen participation.

The range of possibilities for public participation among political systems lies along three important dimensions: (a) who participates, (b) how participants communicate with one another and make decisions together, and (c) how discussions link policy or public action (Fung 2006). There are participatory processes open to all citizens, and there are others which only invite important stakeholders and interest group representatives, both have appropriate applicability (Fung 2006). The setting of community participation contributes to the outcomes of engagement sessions. Smaller venues are deliberately chosen to have citizens take positions, exchange reasons, and sometimes change their minds in the course of discussion (Fung 2006). This research investigates the components of valuable public engagement according to professionals. Consensus, formed through collective discussion, leads to collective public action (Fung 2006). These three dimensions of public participation are a useful framework for defining community involvement in decision-making. In evaluating public participation in public policy, it is important to consider the factors which actively influence decision-making.

A variety of factors influence decision-making and public policy, including public opinion, economic conditions, scientific evidence, technological changes and access, interest groups and stakeholders, business lobbying, and political activity (Gittell et al. 2012). Each party involved must also assess their values and agendas. Some of these factors have a larger impact on parks and recreation via the implementation of public policy, namely public opinion and economic conditions.

Citizen priorities and values hold a strong influence on public policy over time (Gittell et al. 2012). Communities view public green space as valuable in everyday life (Gilmore 2017). According to David Fisher, communities are likely to decide in favor of park development and revitalization (1998). Barbara Tulipane writes that quality park and recreation services

contribute to successful metropolitan areas (2013). She states, “citizens want growing economies, but they also want livable communities with conservation, health and social justice in mind (2013).” A park’s value comes from community participation, whether in the form of foot traffic and the number of events held in the space or in efforts to protect and redevelop park spaces (Gilmore 2017). Because cities will continue to incorporate green space, as Amy Kolczak (2017) suggests in *Nat’l Geographic*, landscape architects will aid in the development in these spaces.

Where is the money coming from? And where is it going? These common questions show how economic conditions significantly influence public policy (Gittell et al. 2012). Local governments use budgets as a tool to promote their objectives by allocating resources and delivering services (ODI 2007). Governments typically spur economic growth and stability to enhance their communities and their reputations (Burstein 1998). Research suggests that budgets for parks are restrictive and have experienced decline (Dunnett et al. 2002). Additionally, Fisher believes parks’ budget problems are related to resource allocation (1998). There are creative ways around budget restrictions on park projects, such as grant funding. Project budget can also impact the limits of public engagement. This research suggests community engagement is so important that it should be prioritized in park resources. To effectively work on a project, landscape architects must understand the project budget in detail.

More factors continually influence the public decision-making process, including: each party’s best interests, achievability, policy’s political feasibility, whether there will be a majority in support, cost-effectiveness and overall efficiency (Gittell et al. 2012). Because of these influencing factors, contrasting views and agendas sway public policy in many directions (Gittell et al. 2012). The agendas of local governments depend on the values and expectations of the communities they serve (Jacobs 2000). The factors listed above influence the values of the community members. In addition to these factors, many participants influence decision making.

2.1.2 Who is involved in decision-making?

2.1.2.1 Citizen participation:

Citizens have the knowledge and ability to participate more fully in the political, technical, and administrative decisions that affect them (Roberts 2004). People who are affected by design decisions should be involved in the process of making those decisions (Hester 1989). Additionally, a citizen’s primary responsibility to believe in and act on their values (Hart 1984). This notion applies to formal government organizations as well

as community involvement groups (Roberts 2004). Arnstein suggests eight categories revealing a hierarchy of citizen participation (1969), including manipulation, therapy, informing, consultation, placation, partnership, delegated power, and citizen control. Three generalizations define the categories of citizen participation: nonparticipation, degrees of tokenism (making only a symbolic effort), and degrees of citizen power (Arnstein 1969). As the degree of participation moves up the “ladder” from manipulation toward citizen control, the amount of collaboration across individuals and groups increases (Arnstein 1969). Thus, community groups become influencing bodies on public policy.

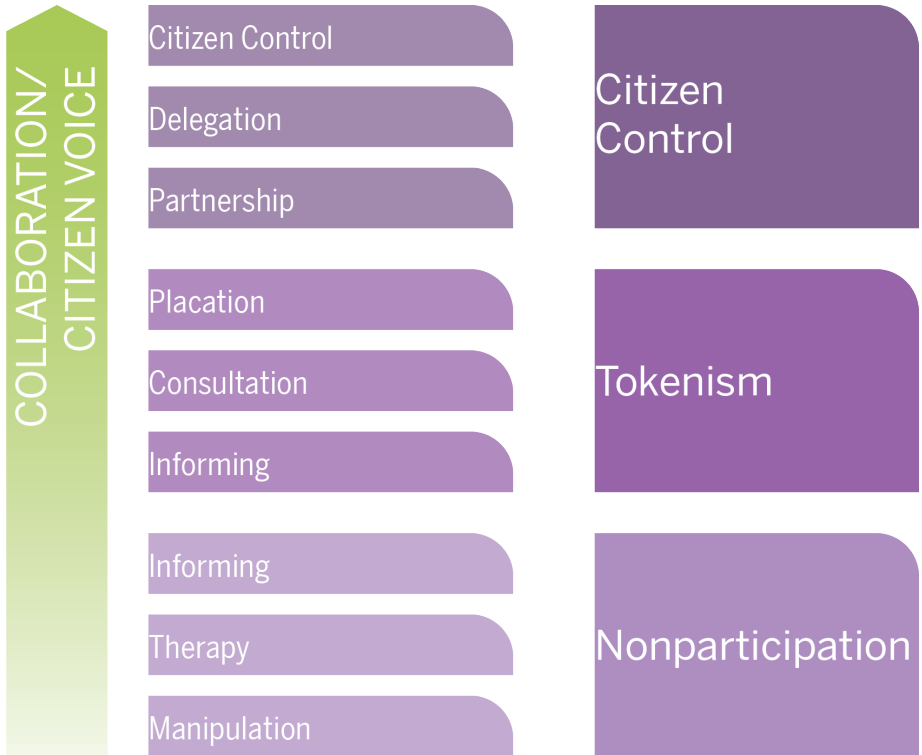


Figure 7. Arnstein's Ladder Diagram:

The ladder includes the three general classifications of citizen participation: nonparticipation, degrees of tokenism and citizen control. Within these classifications, there are three "rings" on the ladder. Landscape architects should be striving to work from consultation and upward in public engagement.

COLLABORATION/CITIZEN VOICE



Figure 8. IAP2 Spectrum of Public Participation:

Adapted from the International Association of Public Participation (IAP2), this spectrum details the five tiers of citizen involvement in public decision-making. The tiers are similar to the “rings” of Arnstein’s Ladder. Successful planning and action occurs further along the spectrum toward citizen empowerment.

2.1.2.2 Organizational participation:

Groups and organizations often influence local government and policy (Smith et al. 1985). Organizations utilize an interwoven, systematic approach to use information to plan a proper course of action. This approach includes sensemaking, knowledge creation, and decision making (Choo 1996). By holistically managing sensemaking, knowledge building and decision-making processes, organizations possess the understanding to act wisely and decisively (Choo 1996). Multiple types of groups exist within the decision-making process of local policy including promotional or cause groups, intermediate groups, and umbrella organizations (Smith et al. 1985). Cause groups act because of ideals and principles, and whose actions are typically characterized by local debate (Smith et al. 1985). Intermediate groups traditionally service other organizations, often adopting a liaison role (Smith et al. 1985). It is unclear if these roles remain standard for all groups throughout decision-making. Strategies used to influence local policy categorize the many groups participating in policymaking (Butcher et al. 1980).

Collaborative strategies, campaigning strategies, and coercive strategies are the three classifications of organizational influence on public policy (Butcher et al. 1980). Collaborative strategies are labeled as social planning, service/resource development, and community distribution (Butcher et al. 1980, p. 148). Additionally, groups using this strategy

believe community members have the right to partake in decision-making for their cities. Campaigning strategies include community organization and mobilization (Butcher et al. 1980). Campaigning groups address conflict within communities. Lastly, coercive strategies utilize as direct action; examples include striking and picketing (Butcher et al. 1980). Creative use of strategy combinations and group partnerships may be required to influence public policy effectively.

Participation in local policy has shown to relate to social status and associational involvement (Smith et al. 1985). Partnerships can create local trusts and investment across communities in their projects (Dunnett et al. 2002). In local policy, there are ways partnerships link governments, corporations, and community groups in economic development and regeneration (Jacobs 2000). For park departments, partnerships with private organizations make sense because of fiscal pressure (O'Brien 1999). At times these public-private partnerships will be an outside influence on the expectations of the landscape architect.

Community participation is transformative (de la Pena et al. 2017). The following sentiments contribute to the importance of this research. The by-products of the engagement process change individuals and the entire community as they influence the actions of their communities. They can gain confidence, become empowered, and experience the joy of collective creativity (de la Pena et al. 2017). Additionally, organizations can gain knowledge and experience by enhancing their capacity to work with professionals to address issues in the community (de la Pena et al. 2017).

2.2 Parks and recreation project development:

Parks are community assets that take on identity, raise the quality of life and property values for residents (PPS 2000). Other benefits of parks include: promoting active lifestyles, contributing to community development, conserving biodiversity and ecologic systems, and retaining natural heritage (Dunnett et al. 2002). Despite the benefits of parks, cities struggle to allocate funds to manage their public spaces (PPS 2000). Community services (police, schools, infrastructure, etc.) are considered higher priority areas (PPS 2000), and as a result, public spaces may suffer. This introduction generalizes the priority of public park projects within policymaking regarding funding and management.

2.2.1 How are decisions made to influence the development of parks and recreation projects?:

Parks need social and artistic vision. One duty of park project leaders is to unify the vision for public space, for parks without that vision can easily be deprived of life and value (PPS 2000). Leadership is one of the most

important pieces in successful park systems. Without strong leadership, public space can lose priority and funding (PPS 2000). Investment from all community levels is also essential to successful projects (Dunnett et al. 2002). Active community park partnerships can increase the communal investment in projects. With that participation, communities address concerns about a specific space more effectively (Kent 2008). Further, plans are then made to utilize community assets and to determine the potential program of the space (Kent 2008). This effort leads to a singular community vision.

To influence their futures, communities need a plan of action for cities and their parks. Kent describes the planning of parks as a piece of “open space systems,” which also included town squares, plazas, and greenways (2008). Parks and open space plans guide a systematic approach for communities to provide and preserve parks and recreation services for the public good (CO DOLA 2017). Comprehensive plans typically require a parks/recreation component, and there are examples of complimentary parks and open space plans with more detailed information on giving action to the vision (CO DOLA 2017). The plans include goals for the community public space assets and objectives for achieving them.

2.2.1 What goals are common across park projects?

The desire for enhanced function of public space drives the development of parks (CO DOLA 2017). These functions include environmental protection, outdoor recreation, and growth management (CO DOLA 2017). Environmental protection describes plans that include preservation of natural open space, management of habitat and resources, and enhancement of ecological function. Outdoor recreation describes plans that include an increase of trails and connectivity, an opportunity for intergenerational well-being, improvement of existing facilities. Growth management describes plans that have identified space and location for park development and connection. Together, these describe open space systems. A system of open space is a network of public green spaces (urban parks, cemeteries, gardens, waterways, boulevards, etc.) which are connected by public walkways and trails (Van Den Toorn 2017). The functions serve as categories of goals commonly set in park and open space plans, which have been established by examining multiple cities’ documents. Each park and open space plan include specific goals for their community.

Many parks and open space plans share goals that fall under the three categories mentioned above. The following quotes will serve as examples of common goals:

From the “Parks and Open Space Element” from the Comprehensive Plan for the National Capital: “Conserving and enhancing parks and open space systems ensure that adequate resources are available for future generations and promotes an appropriate balance between natural open space and the built environment (2004).”

From the “Parks and Open Space System Plan” from Bellevue, WA City Council: “The plan identifies seven major focus areas around which Parks and Community Services meets the park, open space and recreation needs of the community, including open space greenways, wildlife corridors and trails, park facilities, active recreation facilities, urban park systems, waterfront access, partnership opportunities, and historical, cultural and art resources (2016).”

From the “Parks, Recreation and Open Space Element” from the Comprehensive Plan for the District of Columbia: “The overarching goals for parks, recreation, and open space are: to preserve and enhance parks and open spaces within the District of Columbia to meet active and passive recreational needs, improve environmental quality, enhance the identity and character of neighborhoods, and provide visual beauty in all parts of the national capital (2008).”

From “Parks and Open Space” from the Joint Northside/Westside Neighborhood Plan for Missoula, MT: “Goals of this plan include: (A) Maintain and improve existing park and open space resources and facilities on public and non-public lands; (B) Provide new recreation opportunities and facilities to meet neighborhood and citywide needs; (C) Develop new “pocket parks” throughout the neighborhoods, along travel routes, at important destinations, and within residential areas; (D) Preserve and enhance the integrity of natural ecosystems within the Plan area (2010).”

From the “Parks, Recreation, and Open Space” chapter from the City of Woodinville, WA Comprehensive Plan: “Goals and policies include: (A) To provide quality parks and open space for citizens and visitors; (B) To ensure adequate and enriching recreational activities for the citizens; (C) To create and preserve a variety of open space to maintain and enhance the quality of life; (D) To explore innovative opportunities to achieve parks, recreation and open space objectives as a part of the all City planning activities and development review; (E) To create a public process that involves citizens in identifying, acquiring, and design parks, recreation facilities, and open space, and in designing recreation programming to meet diverse needs (2015).”

The statements reveal shared goals of cities for parks across the United States and further establishes the categories of environmental protection,

outdoor recreation and growth management. The five documents, plus three others, will be further examined, and Chapter 3. Research Design describes the analysis process in detail. The excerpts also show how communities perceive a successful park system.

Well conceived parks should be within park systems to serve as an integral part of community life (PPS 2000). Kent describes good parks with three attributes: activity, accessibility, and comfort (2008). A successful park provides a good range of things to do for different age groups and types of people to use (Kent 2008). Accessibility refers to the connections to the surrounding community and access within the park (Kent 2008). Safety, cleanliness, and attractiveness refer to a park's comfort (Kent 2008). These community goals and standards for their parks partially form the expectations of the hired landscape architect. It is essential for the project leaders to work with communities to define what "activity, accessibility, and comfort" mean to them.

2.3 Role of landscape architects in parks and recreation projects:

Leadership and vision will give communities the valuable spaces that parks can be for cities (PPS 2000). Landscape architects can offer both to a parks and recreation project. Landscape architects were once hired by cities to design specific park schemes (Dunnett et al. 2002). Now, the role of landscape architects includes direct involvement in strategic planning and management discussion for parks and open spaces (Dunnett et al. 2002). The role of landscape architects can vary depending many of the factors mentioned in the Policy and Decision-Making section. This research investigates goals and expectations of projects to discover the roles of landscape architects. Chapter 3. Research Design section explains the methods in detail.

The planning process uses participatory methods to develop a strong collective vision that is informed by scientific and technical knowledge (Davidoff 1965). Within this process, the designer provides technical assistance and leadership for the project. The designer can also act as a visionary, providing the community with new ideas and options (Francis 1999; McNally 1999a). Often, the designer's role extends beyond design and planning into advocacy for implementation and policy change (Francis 1999; Hester 1989). The role of a landscape architect within projects is dynamic, but it comes down to leading discussion and inspiring collective action.

Landscape architects serve as a listener and facilitator for the design process, providing expertise, assistance, and support while allowing communities to lead the decision-making process (Melcher 2013).

Designers lead meetings and negotiate between conflicting interests (Hester 1989). Public park projects include a diverse spectrum of people representing an entire community (Hester 1989).

2.4 Approach to public engagement:

Community engagement relates to anything from informing residents on decisions already made to giving residents control over resources and decisions (Taylor 1995). There are two basic objectives for community engagement: communication and action (Dunnett et al. 2002). Communication includes information exchange and consultation, while action involves active decision-making, design, and management (Dunnett et al. 2002). Additionally, community participation facilitates give-and-take between residents, designers, local experts, and power brokers, and it contributes to project development (de la Pena et al. 2017). Successful projects occur when community involvement is at the core of the project because it ensures citizen ownership of the project (Dunnett et al. 2002). Valuable community engagement occurs further along the spectrum (pg 30) and higher up the ladder (pg 29).

2.4.1 What are common methods of community engagement?

Many techniques attempt to maximize participation in meetings, including presentations, group discussions, polling opportunities and meetings (Melcher 2013). There are many approaches to community engagement: art and creativity, community mapping, participatory planning, public meetings, focus group workshops, forums, online engagement, citizen panels, and community surveys (Community Planning Toolkit 2014). Using multiple methods allows all citizens the opportunity to share their opinion, not only the loud minorities. Described below are some methods that offer direct opportunity to influence policy.

Art and creativity encourage playful mindsets and aim to generate interest and ideas (Community Planning Toolkit 2014). This interactive approach allows participation for all age groups. This method is most effective at the start of projects to develop a common vision and raise awareness (Community Planning Toolkit 2014).

Participatory planning is useful in building community investment since it utilizes local knowledge (Community Planning Toolkit 2014). It also enables participants to identify issues and prioritize further action (Community Planning Toolkit 2014). To be successful, participatory design must be contextual, open, experiential, substantive, and holistic (de la Pena et al. 2017). The goal of participatory planning is to define location and interest from local perspective and define groups and organizations to lead further involvement (Cilliers and Timmermans 2012).

Public meetings allow citizens to voice opinion and influence agenda (Community Planning Toolkit 2014). These meetings also give project leaders a chance to present information, explain decisions and gather community feedback (Community Planning Toolkit 2014). Knowing people's names and skills, and sharing values, experiences and goals are important consequences of participation in public meetings (Hester 1989). These meetings also provide citizens with resources to continue their involvement such as interest groups and local cause organizations (CPP 2017).

Focus group workshops promote active and focused discussion (Community Planning Toolkit 2014). Groups can exchange information including strengths and weaknesses, dilemmas and opportunities, and local expertise (Community Planning Toolkit 2014). These groups benefit leaders by addressing specific community groups and develop innovative plans (Community Planning Toolkits 2014).

Institutionalized community participation is a worry among researchers (Francis 1999, Hester 1989). There is concern that engagement is done to satisfy mandated requirements (Francis 1999). Community engagement must continue to evolve from a standardized public process to have a substantial influence on public projects (de la Pena et al. 2017). Innovative techniques can strengthen meaningful relationships between communities and designers and create new possibilities that are previously unimagined (de la Pena et al. 2017). Because this research serves as a method to ensure effective engagement, it is a valuable contribution to the evolution of public engagement in public projects.

2. Problem Context: Chapter Summary

Many factors influence local policy and decision-making including citizen opinion and economic conditions. These factors also impact the scope, limitations, and expectations for public engagement within public park projects.

Citizen participation is important to local decision-making. Varying degrees of public participation make up a spectrum of increasing impact by citizen's on decision-making. IAP2 has developed a widely accepted spectrum that is commonly used in preparation for community engagement.

There are many partnerships and strategies local organizations use to impact decision-making. Creative use of these partnerships offers many benefits to community planning efforts.

Public engagement is at the heart of successful park planning because it achieves many levels of leadership, creativity, community investment, and collective community vision.

Responsibilities for landscape architects in public projects are growing to include a more active role in project planning and public engagement.

Participatory planning, public meetings and workshops, focus groups and roundtables, etc. are general methods used in community engagement. Each benefits a project by gathering varying forms of feedback. The interview results and analysis reveal the preferred methods and tools used by designers and department staff in community engagement.

3. Research Design:

3.1 Narrative Inquiry:

Narrative inquiry highlights personal accounts as well as shapes new theoretical understandings of existing experience. Stories reveal meaning about some phenomena in the world. Narrative can uncover relationships and ideas that help people make sense of their worlds (Ospina and Dodge 2005). It is a way of investigating and understanding through “collaboration between researcher and participants, over time, in a place or series of places, and social interaction with milieus” (Clandinin and Connelly 2004). Temporality, sociality, and place are dimensions to be simultaneously explored through narrative inquiry. Studying these common places distinguish narrative inquiry from other methods. Additionally, researchers can study the relational complexity of people’s lived experiences, as well as imagine future possibilities in their respective realms (Clandinin and Huber 2006).

Narrative inquiry places value on human experience as an important source of knowledge. The focus of narrative inquiry is not only validating individuals’ experience but is also an exploration of the social, cultural, familial, linguistic, and institutional narratives within which individuals’

experiences were, and are, constituted, shaped, expressed, and enacted (Clandinin 2016). The inquiry is grounded in the user experience and the comprehensive understanding of it. Narrative inquiry allows researchers to investigate within a stream of experience that generates new relations that then become a part of the future experience (Clandinin and Rosiek 2007).

Through narrative inquiry, researchers explore specific phenomena such as leadership or organizational development, and how they are experienced and influenced (Ospina and Dodge 2005). Personal accounts reveal information beyond generalizations and dive into “local knowledge,” which is specific to context and human conditions. Narratives typically have five essential characteristics (Ospina and Dodge 2005):

- 1) They are accounts of characters and selective events occurring over time, with a beginning, a middle, and an end.
- 2) They are retrospective interpretations of sequential events from a certain point of view.
- 3) They focus on human intention and action—those of the narrator and others.
- 4) They are part of the process of constructing identity (the self regarding others).
- 5) Narrator and audience coauthor them.

The inquiry reveals complex and interdependent relationships within the field of research. The data points gathered from narrative, and its characteristics will formulate into an understanding of the local world and its inhabitants/players.

3.1.1 Inquiry & the role of landscape architects:

The perspectives and stories collected through this research will reveal specific relational truths about participatory design in parks and recreation projects. Narrative inquiry will address questions about experiences and how they unfold over time to understand the role of landscape architects within public engagement process in public projects. Stories surrounding public landscape architecture projects represent an awareness of the dynamic roles and relationships that impact the design process of parks and recreation projects.

The procedures for implementing this research consist of gathering data by collecting individuals' stories, reporting individual experiences, and ordering or coding the meaning of those experiences (Creswell et al. 2007). To test the proposition, the study proceeds in the following way:

1. Identify public projects and parks and recreation departments involving a design team, city staff, public engagement, and local decision-making.
 - 1) Subjects should be involved with on-going or completed

- projects within 18 months to increase relevancy for this study.
- 2) Projects should include reoccurring public engagement opportunities throughout the project from the start through final design and implementation.
 - 1) Subjects ought to have varying degrees of expertise in public engagement.
 2. Interview, and record responses of, subjects (landscape architects, city staff or employees, consultants, etc.).
 - 1) Collecting data through stories to provide raw data.
 - 2) Interviews are conducted in person, scheduled at the convenience of the subjects within the budgeted time frame, outlined in the proposed work plan. If in-person interviews are not possible for the subject, interview via Zoom or Skype. Interviews are confidential. Interviews are audio recorded.
 - 3) # of interviews.
 - 4) Transcribe the responses and compile them into tables.
 3. Collect additional field data such as meeting minutes, presentation material (if shared with interviewer).
 - 1) Additional data to supplement interview responses.
 4. Analyze the responses and field notes to prepare to “restory” them in a three-dimensional narrative inquiry sequence (Clandinin and Connelly 2004): about the personal and social (the interaction); the past, present, and future (continuity); and the place (situation).
 - 1) This step allows data to represent the key relationships across various perspectives and scenarios.
 5. Apply meaning, negotiate relationships, apply transitions and provide useful conclusions with participants’ stories.
 - 1) Compile responses into concise, descriptive narrative of study project.

3.2 Interviews:

Interviews will provide in-depth information regarding subjects’ experiences and viewpoints of the public parks and recreation projects and their roles within the decision-making process (Turner 2010). Qualitative interviews are appropriate because this research studies the perceived role of landscape architect and the decision-making process. Studying processes and perceptions require descriptions of fluid and dynamic participants and activities (Patton 1990). This research is adapted from the General Interview Guide Approach, as outlined by Turner (2011). For this approach, this research asks questions in a specific sequence while seeking some information or responses to pursue in greater detail (Patton 1990). The general interview guide approach ensures consistency across questions and recorded responses, which essential to successful interviews, while still allowing room for adaptation during the interview (McNamara 2009).

Adequate selection of participants is crucial to successful interviews. For this research, purposeful sampling is used to select candidates for interviews. The power of purposeful sampling is selecting “information-rich” cases to study (Coyne 1997). Information-rich cases benefit the research because of their knowledge and insight, as well as highlight the importance of the research (Coyne 1997). Creswell also suggests the importance of acquiring participants who will be willing to openly and honestly share information or “their story” (2007). The participants represent a range of professionals involved in public projects across Kansas and Missouri. The participants, designer, city employee or development consultant, were directly involved in the respective projects during the public engagement process.

3.2.1 Subjects

These subject projects are appropriate because they are currently on-going or recently completed within 18 months. These projects include reoccurring public engagement opportunities, which have been documented, throughout the design process. Additionally, the subjects have varying roles and expertise within the public engagement process in their respective projects.

3.2.2 Draft questions:

There are many types of questions to consider asking in an interview: experience/behavior-oriented questions, opinion/value-oriented questions, feeling questions, knowledge questions, sensory questions, background/demographic questions, time frame questions (Patton 1990). This research asks experience questions, value questions, and time frame questions. Experience questions hope for descriptions of personal experiences, actions, and attitudes within public parks and recreation projects (Patton 1990). Value questions reveal the participants' thoughts and stance on issues and their outcomes (Patton 1990). Timeframe questions reveal the dynamics of the other question types showing sequences of past, present, and future scenarios (Patton 1990).

Questions to be asked in interviews:

1. Where does the consideration of public engagement begin? (Before project kickoff, near deadlines, only around scheduled meetings, etc.)
 - a. How do you reach out to community members?
2. What are you typically looking to get out of these sessions?
 - a. Specific agenda that needs a decision vs. hoping for discussion/feedback?
 - b. What do these scenarios look like?

3. What value do you place on public engagement?
 - a. How does it impact your approach to the project moving forward?
4. Can you provide examples of some standard practices you use for public engagement?
 - a. What advantages does one have over another?
5. What does an ideal public meeting look like for you?
 - a. What are some key elements of successful public engagement?
 - b. How is this similar or different to a typical meeting?
6. In a parks and recreation project, how does the standard public participation proceed?
 - a. How do these sessions influence the outcomes or the design process?
 - b. What occurs during these sessions to influence decision-making?
7. What are you hoping to gain out of public engagement in a parks and recreation project?
8. What role do you serve in these meetings? (Facilitator, presenter, decision-maker, etc.)
 - a. What are some standard roles within a parks and recreation project? (For designers, for city staff members, for community members/stakeholders, etc.)
9. How do expectations affect public engagement sessions?
10. Can you offer some examples of positive/negative public engagement sessions in parks projects?
 - a. What are some lessons you have learned from engagement sessions?
11. Can you compare projects that include active, helpful engagement to those that do not?
12. How do we continue to improve our methods of community engagement and participatory design?

*Encourage open-ended questions and follow-up discussion to lead to personal accounts.

3.3 Comparative analysis:

Comparative analysis aims to make comparisons across the study project communities. Comparative analysis reaches conclusions beyond single cases and highlights the similarities and differences against the backdrop of contextual conditions (Esser and Vliengenthart 2017). Comparative analysis assumes that different parameters of systems and processes promote or constrain the roles and behaviors of participants within those systems (Esser and Vliengenthart 2017). Comparative studies emphasize interpretive understanding across multiple cases (Collier 1993).

It emphasizes the explanation of differences and similarities between two or more phenomena and provides valid reasoning (Adiyia and Ashton 2017). Comparative analysis enhances understanding, heightens awareness, and develops applicable theory. Comparison also enhances the understanding by placing familiar structures against those of other systems (Esser and Vliengenthart 2017).

Following the interviews, comparative analysis compiles the responses into themes or codes based on consistent expressions or ideas among the participants (Creswell 2007). It is important to understand the responses to the interview questions to then place appropriate value on the data (Deming & Swaffield 2011). The process of data analysis includes coding, ordering, questioning, reordering, and reflecting, and this promotes crafting a true understanding (Deming & Swaffield 2011).

Comparative analysis provides the opportunity to analyze the results of the interviews and narrative inquiry further. The project narratives are the compiled results from the interviews. The project narratives are reviewed to find common trends and causalities in the responses. By comparing each park project narrative, establishing common themes promotes general applicability. Comparing the study projects will reveal successes and dilemmas within the public engagement process. The findings include detailed descriptions of strengths and weaknesses. The results prove that clear definition of project goals and expectations will lead to more effective engagement. To utilize this method, my research proceeds in the following steps:

1. Define study project narratives from interview responses to transition from raw interview data to compiled narratives.
2. Compare the study project narratives to identify themes (codes) based on consistent notions.
 - (1) Questions the presence of themes to develop meaning for causalities in data within independent project contexts.
3. Identify strengths and weaknesses within the public engagement process.
 - (1) Detail the themes, causalities, and define relationships

- across project contexts. Begin drawing applicable conclusions.
4. Interpret the themes into a new understanding of effective engagement strategies.
 - (1) Develop a framework for evaluating the approach to public engagement.

3.4 Document analysis:

Document analysis is a systematic procedure for reviewing or evaluating documents—both printed and electronic (computer-based and Internet-transmitted) material. Like other analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008; see also Rapley, 2007) (2009).” Document analysis is a process of evaluating documents in such a way to produce empirical knowledge and develop understanding (Bowen 2009).

The procedure of document analysis includes finding, selecting, appraising (making sense of), and synthesizing data contained in documents (Bowen 2009). Common themes are identified to organize the collected data through content analysis (Bowen 2009). Document analysis involves skimming, reading and interpreting the data for common content and themes. Content analysis entails categorizing information as it relates to the research question. Additionally, content analysis identifies and includes pertinent information and excludes inappropriate information (Bowen 2009). Thematic analysis recognizes patterns in the data and correlations across the documents. This process requires a more careful review of the data to categorize the information based on the data’s characteristics, themes, and relationships (Bowen 2009).

“Documents of all types can help researchers uncover meaning, develop understanding, and discover insights relevant to the subject matter (Merriam 1988).” Document analysis is applicable as a compliment to other research methods. In this research, document analysis is used to support the narrative inquiry. The value of document analysis lies in data triangulation (Bowen 2009).

Documents serve a variety of research purposes, specifically providing supplementary research data, a means of tracking change over time, and a way to verify evidence from other methods (Bowen 2009). Document analysis may be useful to complement narrative inquiry when the events can no longer be observed.

This research investigates the Parks and Open Space portion of 8 city comprehensive plans. Document analysis is appropriate to this research

because of its broad coverage, availability, and exactness. The documents provide broad coverage as they cover a community vision and course of action for their parks and open space plans. These comprehensive plans are readily available online through each city's web pages, making them easy to access and to follow. Additionally, the web pages often include other resources such as new developing projects or community goals. The comprehensive plans are specific in their goals for their parks and open space, allowing for quick analysis across multiple documents. The findings of the document analysis establish an applicable baseline for parks and open space goals and community expectations of the landscape architect. To utilize this method, the research proceeds in the following way:

1. Identify 8 comprehensive plans that are appropriate for the context of the study projects.
 - (1) Comprehensive plans must include a Parks and Open space component, or a comparable component.
 - (2) Ensure a consistent scale and appropriate applicability to avoid over-generalizing.
2. Skim and read documents to collect data and identify early themes.
 - (1) Address goals of research question by including only pertinent information and excluding inapplicable information.
3. Define themes, patterns, and relationships across collected content.
 - (1) Sort data into classified codes.
 - (2) Identify relationships and causalities that contribute to applicability.
4. Interpret categorized data to develop applicable conclusions of parks and open space documents.

The documents reviewed in this research are:

Bellevue Parks and Open Space Plan | 2016
Parks, Recreation and Open Space, District of Columbia | 2011
Horry County Parks and Open Space Plan | 2017
Parks and Open Space Plan for the National Capital | 2006
Comprehensive Outdoor Recreation Plan: Village of Sussex | 2014
Joint Northside/Westside Neighborhood Plan: Parks and Open Space | 2010
Wichita Parks, Recreation and Open Space Plan | 2016
Woodinville Parks, Recreation and Open Space | 2014

3.4 Tools:

Field notes, personal accounts, recordings, comprehensive plans (parks and open space plans), public meeting minutes, park master plans documents.

4. Results:

4.1 Interview Results

As described in the previous chapter, the interviews collect first-hand perspective on the ins and outs of the public engagement process. The research consisted of nine interviews. Not all responses are not applicable to the specific questions, but they help prepare the recommendations in Chapter 6. Conclusions. The role of subjects varies within the public engagement process. Roles include designers, parks and recreation staff, and development/planning consultants. The data collected in the interviews represents the cumulative opinion of professionals regarding public participation in design projects. The responses included in this chapter are then interpreted, analyzed, and presented in the following chapter (5. Analysis).

4.2 Interview Responses:

Wyatt Thompson: 02/11/2019

Troy Houtman: 02/19/2019

Joseph James: 02/20/2019

Jason Gregory: 02/20/2019

Kristy DeGuire: 02/21/2019

Shaughnessy Daniels: 02/22/2019

Erin Dougherty: 02/26/2019

Vivienne Uccello: 02/21/2019

**Interview subjects and date of interview.*

1. Where does the consideration of public engagement begin? (before project kickoff, near deadlines, only around scheduled meetings, etc.)

How do you reach out to community members?

Wyatt Thompson: Citizen participation drives project planning. This often includes online tools (email, surveys, newsletters, etc.). Results from initial surveys help establish focus groups and follow-up contacts. Be cautious in our outreach so we don't spam our residents.

Troy Houtman: Community engagement helps develop projects by establishing goals and objectives. There needs to be a catalyst from the community to spark momentum moving the project forward. The project needs objectives and some resident and staff expertise to carry it forward.

Joseph James: It begins before conceptual design. We typically reach out to residents within 5-mile radius of the site (can be 10 to 15 miles). Meetings scheduled at public building like library. We send out advertisements and fliers to residents to spark initial interest.

Jason Gregory: It depends on the project. The first thing to do is gather user input and data. Who is involved depends on the timeline of the project. We pursue different people throughout project timeline. There are always expectations for the second pre-project engagement opportunity.

Kristy DeGuire: It begins while writing the proposal for a project. It is a big component of any working partnership with a city, municipality or organization (assembling the team). The first engagement gathers general information. As designers, we know how to produce a valuable project for a community, but it is up to the city to send out any surveys or questionnaires that can supplement our expertise.

Shaughnessy Daniels: From the beginning, we work within the regional master plan to figure out the objectives for the engagement specifically. We often ask: "Who needs to be involved (stakeholders, groups, etc.)?" Engagement will span the lifetime of the project. It is best to begin by listening to residents and their needs.

Erin Dougherty: It starts at proposal development. Our goal is to tailor an engagement process specific to projects and communities. We develop a written approach to public engagement, and we approach community members to form engagement objectives.

Vivienne Uccello: The project managers dictate when things need to happen. Some considerations are how many people we want to reach and what those people need to know. We are trying to reach people across many platforms: news, email, newsletter, social media, signage, etc.

2. What are you typically looking to get out of these sessions?

Specific agenda that needs a decision vs. hoping for discussion/feedback?

What do these sessions look like?

Wyatt Thompson: In project planning, we are looking for a community need, which when addressed in projects, then translates to community support for what we are pursuing. Individual meeting agendas depend on the specifics of projects.

Troy Houtman: We are looking for open discussion and feedback as well as using specific agenda for decision-making. Project Example: Aquatics MP (6 splash pad installations). In this instance, the department was actively seeking general support for the decisions. The department also offered opportunities for the community to influence the themes or elements in the splash pads. This allows residents to influence design while simultaneously inspiring community buy-in.

Joseph James: We have meetings to form the project scope with public to influence the program. There is a structure of the meeting to gather specific feedback, otherwise discussion can tend to be all over the place.

Jason Gregory: We want general input. Typically, there is a spectrum of participation: The loud NIMBY groups and the activists, we know they will always be vocal, but we're really trying to hear the average Joe's. The trick is being available for them.

Kristy DeGuire: With stakeholders, we are looking for specific information that can directly impact the design decisions. In a public forum setting, it is an open discussion specifically for the community members' benefit. Project Example: City of Ballwin Parks MP: we asked the residents specific questions about the state of each existing park.

Shaughnessy Daniels: It depends equally on the greenway (project) and the community. We want to establish a common ground for the project. In each project, there is a targeted engagement strategic developed specifically for the community. There are different objectives for different phases of the project: initial conversational listening in project planning vs. specific design decisions and feedback in latter phases.

Erin Dougherty: We utilize different methods and tools for a variety of meeting types. This helps us reach a diverse and broad representation of the community. These meetings establish interest and spark enthusiasm for the project while we receive project feedback.

Vivienne Uccello: People need to know what is going on. It is crucial for democracy, to keep citizens informed. We are constantly working hard to keep people excited about our projects.

3. What value do you place on public engagement? How does it impact your approach to the project moving forward?

Wyatt Thompson: The value of public engagement comes from legitimizing their input and gaining their support. It helps develop priorities of the citizens, which inform the strategies of the city and the designers.

Troy Houtman: It validates the project. Interaction with the community solidifies the project. Additionally, the relationships built across community members and elected officials helps spark informal discussions. And there is opportunity for community kids to have ownership in the projects, referring back to the Aquatics Master Plan example.

Joseph James: Value comes from developing a plan that meets the community needs. There is no cookie cutter solution to park plans. Public engagement is good for gaining multiple perspectives from local knowledge.

Jason Gregory: The value placed on public engagement is huge. We need to meet the needs/values of the user. We learn the community priority by listening and hearing them out. We must balance knowledge and expertise: it is still the designer's job to sift through all of the input to decipher what is most important and what makes it to the project.

Kristy DeGuire: It is important to gain public interest in the project. It also establishes commitment from the community and the city to keeping the project moving forward.

Shaughnessy Daniels: High emphasis is placed on public engagement. It is embedded in Great Rivers Greenway's (GRG) mission. There is so much value and emphasis on community engagement that GRG created this position (and will probably add more in future). We always utilize our diversity and equity inclusion plan.

Erin Dougherty: It is at the heart of everything. Community input drives the planning process. The team gathers specific input for the next phase of the project.

Vivienne Uccello: It keeps democracy moving, that in itself shows its value.

4. Can you provide examples of some standard practices you use for public engagement?

What advantages does one have over another?

Wyatt Thompson: Project Example: 2014 Field House: First, citizen group brought an idea to the city; then we used more citizen input to develop project priorities, which became support for the project, and finally the support was shown in a successful vote (60:40) for a sales tax to aid in funding for the project.

Troy Houtman: The main objective is to spark ideas and interest for the project. The city uses caution to be clear about project goals and foundation to not mislead residents. Additionally, the city wants to establish direction without making strict commitments.

Joseph James: We use survey monkey. Also we create presentation boards to show program with opportunities for citizens to vote. Informal design conversations gauge the needs and wants of citizens. Presenting a developed concept plan can be tricky.

Jason Gregory: We use examples/precedents and provide dot voting. Open town hall style meeting, but that can open the door for loud voices (we are often asking how we can avoid that). Surveys and comment cards. We use social media. Genuinely attempt to reach people in multiple way across many forms.

Kristy DeGuire: We use presentation boards, surveys, typical “go-to” questions at meetings or prior to meetings. The results of these back up any design decisions and recommendations made to the aldermen.

Shaughnessy Daniels: One size does not fit all. We begin the process by developing a community profile to understand the community as much as possible and establish an engagement plan to guide the entire process. We targeting specific residents based on trail alignment. We try connecting with the right people, forming technical or community advisory groups.

Erin Dougherty: We gain feedback that supports the planning objectives. We want to ask the right questions to get the right feedback.

Vivienne Uccello: N/A

5. What does an ideal public meeting look like for you? What are some key elements of successful public engagement?

Wyatt Thompson: Project Example Roger Schultz MP: 2-year master

planning effort. Community members pursued action through the Park Board: land planning, amenities, improvements, etc. City then used the citizens' support for a petition for funding from NPS. Public engagement meetings were on site because it is “difficult to get people to come to you.”

Troy Houtman: Ideal meetings have discussion and collaboration. Leadership is key to successful public engagement. The department is open to criticism and new ideas, because we are not only seeking approval. Meetings also must inspire a safe place for creativity and to inspire collective action and avoid the overbearing voices. It can be helpful to ask the question: “What if there was no project budget?”

Joseph James: We are hoping to receive feedback to back up the concept design. The goal is to achieve consensus on a direction moving forward. Make sure the project is on track and to gain some momentum from the community. It is an opportunity to show residents we are planning for what they want.

Jason Gregory: Our goal is to reach diverse representation from the community. We want to spark constructive roundtable discussion, almost like a charrette. Successful public engagement is conversational. Honesty is most important. Make sure you state clearly that every comment is heard but does not mean it will be in the project. In typical meetings, it can be a shouting match, or it can be a quiet game. Our job is to spark meaningful conversation in both settings.

Kristy DeGuire: We desire lots of interaction and a high number in attendance (diversity). Without this, you don't get an accurate snapshot of the community you're working with.

Shaughnessy Daniels: Transparency is key to an ideal public meeting. Accurate representation of the community is also vital. Achieve this by offering the best opportunities for the residents and finding the best way to reach people so they respond. It comes down to meeting people where they are.

Erin Dougherty: Be fun and exciting. Avoid long lengthy presentations. We hope to achieve roundtable discussion which gives us more input from a group of residents simply having a conversation. Some methods include drawing on maps, clicker polling. Steering committees from the community to make sure the engagement is accomplishing its goals and on-track.

Vivienne Uccello: We want to create a sense of place and openness. Include meaningful data visualizations, gathering data to support decisions. Increase the data tracking to support any future decisions.

6. In a parks and recreation project, how does the standard public participation proceed?

How do these sessions influence the outcomes or the design process?

What occurs during these sessions to influence decision-making?

Wyatt Thompson: Continued example Roger Schultz: Community members made early decisions in the amenities to be included in the plan and their initial locations (based on parking and accessibility), then designers made decisions on forms. This is beneficial because of the real-life reactions that genuinely yield better design solutions.

Troy Houtman: The department wishes these meetings to be neighborhood driven. In Wichita, there are Advisory boards which must sign off on each decision and then pass it along to city council members. The department wishes to go deeper and meet people where they are (churches, local associations, etc.). This is to “turn over every stone” to eliminate any chances that groups can protest the project. Make sure everyone is well-informed.

Joseph James: We use surveys with amenities or program from city council members and the department, which becomes the foundation of the project scope. This process can be highly political. Initial feedback from residents backs up any decisions or design moves. Always document the statistics.

Jason Gregory: We establish checks & balances with the city council and advisory boards, which can be political. Project example: Delano Neighborhood Plan, Delano Neighborhood Advisor Board, etc. These promote dialogue to make decisions and transfer information. It's all about formulating appropriate recommendations to the final decision-makers.

Kristy DeGuire: We use boards and sticky notes. We actively seek consensus which can speak volumes to the government as to why something needs to happen. The results of these meetings can help a vision come to life for the project.

Shaughnessy Daniels: We try to be as accommodating as possible for residents. The public process is looping: gathering data/feedback on the current stage of design, incorporated in the design revisions, refine and re-design the greenway. All have the goal to have the residents leave with a better understanding of the project.

Erin Dougherty: We start with public engagement plan: establishing objectives, methods, branding, stakeholders, roles and responsibilities,

and schedule. Early stages gain broad level feedback and later stages seek user preferences and detailed decisions.

Vivienne Uccello: We try to keep residents around the park going to the meetings (200 - 500ft radius). Using post cards and newsletter to spark an initial interest. Document the process so you can track each of decisions.

7. What are you hoping to gain out of public engagement in a parks and recreation project?

Wyatt Thompson: N/A.

Troy Houtman: NO SURPRISES! The secondary objectives are to find new ideas and to inspire neighborhood creativity.

Joseph James: Consensus, get everyone on board (residents, dept staff, city council, etc.).

Jason Gregory: Guiding direction. The objective has already been set, so we need to follow through on that.

Kristy DeGuire: Reach a wide variety of users. We want to gain local expertise about the community, which helps us become better designers. Doctor metaphor: if a patient visits a doctor but does not communicate any aches or pains, then the doctor can do very little to address concerns.

Shaughnessy Daniels: Contribute to building something the community wants. Elevate the project based on their vision.

Erin Dougherty: We gather feedback that supports the planning objectives. We ask the right questions to get the right feedback.

Vivienne Uccello: N/A.

8. What role do you serve in these meetings? (Facilitator, presenter, decision-maker, etc.)

What are some standard roles within a parks and recreation project?

Wyatt Thompson: Typically, I am a facilitator: asking questions and trying to establish the real purpose behind the project. We need to establish what it is that the department and the community needs to do for the project.

Troy Houtman: Prior to the meeting: I set-up operations and am establishing as many points of contact as possible. 3 stages to meetings: (1) general information/foundation, (2) Open forum discussion, (3) Final decisions. Successful meetings typically have a moderating 3rd party to help keep the conversation positive and to avoid parties from monopolizing the dialogue.

Joseph James: As park planner, I explain the plan and how it works from a large scale (circulation, access, formal design, etc.): including program, amenities, design. The parks director (or assistant director) explains how it affects the community, phasing, funding (taxes), community vision.

Jason Gregory: Facilitation. I remind the public that there is an overall objective and vision for the project and the community.

Kristy DeGuire: I am typically the face of the project team, or the main spokesperson for the landscape portion of the project. There is specific agenda associated for each role in these meetings based on their involvement to the project.

Shaughnessy Daniels: GRG staff can lead engagement, facilitate meetings, and work with 3rd party vendors (depends on the community needs). We work with stakeholders and the project team to make decisions together.

Erin Dougherty: Planning and facilitation role: organizing the event and scheduling the activities, and then leading the questions. We may be backstage if city staff would like to manage the meeting. The city staff members are the decision makers, and we show them how to get the community input that shapes the planning process.

Vivienne Uccello: One specific role the city is trying to implement is Neighborhood MHK planners (one per city neighborhood). This is a grass roots approach, these people can be a face of the neighborhood for the residents and the city. This magnifies the ability to communicate with the citizens on multiple scales.

9. How do expectations affect public engagement?

Wyatt Thompson: Generally, the public holds two expectations “parks are good” vs. “what’s this going to cost?” and “where is the money coming from?” These typically drive conversations in meetings.

Troy Houtman: It is important to manage the community’s high expectations. Ensure any restrictions on the project are clearly defined, and make sure the department is not over-promising on the design.

Joseph James: We aim to manage the expectations from the start. The department uses over 14 county parks as precedent to back up their work. We already have a strong idea on what they want to see.

Jason Gregory: Timeline is a huge driver of expectation. We are seeking different types of input at different points of the project. Streetscape improvement example: in the early stages of planning, we seek broad levels of feedback from all residents. Then as we get into specific design detail, we work with the individuals and stakeholders affected by the projects.

Kristy DeGuire: Municipalities want good representation. Designers need more people to have a better impact on their community. A working relationship needs two parties.

Shaughnessy Daniels: We try “back planning,” which means to plan from the end goal. We want to be pre-thinking and managing expectations from the start (budget, infrastructure, maintenance, etc.) We can’t always come in and ask, “What do you want to see?” without any parameters.

Erin Dougherty: We try to manage expectations of city and of community members. The expectations formed by scope and budget dictate what we can do. And we try to have community members making well-informed decisions.

Vivienne Uccello: It is important to try to understand citizen expectations. Managing those expectations can be difficult, especially without instant gratification. City may at times have to guess what residents know or don’t know.

10. Can you offer some examples of positive/negative public engagement sessions in park projects?

What are some lessons you have learned from engagement sessions?

Wyatt Thompson: Municipality meetings are typically bad because they don't know how to reach people. It is important to be able to cut through the noise without spamming. Example: City Commission MTG: transformation of the resident opinion by sending letters and working hard to keep them involved throughout the project.

Troy Houtman: Again positive example: Aquatics MP. which included four years of engagement. We reach out to the community to then establish statistics to back up the recommendations made to the city council. Extra care is taken in preparation and documentation across the process. Negative example: Gold Course. The department jumped the gun and delivered the message without adequate data to support it. Led to more opposition than expected.

Joseph James: It is best to prepare a strategic plan that is structured for each meeting: goals, objectives, so it's not wide open. Make sure you perform your due diligence.

Jason Gregory: Making sure you have already considered what questions need to be answered. Be a good listener. A positive approach (2 parts): (1) This is what we have and where we're at & (2) What would you want to see. This can gauge the community priority.

Kristy DeGuire: Project example Nature Preserve MP: Residents saw the land as an extension of their backyards where as the city wanting a designed space. There was a high number of negative mindsets in attendance. The city was frustrated to see the lack of support for the project. It is important to show angry residents you are listening and taking their concerns into consideration, while still trying to reach a consensus. Another lesson, if no one in the team can lead a meeting, you need a 3rd party that you have a good relationship with to serve as mediator.

Shaughnessy Daniels: It really is different for every community. You need to be flexible in the way we connect. Understanding your role in the engagement, lead position vs. 3rd party.

Erin Dougherty: Micromanagement from city staff or project leads can have things falling apart. Long and boring presentations do not result in good participation. Partner with local organizations to inspire collective action. Spend more time promoting each meeting because the more people that are at the meeting, there is more engagement.

Vivienne Uccello: A question worth pursuing is: “how can we make places that people want in their community? Who are the champions of each neighborhood (liaison between residents and city)?”

11. Can you compare projects that include active, helpful engagement to those that do not?

Wyatt Thompson: When people show up happy, you’ve got a great opportunity for a valuable meeting. It is very difficult to have a constructive dialogue about projects if citizens show up already in dismay.

Troy Houtman: N/A.

Joseph James: There’s a better chance for city council approval when you have had active resident participation and support for the project and decision making especially when you can show that.

Jason Gregory: N/A.

Kristy DeGuire: In a meeting with a negative group of residents, it is best to let them express their opinions and try to find some common ground. This takes an experienced facilitator.

Shaughnessy Daniels: N/A.

Erin Dougherty: Without active participation, there is less buy-in and support for the project. You will not have the data to back up your plans or recommendations submitted to the city.

Vivienne Uccello: Keep the people informed. It makes a difference in the final decision making. The squeaky wheel can ruin a project because negative emotions are louder in voice.

12. How do we continue to improve our methods of community engagement?

Wyatt Thompson: Be more creative in the way we reach people. They aren't typically willing to come to formal meetings at city hall, if this involves more man power or effort to get their attention in different areas and at different times, that may be necessary to acquire the 10% difference in input.

Troy Houtman: Continue to give department staff more experience so it gets them out of their "cubical" mindset. Reaching residents to continuously inspire participation even if they aren't a direct stakeholder. Continue to be honest and educate the community, giving the right information to the right people. This can evolve our cities.

Joseph James: Recognize the importance of the community especially early on in the process. Do not neglect their knowledge and input. The department is not designing for themselves. Help restructure the attitudes toward public engagement starting at the top of the department, not as a checklist or burden.

Jason Gregory: Technology is huge in casting as wide a net as possible. Take the meeting to the people: location, online, series of meetings at different times or locations. Find the opportunity to reach the most people.

Kristy DeGuire: Technology: find more ways to incorporate more technology into engagement sessions, moving past survey monkey and social media.

Shaughnessy Daniels: It should be standard to ask the community what they want from the engagement: what do you want to see? How do you want to receive information? Introduce a system of metrics to track the process and evaluate how effective we are.

Erin Dougherty: Listening and talking about expectations that community members have for the engagement process: learning about them and their preferences. Keeping up with the trends in the public participation world, constantly being up to date.

Vivienne Uccello: Bridge the gap between citizen action and government action. Continue face-to-face interaction to building trusting relationships between residents and the city. Use social media more.

4.3 Parks, Recreation and Open Space Document Analysis Results

As described previously in Chapter 3. Research Design, the intent of the document analysis is to discover common content across planning documents. Analysis of the findings create a foundation for landscape architects and their work in park projects. Within comprehensive plans are the parks, recreation and open space document elements (PRO).



- Parks and Open Space System Goals (8)
- Department Philosophy (4)
- Achieving the Goals (2)
- Public Involvement (6)
- Major Focus Areas (6)
- Guiding Direction (4)
- Policy Updates (5)
- Action/Implementation (5)

Figure 9. Comprehensive Document Inventory Diagram:

There are 8 themes consistent within the PRO documents. The three most common sections with the documents are public involvement, major focus areas, and parks and open space goals. The numbers in parenthesis represent the amount of documents that include the specific section.

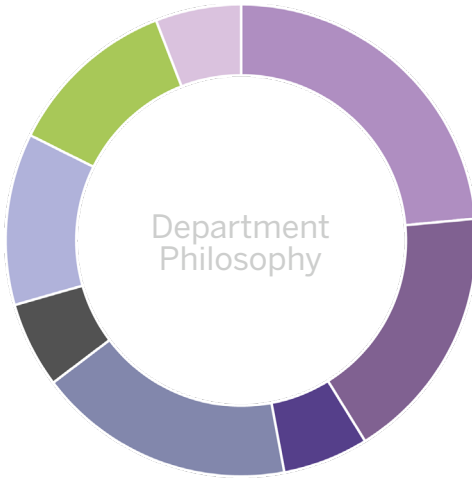


Figure 10. Department Philosophy Diagram:
The data found within the department philosophy section of the PRO documents frames the overall agenda of parks and recreation departments. The agendas are typically informed by citizen opinion and preferences.

- Balanced Stewardship/Environmental Benefit (4)
- Preserving Beauty (3)
- Future Focus (1)
- Access and Opportunity (3)
- Open Space Expansion (1)
- Emphasize Tourism/Economic Opportunity (2)
- Local and Regional Coordination (2)
- Promote Wellness (1)

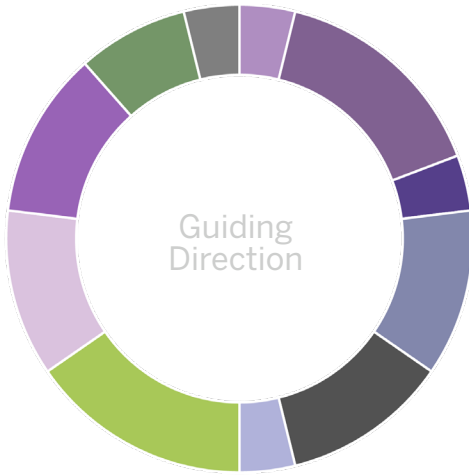


Figure 11. Guiding Direction Diagram:

The guiding direction sections within PRO documents clearly establish the highest priority of the department within the communities. These also define the future scope of public projects.

- Citizen Engagement (1)
- Land Use (4)
- Safety and Security (1)
- Capital Facilities (3)
- Transportation and Access (3)
- Economic Development (1)
- Environmental Sustainability (4)
- Human Service (3)
- Natural Resource Management (3)
- Urban Design (2)
- Responsible Funding (1)

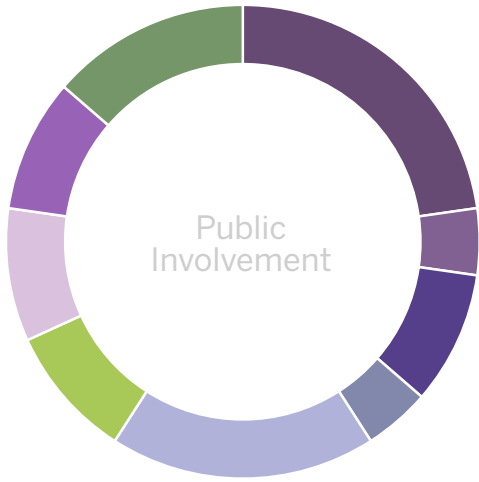


Figure 12. Public Involvement Diagram:
Public involvement data collected from the PRO documents reveal methods for citizen outreach and participation. It also shows focus areas for gauging public opinion.

- Survey Results (5)
- Questionnaires (1)
- Focus Groups (2)
- Intercepts (1)
- Community Meetings (4)
- Stakeholder Interviews (2)
- Advisory Committee (2)
- Outreach Materials and Notices (2)
- Collective work (3)

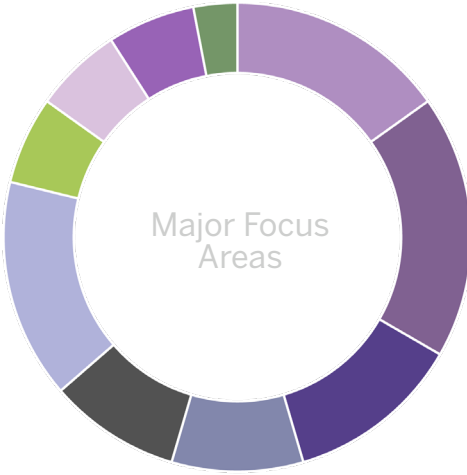


Figure 13. Major Focus Areas Diagram:

The major focus areas direct project priority and project focus throughout the process. Landscape architects can use these focus areas to improve the process of public engagement.

- Open Space, Greenways, Wildlife Corridors, Trails (5)
- Park Facilities (6)
- Active Recreation Facilities (4)
- Urban Park Systems (3)
- Waterfront Access (3)
- Partnership Opportunities (5)
- Historic, Cultural, Art Resources (2)
- Environmental Education and Research (2)
- Trends and Needs of Growing Communities (2)
- Utilize Existing Assets (1)



Figure 14. Parks and Open Space System Goals Diagram:

The goals found in the PRO documents influence the projects and the role of the landscape architect. Additionally, project leaders can use these goals to guide dialogue during public engagement sessions.

- Protect a System of Public Open Spaces (6)
- Land Acquisition (6)
- Connect Parks, Neighborhoods, Schools through Trail System (6)
- Increase Access to Parks and Facilities (5)
- Provide Space For Diverse Programming (7)
- Use Open Space as Visual and Physical Buffer (2)
- Intergeneration and Diverse Services and Programming (5)
- Partner with Public and Private Agencies (5)
- Develop Park Classification System (1)
- Meet Needs for Growth and Trends (3)
- Assess Existing Facilities (2)
- Linking/Activating Waterfront (2)
- Conserve Environmentally Sensitive Areas (5)
- Develop Maintenance Plans for Park Properties (5)
- Promote Stewardship (3)
- Develop Marketing Strategy (1)
- Establishing Long-term Funding Assets (2)
- Promote Historic and Culturally Significant Places (3)
- Promote Safety in Parks (2)



Figure 15. Achieving the Goals Diagram:

These sections of PRO documents are important to see conventional methods of pursuing the goals. It is important to understand these and if there are any alternative options for achieving their goals.

- Acquiring Land Adjacent to Existing Parkland, Environmentally Sensitive Land, and Greenway Linkages (2)
- Preserving Natural Areas for Sustainability (2)
- Provide Environmental Education and Assistance (1)
- Coordinate with Regional and Subregional Organizations (2)
- Seek Active Public Input During Planning Phases (1)
- Design Parks and Facilities for Multiple Uses (2)
- Provide Users with a Sense of Security, Safety and Well-being (1)
- Increase Community Services and Programming for All Users (2)
- Increase Access to Parks and Recreation Services (1)
- Develop Marketing Strategies (1)

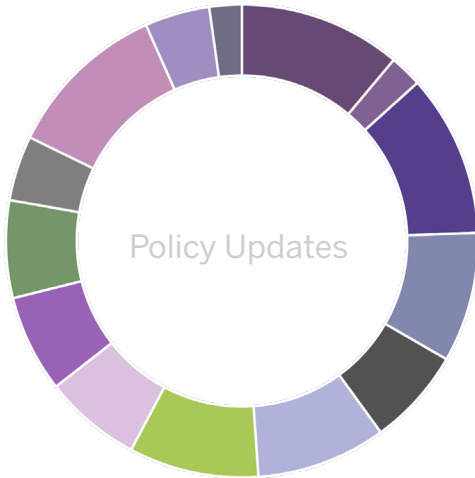


Figure 16. Policy Updates Diagram:

The data from the policy updates includes details on the terminology and areas of park planning that received policy. It is important to understand how to with policy change to influence future developing projects.

- Park Planning and Management (5)
- Develop Park Classification System (1)
- Distribute Parks and Facilities across Communities (5)
- Protect the Value of Park Land (4)
- Assess Existing Facilities (3)
- Provide Quality Service to All Residents (4)
- Enhance Open Space Systems (4)
- Redevelop the Waterfront (3)
- Improve Unique Open Space Networks (3)
- Increase Connection through Trails (3)
- Develop On-going Partnerships (2)
- Build a Healthy, Vibrant Community through Green Space (5)
- Provide Local and Regional Destinations (2)
- Utilize Public Participation (1)



Figure 17. Action/ Implementation Diagram: *These sections show plans for successful projects implementation. The data is influential to the success of landscape architects and park projects.*

- Complete/Update Park System Master Plan (2)
- Complete Plans for Individual Parks (3)
- Locate Access Points (Bus stops, Trail heads, etc.) (5)
- Establish Open Space Zoning Regulations (3)
- Conduct Feasibility Studies for Facilities (2)
- Establish On-going Funding Resources (4)
- Create Maintenance Standards (4)
- Develop Local/Regional Partnerships (4)
- Create a System of Parks and Open Space within Master Plan (3)
- Evaluate Demands and Trends within Communities (4)
- Improve Signage and Wayfinding (2)
- Improve Staff Expertise (2)

5. Analysis:

This research serves as an instrumental piece in the continued evolution of participatory design in landscape architecture. This report provides a framework to link effective public engagement with clearly defined project goals and expectations. The findings of interviews and inquiry, comparative studies of narrative, and Parks and Open Space document analysis all combine to form an applicable framework. This report impacts landscape architecture by providing a means to continually evaluate public engagement with communities and city staff. By examining what has been done in the past, future efforts will improve.

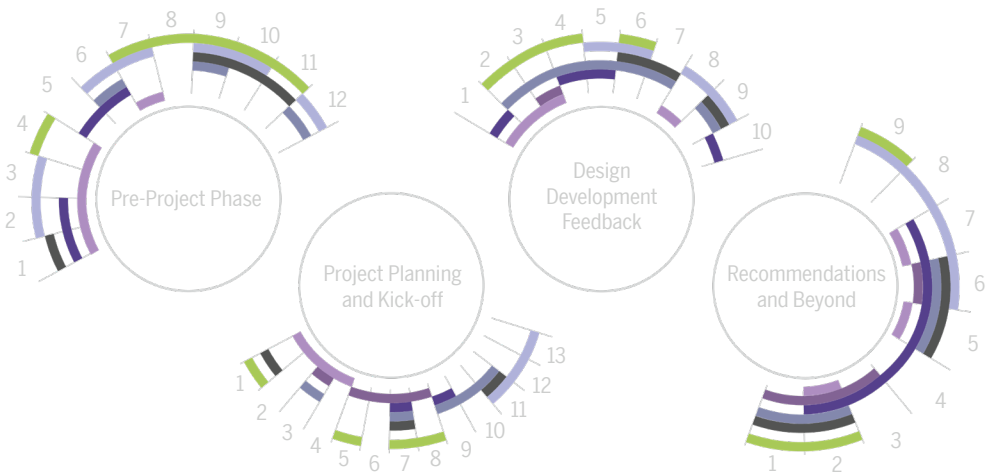
5.1 Interview + Narrative Inquiry:

Raw data is deciphered and presented clearly. This data comes from interviews and inquiry, narrative comparisons, and document analysis. This section includes the results from coding of interview responses. This section includes the transcribed interview responses. Common themes from interview responses, comprehensive narratives, and comparative analysis are also included. The themes from the Parks and Open Space portions of comprehensive plans serve as supplemental data to the

findings of the interviews and comparative studies. The comprehensive findings and applications are in the following chapter (6. Conclusions).

5.1.1 “Restoried” Narrative:

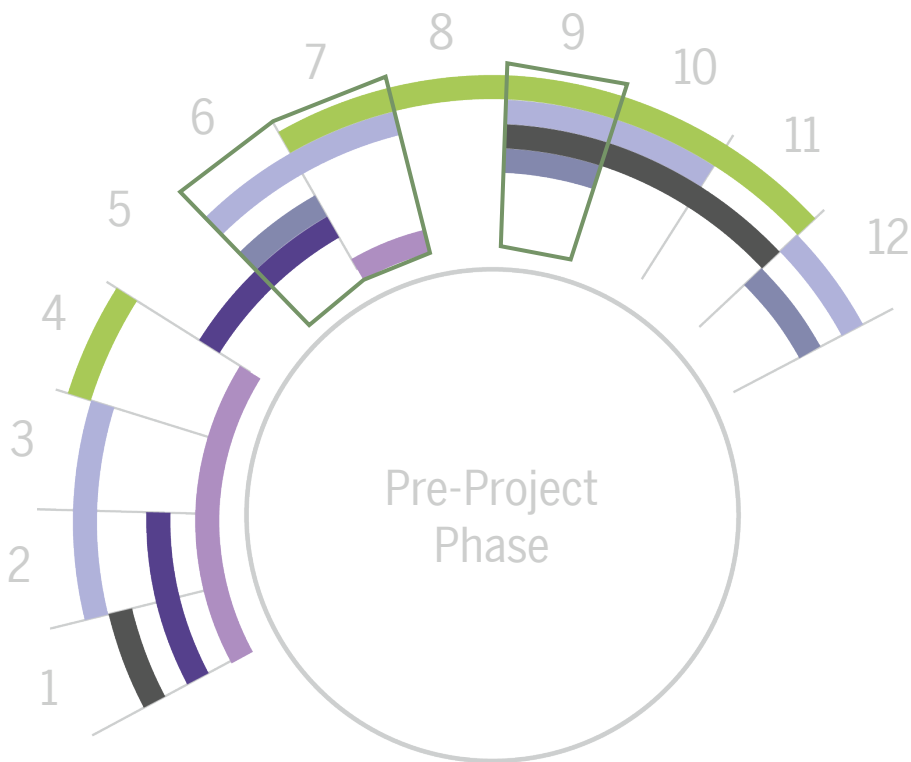
Figure 18 shows the comprehensive analysis of the interview responses, the “restoried” narrative of public engagement. According to the interview data, there are four main phases in effective public engagement: (1) Pre-Project Phase, (2) Project Planning and Kick-off, (3) Design Development Feedback, and (4) Recommendations and Beyond. Specific methods and strategies make up each of the phases and are listed on the following pages. The most consistent methods are highlighted by green. These are the most common strategies mentioned across the interview responses, but that does not mean other points within the phase are not valuable or useful.



- Wyatt Thompson
- Troy Houtman
- Joseph James
- Jason Gregory
- Kristy DeGuire
- Shaughnessy Daniels
- Erin Dougherty

Figure 18. Restoried Narrative Diagram: *This diagram represents the four phases of public engagement and their associated objectives/strategies. The interview responses inform the diagram. The numbers represent the specific methods/strategies. The subjects who mentioned the respective strategy are represented by the colored bars.*

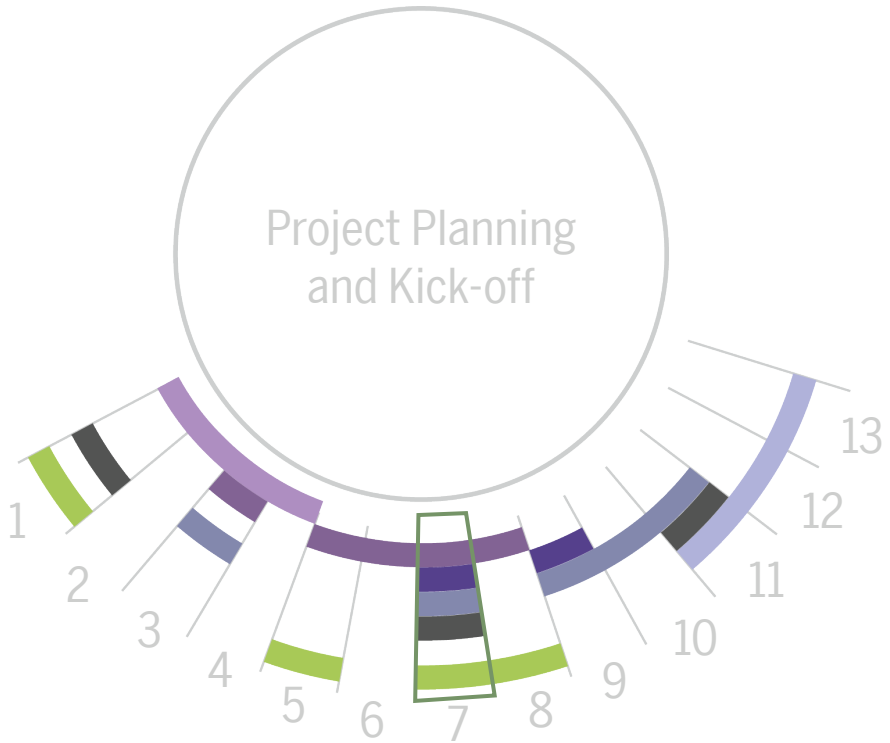
The following pages contain detailed descriptions of each phase and the associated strategies/objectives. Following the phases is analysis of each individual interview response.



1. Initial citizen outreach (public notice, email, surveys, etc.).
2. Establish a community need.
3. Establish community priority.
4. Establish focus groups/ follow-up contacts.
5. Present base information of project/department.
6. Establish project goals.
7. Spark on-going involvement.
8. Identify resident and staff expertise.
9. Develop expectations for future meetings.
10. Establish engagement strategies.
11. Prepare project proposal.
12. Establish project timeline.

Figure 19. Pre-Project Phase:

This phase includes preparation for and all early sessions of public engagement during parks and recreation planning. These sessions occur prior to the start of individual park projects. The work in this phase is important because of it sets the precedent for valuing citizen input and public engagement throughout planning and project decision-making. The three most common objectives according to interview responses are (1) establishing project goals, (2) sparking on-going citizen involvement, and (3) developing expectations for future meetings.



1. Gain citizen support.
2. Community driven local planning and design.
3. Community meetings on-site.
4. Establish project objectives.
5. Engage targeted user groups/stakeholders.
6. Gather new ideas.
7. Open discussion (without firm commitment).
8. Inspire collective action.
9. Citizen voting opportunity.
10. Remind residents of overall objectives.
11. Establish guiding direction.
12. Establish common ground for the community.
13. Form technical/community advisory groups.

Figure 20. Project Planning and Kick-off Phase:

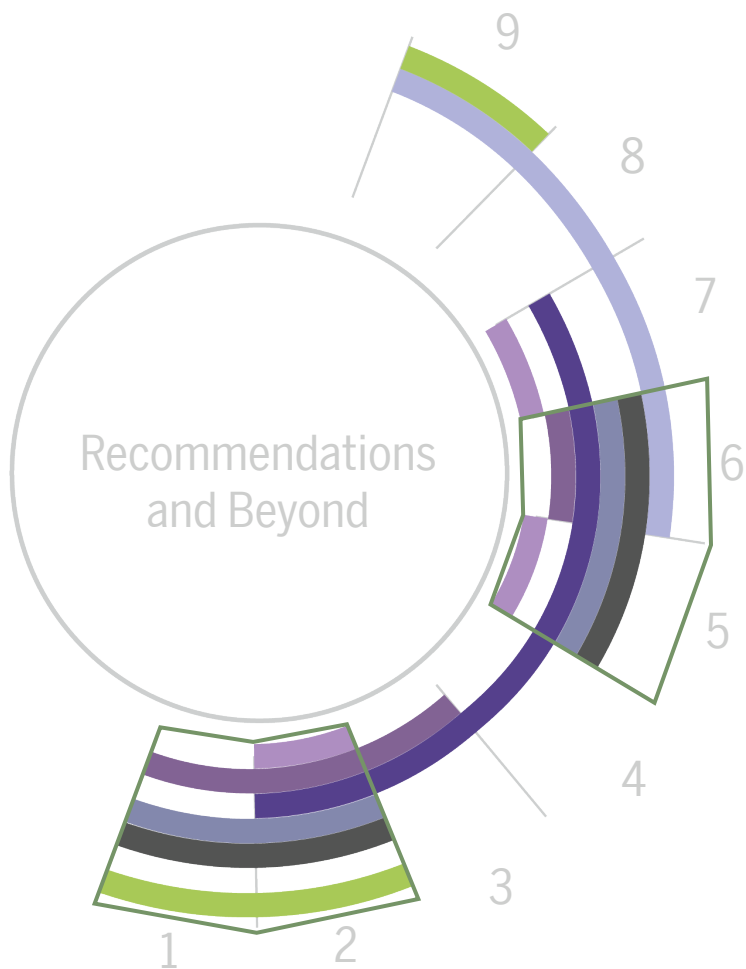
This phase is important to properly initiate the project and the public engagement sessions. Gaining citizen support for the project while simultaneously establishing objectives to guide the project is the primary goal for this phase. The most common objective according to interview responses is having open discussion without firm commitments.



- | | |
|--|--|
| <p>1. Formal design decisions.</p> <p>2. Continued review meetings on-site.</p> <p>3. Continued focus group outreach.</p> <p>4. Prepare recommendations.</p> <p>5. Citizen feedback opportunities.</p> | <p>6. Gather specific design feedback.</p> <p>7. Connect with stakeholders directly affected by the project.</p> <p>8. Community decision-making.</p> <p>9. Continuous design revision.</p> <p>10. Build consensus across community members.</p> |
|--|--|

Figure 21. Design Development Feedback Phase:

This phase is critical to creating successful projects and making lasting impact on communities. Gaining resident consensus and making community decisions are two priorities for this phase. Additionally, project leaders must seek specific project feedback from the stakeholders and focus groups that were formed earlier in the public engagement process. By the end of the project, this phase is critical to preparing recommendations for the next and final phase.



1. Final recommendations to city council.

2. Finalize citizen support resulting in community voice.

3. "Turn over every stone."

4. Present final design.

5. Use data to support final recommendations.

6. Develop plans for project implementation.

7. Inspire long-time investment.

8. Follow-up meetings with advisory groups.

9. Evaluate the effectiveness of public engagement throughout process.

Figure 22. Recommendations and Beyond Phase:

In the final phase, the project leaders make final recommendations to the city council. It is essential for the success of the project to accurately and appropriately use citizen data gathered throughout the public engagement process.

5.1.1.1 Wyatt Thompson, City of Manhattan Parks and Recreation:

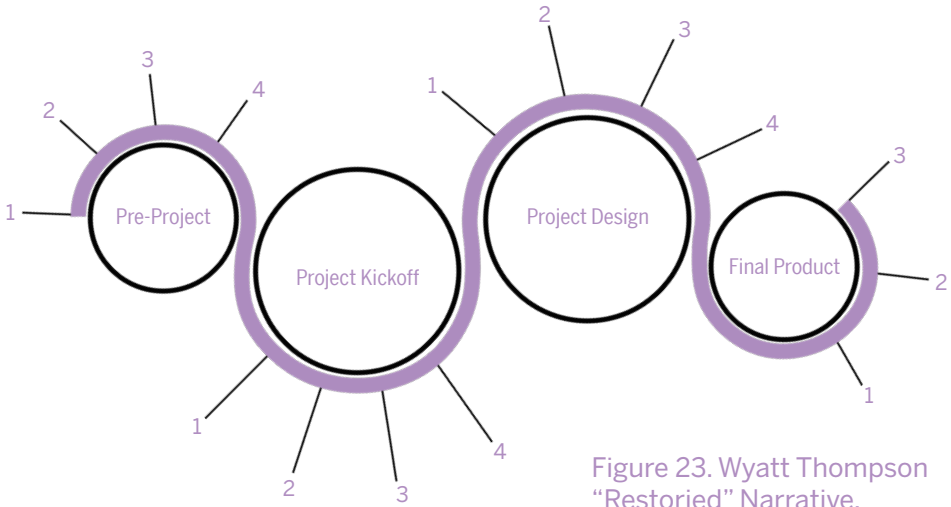


Figure 23. Wyatt Thompson “Restoried” Narrative.

According to Wyatt Thompson’s interview responses there are four stages of public engagement within a project. These four are: (1) pre-project planning, (2) project kick-off, (3) project design, and (4) final deliverables. The “pre-project planning” phase includes initial citizen outreach (email, online surveys, social media, newsletters), establishing a community need, establishing community priority, establishing focus groups or follow-up contacts. This phase is extremely valuable according to Wyatt Thompson because it sets the tone for the entire process. With more community input in this phase, the project will gain more support from the community members.

The second phase, “project kickoff,” includes gaining citizen support, community driven local planning and design, community meetings at the site location, and establishing project objectives. In this phase, the project begins to come to life with the community leading the early decisions in project priority and planning.

“Project design” includes formal design decisions, on-going review meetings on site, continuing to gain citizen support and focused out reach to follow-up contacts from the “pre-project” phase. In this phase, the community can review the plans for the project and influence some design decisions (materiality, amenity selection, etc.).

The “final product” phase is a result of all other phases. In this phase, the city must make decisions about funding, policy or implementation, and project completion. The community shows their support resulting in a unified voice, which is seen in voting polls or unanimous support for the project.

Pre-Project Phase:

1. Initial outreach (email, online survey, etc.).
2. Establish a community need.
3. Establish community priorities.
4. Establish focus groups/follow-up contacts.

Project Kickoff Phase:

1. Gain citizen support.
2. Community driven local planning and design.
3. Community meetings on-site.
4. Establish project objectives.

Project Design Phase:

1. Formal design decisions.
2. Review meetings on-site.
3. Continuing citizen support.
4. Continued focus group outreach.

Final Product Phase:

1. Securing funding resources.
2. Citizen support resulting in community voice.
3. "Parks are good."

Major Takeaways:

Citizen participation drives project planning.

Public engagement legitimizes community members' input and gains their support throughout a project.

Work diligently to keep citizens informed and involved. When people show up happy, there is greater opportunity for a valuable meeting.

5.1.1.2 Troy Houtman, City of Wichita Park and Recreation Department:

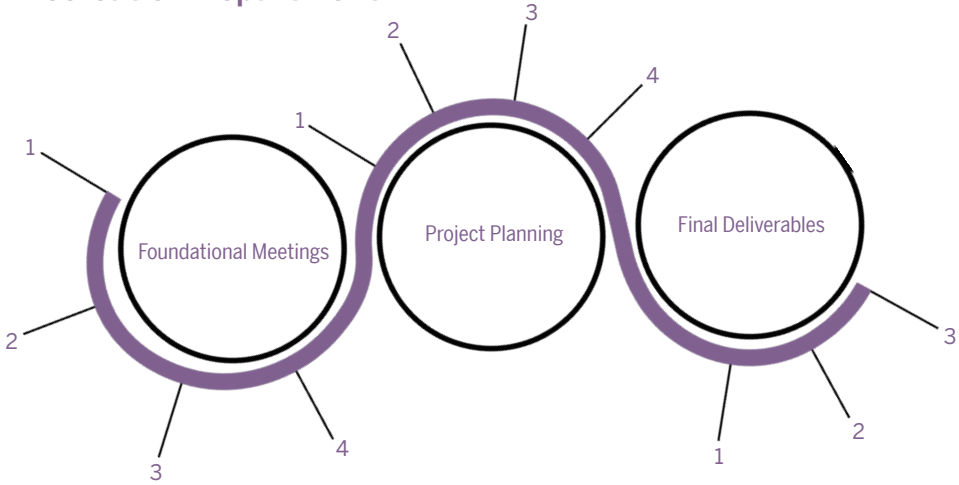


Figure 24. Troy Houtman “Restoried” Narrative.

According to Troy Houtman’s interview responses there are three stages of public meetings in parks and recreation projects. These phases are: (1) foundational meetings, (2) open planning discussion, and (3) final deliverables. In the “foundational meetings,” the department focuses on presenting the base information of the project. Other objectives of this phase include establishing project goals, seeking the community catalysts to spark on-going involvement, and finding local resident and staff expertise in to drive the project forward.

The middle phase, “open planning discussion,” intends to spark ideas and collaborative action to advance the project. In this phase, the department is looking for new ideas and is open to criticism. These meetings are intended to inspire creativity and collective action moving forward.

The “final deliverable” phase is the department’s opportunity to finalize any support for the project. The the project team makes recommendations to the advisory boards and city council members. In these meetings, the department wants to “turn over every rock” to make sure there are no glaring objections or surprises among community members.

Foundational Meeting Phase:

1. Present base information of project.
2. Establish project goals.
3. Spark on-going involvement.
4. Identify resident and staff expertise.

Project Planning Phase:

1. Gather new ideas from residents.
2. Engage targeted user groups/stakeholders.
3. Encourage open discussion without firm commitment.
4. Inspire collective action moving forward.

Final Deliverables Phase:

1. "Turn over every stone."
2. Finalize community support for project.
3. Prepare final recommendations to city council.

Major Takeaways:

Public engagement meetings should be safe for each voice and inspire collaborative action from the residents.

Third party mediators are important in achieving successful community engagement to limit loud voices from monopolizing the conversations.

Clarity and honesty are important in communicating with the residents. Parks departments should focus on giving the right information to the right people to limit surprises in the process.

5.1.1.3 Joseph James, St. Charles County Parks and Recreation Department:

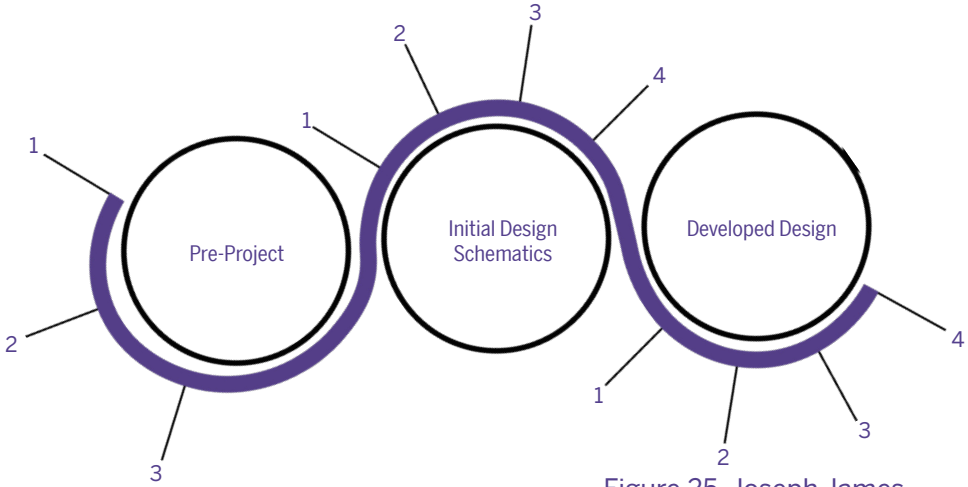


Figure 25. Joseph James “Restoried” Narrative.

Joe James’ interview responses reveal three phases of public engagement in parks and recreation projects. These phases are: (1) “pre-project” phase, (2) initial design schematics, and (3) developed design. The initial “pre-project” phase begins by reaching out to residents within a 5 to 10-mile radius of the site (the distance depends on the land use around the site). This phase is intended to gauge the community interest and their needs. The results of this phase inform the project scope and support the initial work of the department staff.

The preliminary design schematics phase presents the residents with an opportunity to vote on program and amenities through survey monkey and presentation boards with sticker voting. In this phase, the department tends not to present a pre-developed concept because it may lead to citizens feeling excluded early on. Initial feedback supports design decisions and recommendations to the city council members.

The developed design phase finds consensus across all residents for the project direction. It is important to present the final design and how it fits within the fabric of the community. The department uses the statistics gathered throughout the previous engagement sessions to support their decisions and recommendations to the city council. By the end of this meeting, everyone ought to agree on the plans for implementation of the project.

Pre-Project Phase:

1. Initial resident outreach.
2. Gauge community interest/needs.
3. Inform project scope and support initial work from department staff.

Initial Design Schematics Phase:

1. Open design discussion.
2. Citizen voting opportunity on design and programming.
3. Gather resident support for the project.
4. Prepare recommendations.

Developed Design Phase:

1. Present final design.
2. Gain consensus across residents.
3. Use data from engagement to support final recommendations.
4. Plan for project implementation.

Major Takeaways:

The results of public participation ought to inform and support any recommendations made to city council.

Search for local perspective to support parks and recreation department precedent.

Develop respectful relationships with residents that can influence the project because the department serves them.

5.1.1.4 Jason Gregory, Downtown Wichita:

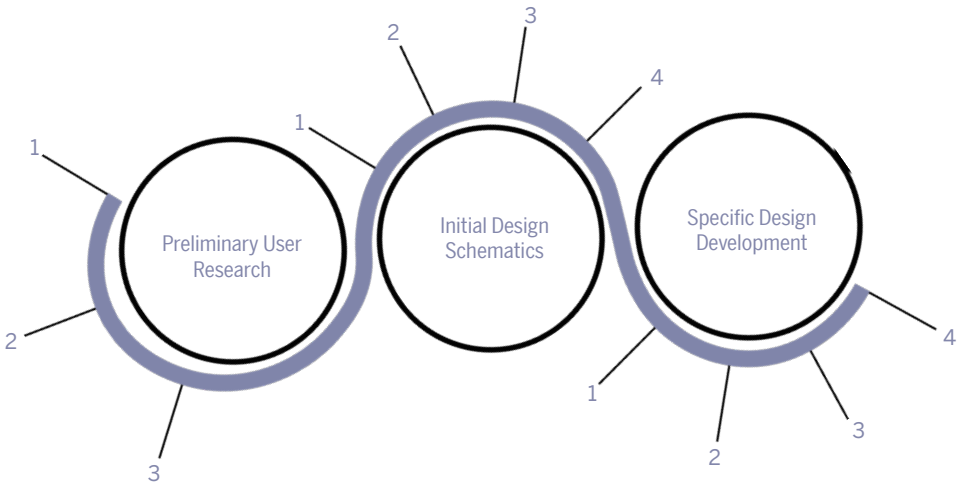


Figure 26. Jason Gregory “Restoried” Narrative.

According to Jason Gregory’s responses, effective public engagement consists of three phases: (1) preliminary user research, (2) initial design schematics, and (3) specific design development. In the first phase, preliminary user research, the objective is to gather user input and data to support the project. The project team attempts to support their project with statistics from the results of this phase. Another outcome of this phase is finding specific focus groups or associations that will continue to be involved in the project.

In the initial design schematics phase, citizens are encouraged to participate openly while contributing to a collaborative discussion about the project. These meetings tend to be a “shouting match” or a “quiet game,” which is problematic. Dot voting or comment cards are two tactics to avoid these scenarios. Ensure the voice of community members is heard and considered by the city council and advising boards. The goal of this phase is to develop a guiding direction that supports the original project objectives.

The final phase, specific design development, individually targets those focus groups formed from the results of the first phase. These meetings attempt to connect with the users or stakeholders who are directly affected by the project. In this phase, there is not as dire need for the entire community to be represented. Following this phase, the project team prepares plans for implementation.

Preliminary User Research Phase:

1. User input to support project goals.
2. Identify focus groups.
3. Develop expectations for engagement process and future meetings.

Initial Design Schematics Phase:

1. Open design discussion.
2. Many feedback opportunities (dot voting, surveys, etc.).
3. Remind residents of overall project objectives.
4. Establish guiding direction.

Specific Design Development Phase:

1. Specific feedback from targeted focus groups.
2. Connect with stakeholders directly affected by project.
3. Final recommendations to policymakers.
4. Plan for project implementation.

Major Takeaways:

Seek different type of feedback at different points in the process: general design discussion early on versus targeted feedback during construction documentation.

Attempt to connect with the “average Joe’s” in the center of the spectrum that spans the loud NIMBYs and groups of community activists.

It is the designer’s duty to sift through the comments and determine how the project can benefit from the participation. Be clear that not every point can be included in the project.

5.1.1.5 Kristy DeGuire, DG2 Design:

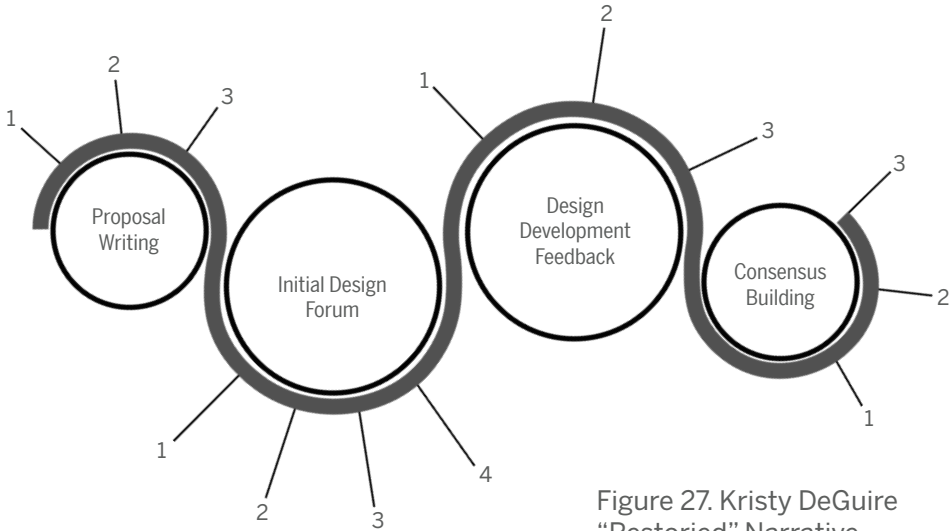


Figure 27. Kristy DeGuire “Restoried” Narrative.

According to Kristy DeGuire’s interview responses, there are four phases to public engagement in parks and recreation projects: (1) preparing for the proposal, (2) initial design forum, (3) design development feedback, and (4) consensus building. The first phase occurs while writing the proposal for the project. Designers must communicate what they need to produce a valuable project with the city/municipality, so they can begin the preliminary citizen data collection (surveys or questionnaires). In this phase, the design team plans for their community engagement strategies, establishing clear objectives for the sessions.

In the initial design forum discussions, it is important to gain public interest in the project. This phase typically consists of open discussions to discover the residents’ attitude towards their existing assets. Additionally, the team is searching for local expertise that can help them be better designers. These meetings establish a commitment to keeping the project moving forward.

Design development feedback encourages lots of interaction with the planned activities of the design team (presentation boards, stick note voting or comments). In this phase, they are looking for specific information that can directly impact design decisions. It is important to listen to each comment from the citizens even if negative. The designers take the feedback from these sessions and evaluate the future of the design from the appropriate comments.

The final phase, consensus building, is important in compiling the community support for the design decisions. All of the collected data from

the first phases are presented as a package within the recommendations to the city council or board of aldermen. It is important to present the common ground and accepted route of action moving the project forward from this point on.

Proposal Writing Phase:

1. Establish objectives for engagement strategies.
2. Early citizen survey data to inform project.
3. Submit proposal (including engagement strategy) to the city.

Initial Design Forum Phase:

1. Gain community interest in project.
2. Open design discussion.
3. Establish project work plan and timeline.
4. Search for local expertise to assist design team and decision-making.

Design Development Feedback Phase:

1. Interact with residents in a variety of feedback activities.
2. Gather specific design feedback.
3. Evaluate future plans for future design.

Consensus Building Phase:

1. Plan future project action.
2. Package data for city council's resource.
3. Build consensus across community members.

Major Takeaways:

Become a better designer by gaining knowledge about the community you are serving.

Listen to and acknowledge all comments, but understand if the city has the agenda and the motivation, the project will proceed.

Citizen opinions can influence project decisions, but design remains subject to professional expertise.

5.1.1.6 Shaughnessy Daniels, Great Rivers Greenway:

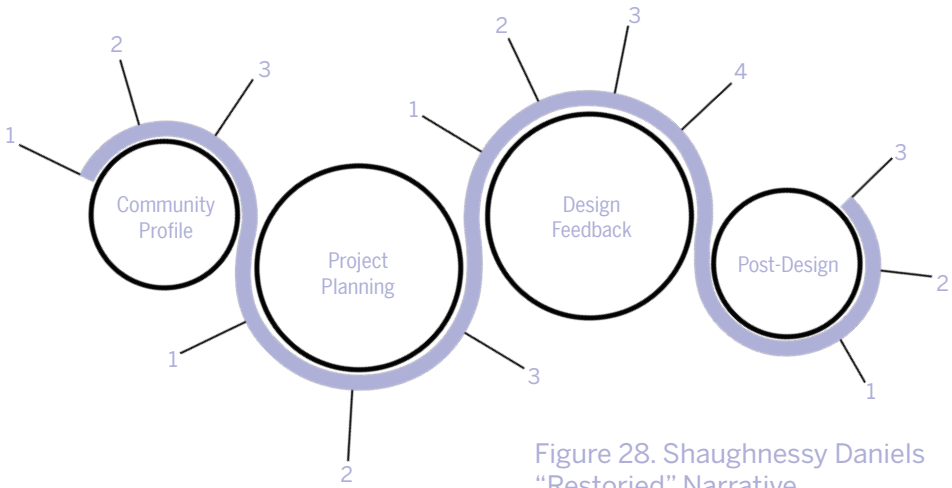


Figure 28. Shaughnessy Daniels “Restored” Narrative.

Shaughnessy Daniels’ interview responses reveal four phases in public engagement: (1) community profile development, (2) project planning, (3) design feedback, and (4) post design follow up. The first phase focuses on capturing a snapshot of the community and its residents to better understand the needs and priorities of the community. In this phase, an engagement strategy is prepared for the community to set objectives and timeline. The regional master plan guides the planning within this phase.

In the project planning phase, Great Rivers Greenway (GRG) spends time listening to the community to understand their priority. The goal of this phase is to establish common ground for the project. Additionally, GRG begins to seek out the stakeholders and user groups that are anticipated to be included throughout the process. Technical or community advisory groups achieve deeper discussions within focus groups. The results of this phase start the looping nature of GRG’s approach, which is emphasized in the design feedback phase.

The objective of the design feedback phase is to acquire feedback that the design team can use to revise the greenway plans. This becomes an iterative process. The project team seeks feedback on the plan, the feedback is used as data for the design team, the greenway is refined and redesigned, and the team presents the new plan again. In this phase, GRG is seeking specific feedback on the design and amenities included, such as the trail alignment, planting options, seating, etc.

Post design follow up meetings keep the citizens engaged with the greenway into the future, inspiring sustainable projects. Maintenance,

budget, construction are a few examples of the topics of discussion at these meetings. GRG hopes to have all residents continually leaving these sessions with a better understanding of the project.

Community Profile Phase:

1. Evaluate community needs/priorities.
2. Prepare public engagement strategy for project.
3. Establish project objectives and timeline.

Project Planning Phase:

1. Establish project's common ground for the community.
2. Form technical and community advisory groups.
3. Develop appropriate planning strategy.

Design Feedback Phase:

1. Present project status seeking feedback.
2. Gather resident data to support design team.
3. Revise and redesign greenway.
4. Encourage community decision-making.

Post-Design Phase:

1. Follow-up meetings with advisory groups.
2. Inspire long-term communal investment in the project.
3. Evaluate successes and failures within the project's engagement process.

Major Takeaways:

The goal of public participation is to have the residents leave each meeting with a better understanding of the project than when they arrived.

Public engagement is a looping process throughout projects: seek feedback, gather data, redesign, present project revisions.

Always evaluate your efforts and be flexible to accommodate the needs of the community as much as possible.

5.1.1.7 Erin Dougherty, Shockey Consulting Services, llc:

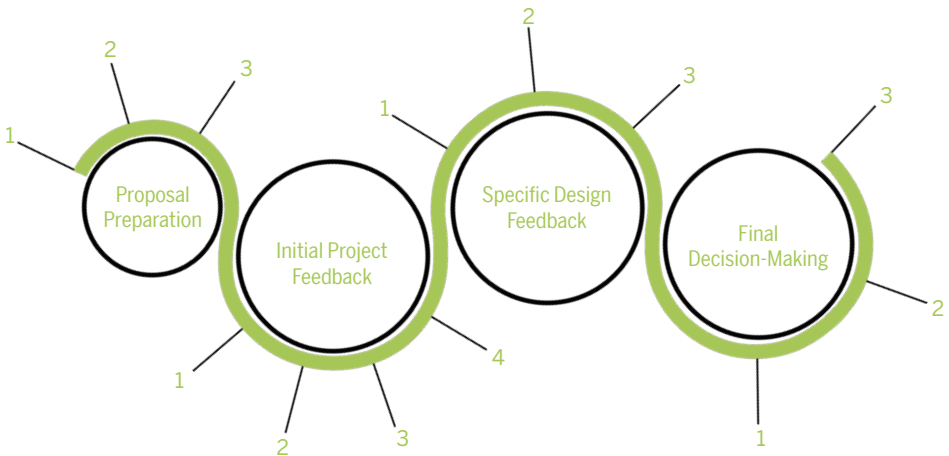


Figure 29. Erin Dougherty “Restoried” Narrative.

Erin Dougherty spoke on her experience as a member of the Shockey Consulting Services team. This company is dedicated to helping communities make better decisions through planning, public engagement, and community management consulting. According to Erin’s responses, successful public engagement includes four phases: (1) preparing for the proposal, (2) initial project feedback, (3) specific design feedback, and (4) final decision-making.

The first phase of public engagement is preparing for the proposal. In this phase, the team tailors an engagement strategy specific to the community requesting the proposal. Shockey Consulting works with community members to form objectives for the engagement session. The team wants to establish a steering committee of community members to as a tool to measure the effectiveness of their engagement strategy.

In the initial project feedback phase, the Shockey Consulting team is searching for broad levels of feedback for the projects. There are many methods used by Shockey Consultants in this phase: community workshops, online workshops, community dialogues, media relations, etc.. The goal is to be inclusive and reach as diverse and broad representation of the community as possible. The team also wants to spark interest, receive feedback and build enthusiasm for the project.

Specific design feedback intends discover user preferences and priorities on specific design decisions. This phase also utilizes communications, stakeholder engagement, public education and outreach, public involvement, and public relations, and the team targets specific focus groups to receive the desired feedback. The steering committees formed

in the earlier phases are again consulted to make certain the engagement is achieving the preset objectives.

In the final decision-making phase, the team prepares recommendations to inform the city staff members' decisions on policy. In this phase, the community input results in consensus and support for the planning project, with data from the previous sessions supporting any decision-making. Continued evaluation of the public engagement within the projects establishes long-term success for the Shockey team.

Proposal Preparation Phase:

1. Establish objectives and timeline for public engagement strategy.
2. Work with city to write proposal.
3. Establish project steering committee.

Initial Project Feedback Phase:

1. Spark enthusiasm and interest for project.
2. Use variety of methods for engagement sessions.
3. Receive broad levels of project feedback.
4. Reach diverse representation of community members.

Specific Design Feedback Phase:

1. Gather specific design feedback.
2. Plan meetings with local groups and organizations.
3. Follow-up meetings with steering committee.

Final Decision-Making Phase:

1. Gain consensus across residents.
2. Make recommendations to city decision-makers.
3. Evaluate successes and failures of public engagement process.

Major Takeaways:

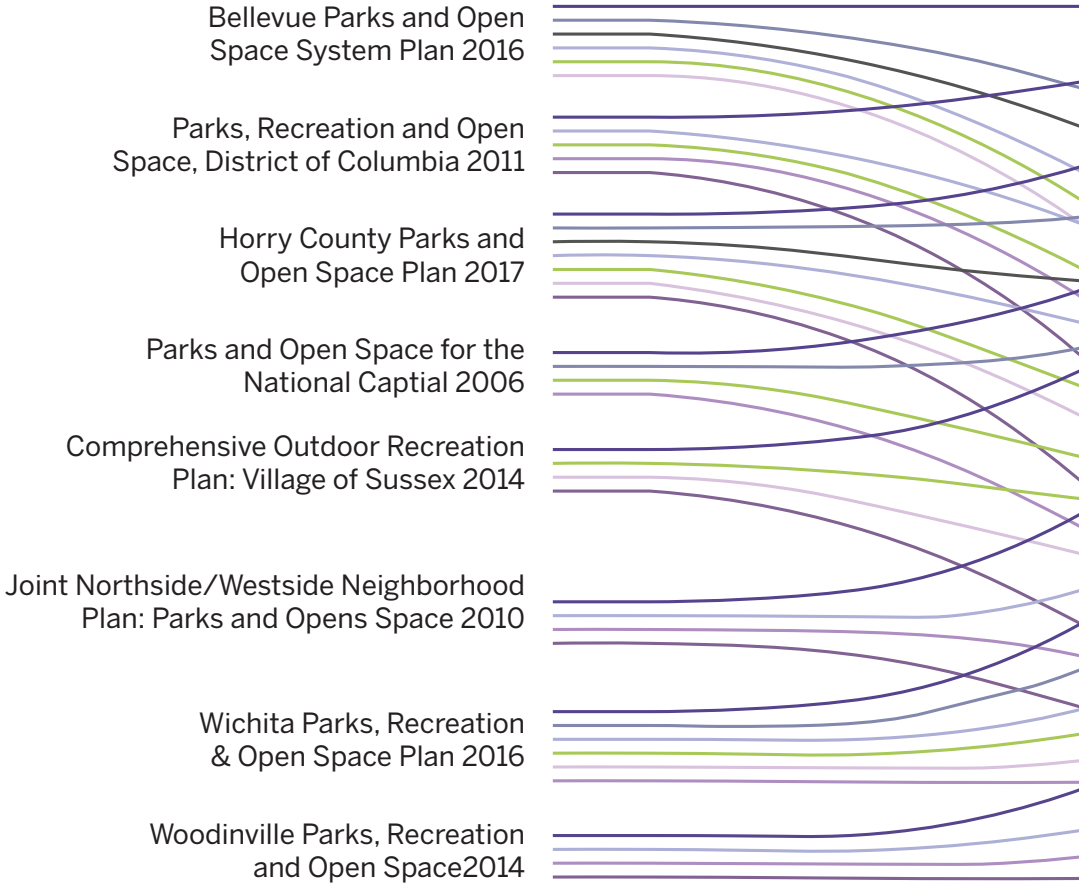
Public engagement drives the planning process gathering specific data for the next phase of planning.

To achieve valuable public engagement, the activities ought to be fun and exciting while avoiding lengthy singular presentations or discussions.

Third-party facilitators in community engagement can show decision-makers how community members' input shapes successful projects.

5.1.2 Parks, Recreation and Open Space Document Analysis:

This research focused on investigating eight Parks, Recreation and Open Space (PRO) portions of comprehensive plans. The document analysis reveals common themes within each PRO document, which are then coded to find consistencies and gaps across the park planning process. There are eight themes consistent within these documents:



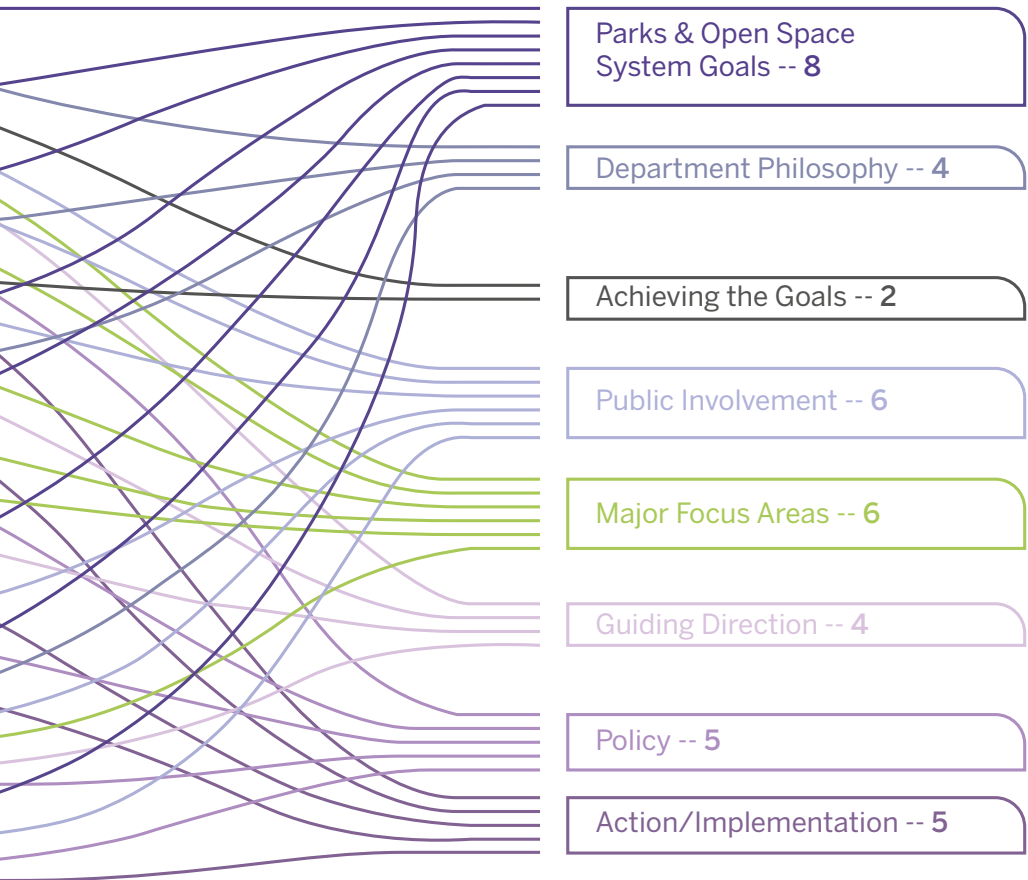


Figure 30. Comprehensive PRO Document Analysis Diagram: *This diagram shows common themes and content that will supplement the findings from the interviews. The results of the document analysis help establish a foundational application for the conclusions of this research, especially regarding the pre-project phase application. Chapter 6. Conclusions shows the comprehensive application.*




The three most common sections within these PRO documents are (1) public involvement, (2) major focus areas and (3) parks and open space goals. Public involvement and major focus areas sections were found in six of the documents. Parks and open space goals was in all eight documents. The following pages discuss the analysis of each of these sections and how it relates to the applicability of the research.

5.1.2.1 Public Involvement

Figure 31 compares the results of interviews and the document analysis. The table reveals that there are seven public outreach and participation methods included in both the interview responses and the PRO documents, including surveys, questionnaires, focus groups, community meetings (on-site), stakeholder interviews, advisory committees, and neighborhood leadership organizations. These seven methods are standard across public engagement practice and are important methods of public outreach. The gaps within the table present an opportunity to introduce different methods to achieve active citizen participation in different phases of planning and design as appropriate.

Interview Response:	Document Result:
Surveys.	
Questionnaires.	
Community polls (dot voting, comment cards, sticky notes, etc.).	
Focus groups.	
	Resident intercepts.
Community meetings (on-site)	
Stakeholder interviews	
Advisory committees (technical groups, community groups).	
	Outreach materials and notices (newsletters, email, community discussion boards, etc.).
	Collective work.
Neighborhood leadership organizations.	
Follow-up contacts meetings (staff, resident, stakeholder, etc.)	

Figure 31. Public Involvement Comparative Analysis:

-  Response recorded in both interview and document analysis.
-  Response only recorded in interview.
-  Response only recorded in document analysis.

5.1.2.2 Major Focus Areas

There are ten major focus areas that are included in the documents. These focus areas help frame the approach to projects in the planning and pre-project phase. The ten major focus areas within the PRO documents are:



Figure 32. Major Focus Areas:

Major focus areas within the PRO documents reveal the priorities for park planning and future projects. Landscape architects and city staff can use these major focus areas to guide their efforts working with communities. The project team can use the list of major focus areas gathered from the document analysis to gauge the citizen priority and community need for the projects. This research uses the major focus areas to sort the parks and open space goals into categories and prioritize efforts.

5.1.2.3 Parks and Open Space Goals

There are 19 goals shared across the PRO documents. The most common of these are to provide a space for appropriate programming; protect a system of open spaces; connect parks, neighborhoods, schools through trails; and acquire land necessary to expand parks and open space systems. Similar to the major focus areas, landscape architects can use the goals to guide their efforts and prepare their engagement strategies.

Open space, greenways, wildlife corridors & trails

Protect a system of public open spaces

Connect parks, neighborhoods, schools through trail system

Increase access to parks and facilities

Use open space as visual and physical buffer

Promote safety in parks

Partnership opportunities

Partner with public and private agencies

Develop marketing/branding strategies

Develop long-term funding strategies

Park facilities

Land acquisition

Develop maintenance standards for park facilities

Historic, cultural & art resources

Promote sites of historical significance

Promote culturally rich spaces

Active recreation facilities

Develop maintenance standards for recreation facilities

Figure 33. Major Focus Areas + Parks and Open Space Goals:

The graphic shows the 19 goals sorted into the major focus areas, which depicts the areas receiving the most attention. These goals and major focus areas guide landscape architects in their conversations with cities and their residents. These conversations lead to expectations and objectives for the project, which inform the engagement strategy.

Urban park systems

Link open space system to create cohesive vision in communities

Trends and needs of growing community

Provide space for diverse programming

Intergenerational and diverse services and programming

Meet needs for growth and trends

Utilize existing assets

Develop park classification system

Assess existing facilities

Waterfront access

Linking/activating waterfront property

Environmental education, awareness & research

Conserve environmentally sensitive land areas




Promote stewardship opportunities

5.1.3 Comprehensive Analysis:

This research utilizes a comparative analysis of the findings of the interviews and the PRO document analysis. This comprehensive analysis frames the findings of the research in an applicable foundation to benefit the profession. The first table compares the interview responses and the results of the document analysis. It shows how the approaches to public engagement and opinions of the interview subjects differ from that included in the documents.

Interview Response:	Document Result:
	Department philosophy.
Project goals.	
	Achieving the goals.
Public involvement.	
Major focus areas.	
Guiding direction.	
	Updated policy.
Action/Implementation.	
Collective Action.	
Design Feedback.	
Project Ownership.	
Long-term cost savings.	
Partner with agencies and other projects.	
Evaluate success.	

Figure 34. Comprehensive Comparative Analysis:

-  Response recorded in both interview and document analysis.
-  Response only recorded in interview.
-  Response only recorded in document analysis.

The interview responses and the document analysis both reveal how public engagement influence park projects. Each type of data showed different approaches to influence the development and implementation of park projects. The table also shows the strengths and weakness of the various approaches to park projects. The strengths of the park planning process, found within the PRO documents, include establishing a philosophy that will guide all the park projects and providing policy and clear implementation standards of park projects. The primary weakness of the park planning process is that it does not necessarily guarantee community support or collective project ownership.

The strengths of public engagement throughout project planning and design according to interview subject include inspiring collective action, gathering meaningful design feedback and support and forming local project ownership among citizens. This community-based strength helps residents champion their park projects. The primary weakness according to interview subjects is that in many cases policy and decisions may come down to city council members alone. This process of putting a plan to action via city council can be political. It is important to use community feedback to support all design recommendations for the park projects.

The following pages describe two discoveries made during the research analysis: (1) evaluating the research proposal & (2) achieving community support.

5.1.3.1 Public Engagement Throughout the Process:

The original proposition of this research was “*clear project goals and well-defined expectations for the landscape architect are essential to prepare for valuable public engagement.*” The grounds of this research are (1) that prioritizing goals aligns the decision-making process throughout the project, and (2) setting appropriate and specific expectations results in higher performance, role clarity and ultimately high success rates. These grounds framed the research methods and data collection used to evaluate the proposition.



Figure 35. Original Proposition Diagram:

After conducting studies, collecting data, and analyzing that data, the proposition must be changed. The original proposition (shown left) stands upon the grounds that community members have an influence over the formation of project goals and expectations. The problem

with this claim is that there is no evidence of direct tie or involvement with citizens to form goals and expectations. Another issue with this proposition is that it is specific to single park project, not the overall planning and development process in its entirety.

To evaluate and adjust the initial proposition, this research utilizes the results of the analysis. There are multiple phases that contribute to the development of park projects within communities. The most important aspect to the new conclusion is incorporating more public participation methods and active citizen involvement in each phase of the project. Public engagement throughout the parks and recreation development process is essential. Connecting with people is crucial to creating park systems that meet the needs of communities. Figure 36 shown right depicts a revised version of the one from the original proposition. It highlights the major phases of parks and recreation planning and development while incorporating citizen input. The graphic also shows the looping manner of public engagement. These points are further explained in the next chapter (6. Conclusions).

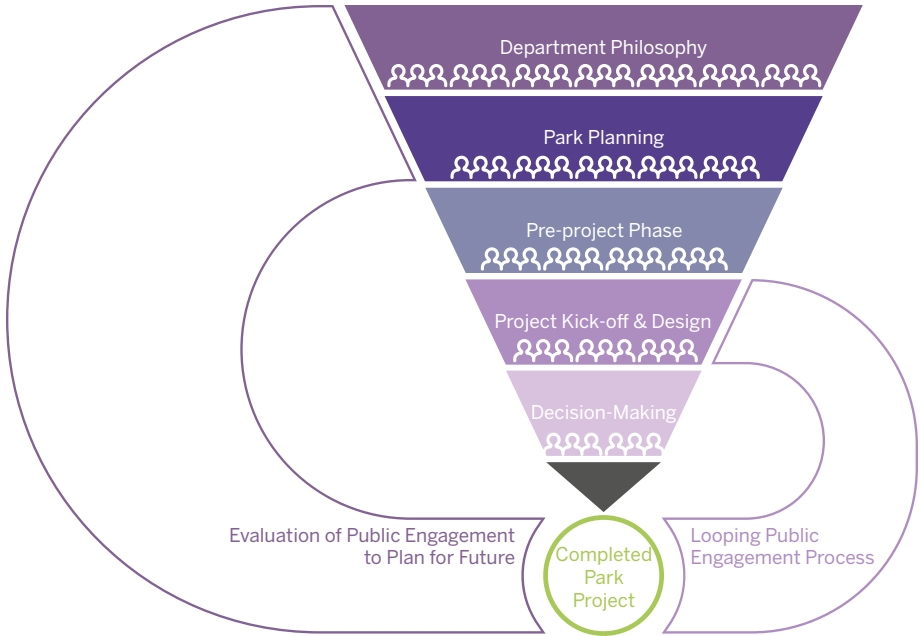


Figure 36. Revised Proposition Diagram:

This graphic shows the relationship of citizen participation and the associated phases of park planning. The sequence of phases toward a completed park project is shaped like a funnel. The shape represents the act of focusing the efforts of public engagement to specifically benefiting the project and its stakeholders. The amount of people involved is also further focused in each stage of park planning. More people must be involved early in establishing goals for the city department, which can then inform the planning efforts moving forward.

There are also two looping details within this graphic: (1) evaluation of public engagement and (2) on-going public engagement. The on-going public engagement loop represents a back-and-forth relationship between the project team and the citizens/stakeholders. This dialogue proves essential to the success and sustainability of a park project within a community. The evaluation loop is important to the evolution of participatory planning and design. If engagement efforts are continuously evaluated and improved, citizens will become more empowered to affect change.

5.1.3.2 Achieving Community Support:

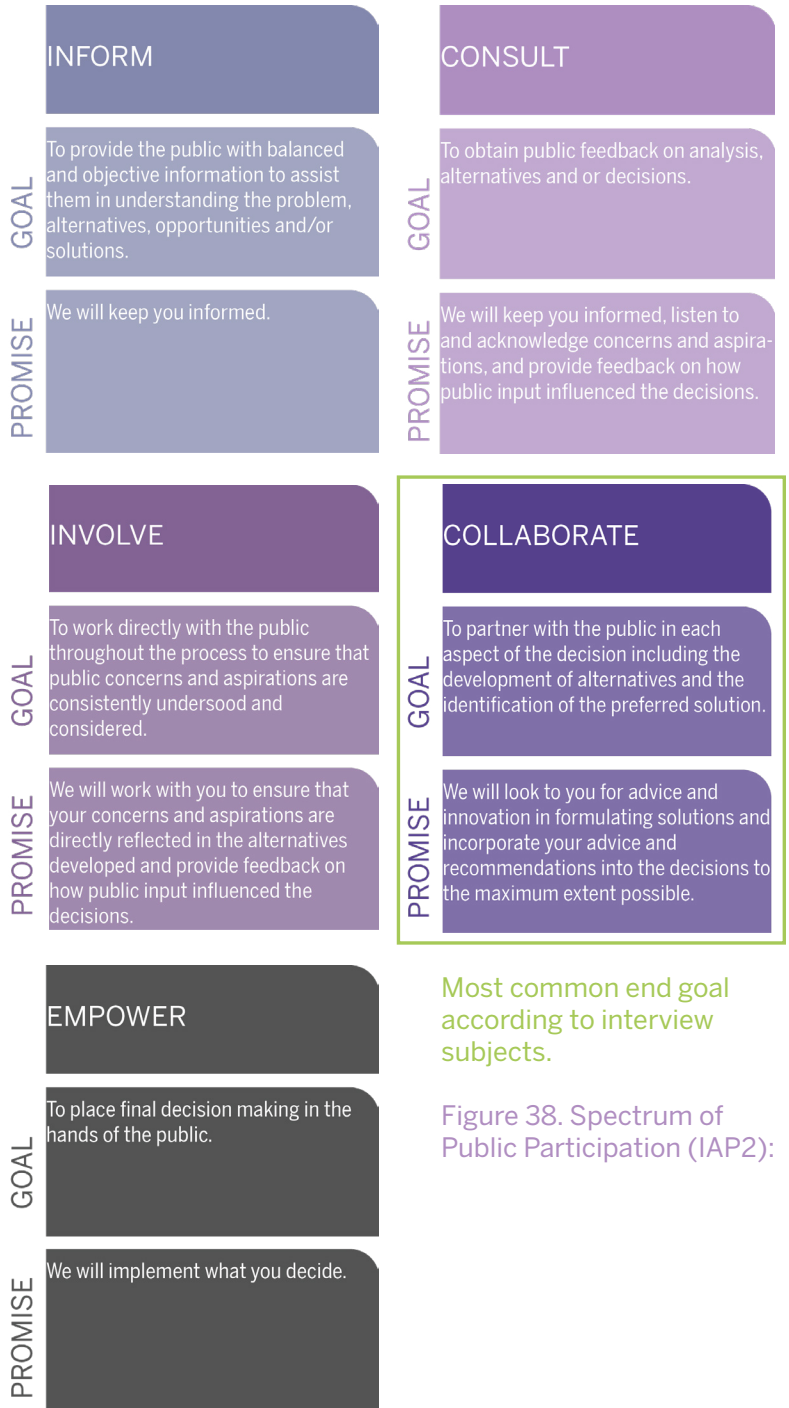


Figure 37. Spectrum of Public Participation (IAP2):

The purpose of the revised proposition graphic (shown on previous page) is to introduce an approach to parks and recreation planning that actively involves the community. Including maximum public participation in parks development will increase citizen buy-in and community support for projects. Project leaders are most likely to gain utmost citizen support if they actively work with and listen to them throughout the project.

According to IAPR, successful planning and action often occurs further along the spectrum toward citizen empowerment. Project leaders ought to include many inclusions of citizens and engagement opportunities. These circumstances are to ensure that public participation is not futile, but that it continues to enhance projects and enhance communities. There are five varying degrees of public participation according to the IAP2 Spectrum shown above: inform, consult, involve, collaborate, empower. Each piece of the spectrum is explained further to the right.

Collaboration is the goal for public participation in parks and recreation projects according to interview subjects. The goal of collaboration is to work with citizens in each phase of planning and decision-making. This partnership allows community members to influence the development of alternatives and to prepare the recommendations to the city council. Project leaders still offer technical knowledge and expertise which allow them to lead discussions and decision-making among the community engagement. Because of this, park projects prefer to achieve collaboration instead of citizen empowerment.



Most common end goal according to interview subjects.

Figure 38. Spectrum of Public Participation (IAP2):

6. Conclusions:

6.1 Conclusions:

How can landscape architects most effectively prepare for public engagement to influence public parks and recreation projects?

1. Landscape architects can achieve valuable public engagement for parks and recreation projects if they encourage citizens to participate fully in each phase of the project and decision-making.
2. Citizens should be active in the early phases of projects to form goals, objectives, and expectations.
3. The comprehensive results of the interviews and document analysis serve as a foundation for landscape architects to use in preparation for public park projects.

Each point is further explained in the coming pages followed by a section on the applicability of the research.

6.1.1. Landscape architects can achieve valuable public engagement for parks and recreation projects if they encourage citizens to participate fully in each phase of the project and decision-making:

Successful projects result from active citizen engagement. Without active participation, there is less buy-in and support for the project. Additionally, there is a better chance for city council approval when there is active resident participation and support for the project and decision-making. These reasons are enough to continue to advocate for community engagement throughout all public landscape architecture projects. Specifically, park projects benefit from citizen participation by validating the project and supporting all decision-making. Public engagement is at the heart of successful park planning because it achieves many levels of leadership, creativity, community investment, and collective community vision.

Successful public engagement is not possible without active community participation. Transactive design truly means that we design together. There are no strangers and no spectators in participatory design. Each participant must contribute in order to optimize the design and the outcome. Designers and city-staff leading public engagement must recognize the importance of communities and their local knowledge. There are many meeting types and methods to reach a diverse and broad representation of the community. Interview subjects provided supplemental resources such as IAP2, Complete Communities Toolbox and GRG Engagement Strategies. These resources provide methods for specific community engagement scenarios, and they are further discussed in the application section of this chapter.

Leaders of public engagement within park projects should aim to achieve levels of participation toward the end of the Spectrum of Public Participation. The spectrum serves as a guide for the levels of citizen involvement within public projects, as described in a previous chapter (2. Problem Context). It provides descriptions of the goals and outcomes associated with each slot along the spectrum (see Figure 37). According to the interview responses, the 'Collaborate' slot on the spectrum is the most common goal for the public engagement process. This means designers and city staff are actively looking to partner with the public in each aspect of decision-making including the development of alternatives and identification of the preferred solution (IAP2). Park project leaders pursue the Collaborate level of engagement because it allows the citizens to actively participate throughout the design and decision-making process. This level also allows the designers and city staff to lead the project to fruition using their expertise and knowledge.

6.1.2. Citizens should be active in the early phases of projects to form goals, objectives, and expectations.

The early phases of planning are fundamental to preparing goals and objectives for projects and the engagement strategy. It is important to engage with the highest number of residents in the early stages of project prior to seeking focused feedback and specific decisions. To effectively work with communities, it is important for landscape architects to have an accurate snapshot of the community profile. According to interview responses, it is critical to obtain as wide and as diverse representation of residents to gauge the needs of the entire community. Higher numbers of participants in these early phases create opportunities for residents to form partnerships and join focus groups for later phases.

Early citizen involvement in the planning and pre-project phases is important in setting expectations for public engagement. Actively seeking citizen participation sets the precedent for valuing citizen input and public engagement throughout the project. Engagement will span the lifetime of every public park project, so it is best to begin by listening to residents and their needs. Leaders of public engagement must work to keep citizens informed and to meet them where they are.

Sparking excitement and interest from the earliest phases is a common response among interview subjects. It is important to inspire on-going citizen activity and involvement from the earliest stages of project planning. The early interactions in these meetings are like forming first impressions. Landscape architects should be present as a friend and helping hand to residents. Landscape architects and city staff should establish contacts with individuals and groups or organizations. Follow-up contacts makes the process easier when seeking specific feedback in later phases.

6.1.3. The comprehensive results of the interviews and document analysis serve as a foundation for landscape architects to use in preparation for public park projects.

From the comparative analysis results, it is critical to ensure that citizen input is used in every stage of park planning and design to serve the needs of the community. Citizen input ought to guide decision making throughout each phase of planning and design. Working within the 'Collaborate' level of the Spectrum of Public Engagement, landscape architects and city staff use their expertise to guide discussion and prepare recommendations to city council. Recommendations are based on the input from the residents, which can be collected in a number of methods (surveys, questionnaires, dot voting, etc.). It is also important to be diligent in data collection from

community members to support design decisions and recommendations.

Landscape architects must work with each community to prepare the engagement strategies. There is no “one size fits all” approach to community engagement. However, working with communities and their residents ensures usage of the most appropriate strategy. Additionally, this effort prepares for engagement by asking communities and their residents, “How best can we serve you?”

The comparative analysis results encourage the continued use of various citizen outreach methods. Using more methods in the planning and pre-project phases allows for the collection of as much resident data as possible. The most common methods of communication and citizen outreach are surveys, public meetings, and collective work. Some other common methods include focus/advisory groups, stakeholder interviews/meetings, and public notices and media outreach. Additional resources from interview subjects provide supplemental information on specific methods of public engagement. These resources include IAP2, Complete Communities Toolbox and GRG Engagement Strategies. The contents of these resources provide detailed information of examples of public engagement. The application section of this chapter present the recommendations for effective strategies and methods. These recommendations result from the interview responses, PRO documents, and the supplemental engagement resources.

Improving the public engagement strategies for future planning efforts requires evaluation of the previously used methods. Interview subjects Shaughnessy Daniels and Erin Dougherty both advocate for the establishment of standard, measurable metrics that can statistically monitor the public engagement process. It is important to be flexible and to adapt public engagement strategies to continue to have successful meetings. To achieve long term sustainable public engagement, leaders must evaluate their methods and their successes/failures. Establishing these metrics will be a major piece in the continued evolution of participatory design.

6.2 Application:

6.2.1. Recommendations.

The recommendations in this report result from the synthesis and analysis of the interviews and PRO documents. These recommendations are a foundational starting point for the public engagement process within parks and recreation projects.

Reminder: “There is no ‘one-size’ fits all approach to community engagement (Shaughnessy Daniels).” To most effectively prepare for public engagement, landscape architects must work with cities and their citizens to prescribe the most appropriate engagement strategy for the project. Each community has varying circumstances and preferences, and those must be accommodated in the engagement strategy to be most effective.

To effectively prepare for public engagement within parks and recreation projects, landscape architects must work with cities to adapt and develop an approach that meets the needs of the respective community. There are three guiding principles to ensure an appropriate strategy: (1) meeting the standard of excellence, (2) learning from success and mistakes, and (3) managing expectations. Working within these principles, landscape architects and city staff can prepare an appropriate engagement strategy with the communities they serve.

The following list is derived from the interview responses and PRO document analysis. The points are supplemented by the information within the documents provided by the interview subjects (GRG Engagement Strategies, IAP2, Complete Communities Toolbox, etc.). This list of engagement phases, objectives and methods serves as a foundational starting point for landscape architects working on public parks projects.

Pre-Project Phase:

Establish goals for the project and for the public engagement strategy.
Spark on-going involvement.
Prepare expectations for future meetings.

Announcements, Messages, and Specific Information:

Emails, letters, phone calls, media releases, advertisements, social network posts, postcards/doorhangers, yard signs, etc.

These outreach methods are important to keep residents in the loop about project information and updates, so there are no surprises later. Leaders of public

engagement must measure success of citizen outreach and be prepared to change focus within the Pre-Project Phase. These efforts ensure the project receives adequate feedback from community members and stakeholders while staying focused on the main objectives.

Open House, Workshops, and Forums:

Public meetings are an appropriate method for obtaining broader public understanding and support for projects to be accepted and implemented. Public meetings are also ideal to gather citizen opinions and ideas, and to agree on a set of values and collective vision for the project.

Project Planning and Kick-Off:

Gain citizen support.

Community meetings on site.

Open discussion without firm commitments.

Establish guiding direction.

Initial Feedback Meetings:

Charrettes, community mapping, focus groups, meetings, online design tools, online feedback tools, participatory art, public exhibits, site tours, surveys, workshops, etc.

The objectives of these methods are to meet with as many citizens face-to-face. It is important not to inconvenience the residents, or the meeting will not meet the standards. Successful public engagement depends highly on meaningful attendance. To ensure meaningful attendance, leaders must plan to target people where they are and to be inclusive and accommodating to residents.

Meeting people where they are means discovering what conditions are most appropriate for the community members. Examples may include nearby location to project site, multiple meeting dates/times, and other accommodations to serve the local community members and stakeholders.

Noteworthy Engagement Tools/Skills:

Media/online notices, polling devices, online/virtual meeting tools, signage, etc.

Leaders must be prepared to deal with conflict at public meetings because of the emotions involved with residents' community. Various strategies exist to promote constructive conversations that will lead to better decision-making. Some noteworthy strategies include:

Public emotion can come from many difference sources. To understand and address the concerns, it is best to ask the community for their perspective on the issue. Let them speak and hear them out.

A learning style of leadership means to (1) present information; (2) listen to

community concerns and feedback; and (3) to learn about the impact of the proposition while planning to take the next steps forward.

As leaders of the project, it is important to listen and acknowledge each concern voiced by the citizens. However, landscape architects must also state clearly that not every comment or suggestion will make its way into the project. It is nearly impossible to please everybody.

Design Development Phase:

Continued focus group outreach.
Specific design feedback.

Focus Groups, Advisory Committees, Technical Groups:

One objective in the pre-project phase is forming contact with local advocates who can serve on specific focus groups for the project team. Focus groups help landscape architects and city staff understand unique needs and interests of community organizations and business groups. These group settings offer an opportunity to speak freely and contribute to constructive conversation. These small groups inform program development and evaluation, planning, and community assessment.

Many individuals can make up a focus group. Some examples of people who are involved with focus groups are individuals who advocate strongly for the project, who are stakeholders (land, business, investment, etc.) in the project or project site, who represent neighborhoods or smaller communities affected by project, and who represent local organizations involved with project or similar projects in the past. The project team target individuals who expect to be included throughout the process. These individuals form advisory committees. The project team searches for individuals or groups that can assist them throughout the project. Some examples of assistance the project team may be searching for include fundraising, awareness building, maintenance, etc.

Recommendations and Beyond:

Final recommendations to city council.
Finalize resident support resulting in community voice.
Use data to support final recommendations.
Develop plans for project implementation.

In collaborative public engagement (from IAP2's Spectrum), the community influences each decision and identifies the preferred solution. Throughout the public engagement process, the project team seeks the community's advice and feedback to form design solutions. The feedback from citizen participation must be clearly defined and used to support all design recommendations prepared for city council.

6.2.2. Advocate for standardized evaluation methods and measurable metrics.

Chapter 1. Introduction includes text on researchers' advocacy for the evolution of the participatory design process. These authors call for the sustainable improvement of community design. It is important for the profession to refine public engagement within the design process. These researchers are not the only ones who have advocated for a renewed approach to public engagement in landscape architecture and parks and recreation. Multiple interview subjects expressed interest in finding new ways to evolve the community engagement process. Specifically, they advocated for establishing standard metrics which can track the success of public engagement. Standardizing these metrics will be a critical step in the evolution of participatory design in park projects. The ability to judge the successes and failures of public engagement allows the process to continually improve. Landscape architects and the communities they work with will benefit greatly from standard metrics.

Appendices:

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Interview Subjects' Consent Forms:

Shaughnessy Daniels:

IRB Informed Consent Template Form

Page 2

PROJECT TITLE:

Landscape Architects + Public Engagement: Preparing to be Successful in Parks and Recreation Projects

PROJECT APPROVAL DATE: 12/27/18 PROJECT EXPIRATION DATE: LENGTH OF STUDY:

PRINCIPAL INVESTIGATOR: Patrick C. McCaffrey

CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS: pcmm1996@ksu.edu | 314.480.2340

IRB CHAIR CONTACT INFORMATION:

PROJECT SPONSOR: Dr. Amir Gohar

PURPOSE OF THE RESEARCH:

This research will benefit landscape architects and policymakers by focusing on the public engagement process. To accomplish this, I will conduct studies to test the proposition. A comparative analysis of Parks, Recreation and Open Space documents within eight cities' comprehensive plans compiles the common themes and goals cities develop for their park systems. This document analysis also forms an applicable framework to aid in future public engagement. Interviews and personal narrative of designers and city staff members defines typical expectations within park projects, as well as standard approaches to public engagement and insight on successes/failures. The analyzed results of the comparative document analysis and narrative inquiry combine to reveal opportunities for landscape architects to better prepare for public engagement. The conclusions of this research provide a tool for designers to use to best prepare for public engagement throughout the design process. It also serves as a strong tool for continued improvement in the evolution of participatory design, as advocated for by David de la Pena (2017).

PROCEDURES OR METHODS TO BE USED:

The procedures for implementing this research consist of gathering data by collecting individuals' stories, reporting individual experiences, and ordering or coding the meaning of those experiences (Creswell et al. 2007). To test the proposition, the study proceeds in the following way:

1. Identify public projects and parks and recreation departments involving a design team, city staff, public engagement, and local decision-making.
- 1) Subjects should be involved with on-going or completed projects within 18 months.
- 2) Projects should include reoccurring public engagement opportunities throughout the project from the start through final design.
 - 1) Subjects ought to have varying degrees of expertise in public engagement.
- 3) Revise any other characteristics that led to subject selection.
 2. Interview, and record responses of, subjects (landscape architects, city staff or employees, consultants, etc.).
1. Collecting data through stories to provide raw data.
2. Interviews are conducted in person, scheduled at the convenience of the subjects within the budgeted time frame, outlined in the proposed work plan. If in-person interviews are not possible for the subject, interviews use via Zoom or Skype. Interviews are confidential. Interviews are audio recorded.
3. # of interviews.
4. Transcribe the responses and compile them into tables.
 3. Collect additional field data such as meeting minutes, presentation material (if shared with interviewer).
1. Additional data to supplement interview responses.
 4. Analyze the responses and field notes to prepare to "re-story" them in a three-dimensional narrative inquiry sequence (Clandinin and Connelly 2004): about the personal and social (the interaction); the past, present, and future (continuity); and the place (situation).
1. This step allows data to represent the key relationships across various perspectives and scenarios.
 5. Apply meaning, negotiate relationships, apply transitions and provide useful conclusions with participants' stories.
1. Compile responses into concise, descriptive narrative of study project.

ALTERNATIVE PROCEDURES OR TREATMENTS, IF ANY, THAT MIGHT BE ADVANTAGEOUS TO SUBJECT:

N/A

RISKS OR DISCOMFORTS ANTICIPATED:

N/A

BENEFITS ANTICIPATED:

This research will benefit both designers and policymakers. The research is a tool to consider the effectiveness of landscape architects and public engagement. The research results reveal defined goals of parks and recreation projects and the expectations of the landscape architect. These results, and their correlations to effective engagement will lead to more comprehensive projects to benefit communities.

Additionally, the results highlight elements of the participatory design process that are most valuable or that need the most improvement. Comprehensively, this research will produce a foundational understanding of the necessary components of successful community engagement throughout parks and recreation projects.

EXTENT OF CONFIDENTIALITY:

Subjects will determine if their names will be included with their answers. I will fully disclose the intent and the purpose of this research to promote open answers and total honesty. The most to be revealed about a subject is if they are a design team or a government staff member.

IS COMPENSATION OR MEDICAL TREATMENT AVAILABLE IF INJURY OCCURS? Yes No

PARENTAL APPROVAL FOR MINORS:

PARENT/GUARDIAN APPROVAL SIGNATURE: **Date:**

Terms of participation: I understand this project is research, and that my participation is voluntary. I also understand that if I decide to participate in this study, I may withdraw my consent at any time, and stop participating at any time without explanation, penalty, or loss of benefits, or academic standing to which I may otherwise be entitled.

I verify that my signature below indicates that I have read and understand this consent form, and willingly agree to participate in this study under the terms described, and that my signature acknowledges that I have received a signed and dated copy of this consent form.

(Remember that it is a requirement for the P.I. to maintain a signed and dated copy of the same consent form signed and kept by the participant).

PARTICIPANT NAME:

PARTICIPANT SIGNATURE: **Date:**

WITNESS TO SIGNATURE: (PROJECT STAFF) **Date:**

PROJECT TITLE:

Landscape Architects + Public Engagement: Preparing to be Successful in Parks and Recreation Projects

PROJECT APPROVAL DATE: **PROJECT EXPIRATION DATE:** **LENGTH OF STUDY:**

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CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS:

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BENEFITS ANTICIPATED:

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IS COMPENSATION OR MEDICAL TREATMENT AVAILABLE IF INJURY OCCURS? Yes No

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PARTICIPANT SIGNATURE: **Date:**

WITNESS TO SIGNATURE: (PROJECT STAFF) **Date:**

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CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS:

IRB CHAIR CONTACT INFORMATION:

PROJECT SPONSOR:

PURPOSE OF THE RESEARCH:

This research will benefit landscape architects and policymakers by focusing on the public engagement process. To accomplish this, I will conduct studies to test the proposition. A comparative analysis of Parks, Recreation and Open Space documents within eight cities' comprehensive plans compiles the common themes and goals cities develop for their park systems. This document analysis also forms an applicable framework to aid in future public engagement. Interviews and personal narrative of designers and city staff members defines typical expectations within park projects, as well as standard approaches to public engagement and insight on successes/failures. The analyzed results of the comparative document analysis and narrative inquiry combine to reveal opportunities for landscape architects to better prepare for public engagement. The conclusions of this research provide a tool for designers to use to best prepare for public engagement throughout the design process. It also serves as a strong tool for continued improvement in the evolution of participatory design, as advocated for by David de la Pena (2017).

PROCEDURES OR METHODS TO BE USED:

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1. Compile responses into concise, descriptive narrative of study project.

ALTERNATIVE PROCEDURES OR TREATMENTS, IF ANY, THAT MIGHT BE ADVANTAGEOUS TO SUBJECT:

N/A

RISKS OR DISCOMFORTS ANTICIPATED:

N/A

BENEFITS ANTICIPATED:

This research will benefit both designers and policymakers. The research is a tool to consider the effectiveness of landscape architects and public engagement. The research results reveal defined goals of parks and recreation projects and the expectations of the landscape architect. These results, and their correlations to effective engagement will lead to more comprehensive projects to benefit communities.

Additionally, the results highlight elements of the participatory design process that are most valuable or that need the most improvement. Comprehensively, this research will produce a foundational understanding of the necessary components of successful community engagement throughout parks and recreation projects.

EXTENT OF CONFIDENTIALITY:

Subjects will determine if their names will be included with their answers. I will fully disclose the intent and the purpose of this research to promote open answers and total honesty. The most to be revealed about a subject is if they are a design team or a government staff member.

IS COMPENSATION OR MEDICAL TREATMENT AVAILABLE IF INJURY OCCURS? Yes No

PARENTAL APPROVAL FOR MINORS:

PARENT/GUARDIAN APPROVAL SIGNATURE: **Date:**

Terms of participation: I understand this project is research, and that my participation is voluntary. I also understand that if I decide to participate in this study, I may withdraw my consent at any time, and stop participating at any time without explanation, penalty, or loss of benefits, or academic standing to which I may otherwise be entitled.

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(Remember that it is a requirement for the P.I. to maintain a signed and dated copy of the same consent form signed and kept by the participant).

PARTICIPANT NAME:

Jason Gregory

PARTICIPANT SIGNATURE:

Jason Gregory

Date: 2/21/19

WITNESS TO SIGNATURE: (PROJECT STAFF)

Date:

PROJECT TITLE:

Landscape Architects + Public Engagement: Preparing to be Successful in Parks and Recreation Projects

PROJECT APPROVAL DATE: **PROJECT EXPIRATION DATE:** **LENGTH OF STUDY:**

PRINCIPAL INVESTIGATOR:

CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS:

IRB CHAIR CONTACT INFORMATION:

PROJECT SPONSOR:

PURPOSE OF THE RESEARCH:

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PARTICIPANT NAME:

Troy Houtman

PARTICIPANT SIGNATURE:

Troy Houtman

Date: 2/15/19

WITNESS TO SIGNATURE: (PROJECT STAFF)

Date:

PROJECT TITLE:

Landscape Architects + Public Engagement: Preparing to be Successful in Parks and Recreation Projects

PROJECT APPROVAL DATE: **PROJECT EXPIRATION DATE:** **LENGTH OF STUDY:**

PRINCIPAL INVESTIGATOR:

CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS:

IRB CHAIR CONTACT INFORMATION:

PROJECT SPONSOR:

PURPOSE OF THE RESEARCH:

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RISKS OR DISCOMFORTS ANTICIPATED:

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BENEFITS ANTICIPATED:

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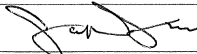
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PARTICIPANT NAME:

JOSEPH JAMES

PARTICIPANT SIGNATURE:



Date: 2/20/19

WITNESS TO SIGNATURE: (PROJECT STAFF)

Date:

PROJECT TITLE:

Landscape Architects + Public Engagement: Preparing to be Successful in Parks and Recreation Projects

PROJECT APPROVAL DATE: **PROJECT EXPIRATION DATE:** **LENGTH OF STUDY:**

PRINCIPAL INVESTIGATOR:

CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS:

IRB CHAIR CONTACT INFORMATION:

PROJECT SPONSOR:

PURPOSE OF THE RESEARCH:

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RISKS OR DISCOMFORTS ANTICIPATED:

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BENEFITS ANTICIPATED:

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PARTICIPANT NAME:

Vivienne Uccello

PARTICIPANT SIGNATURE:

Vivienne Uccello

Date: 2/2/19

WITNESS TO SIGNATURE: (PROJECT STAFF)

Date: _____

PROJECT TITLE:

Landscape Architects + Public Engagement: Preparing to be Successful in Parks and Recreation Projects

PROJECT APPROVAL DATE: 12/27/18 PROJECT EXPIRATION DATE: LENGTH OF STUDY:

PRINCIPAL INVESTIGATOR: Patrick C. McCaffrey

CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS: pcmm1996@ksu.edu | 314.480.2340

IRB CHAIR CONTACT INFORMATION:

PROJECT SPONSOR: Dr. Amir Gohar

PURPOSE OF THE RESEARCH:

This research will benefit landscape architects and policymakers by focusing on the public engagement process. To accomplish this, I will conduct studies to test the proposition. A comparative analysis of Parks, Recreation and Open Space documents within eight cities' comprehensive plans compiles the common themes and goals cities develop for their park systems. This document analysis also forms an applicable framework to aid in future public engagement. Interviews and personal narrative of designers and city staff members defines typical expectations within park projects, as well as standard approaches to public engagement and insight on successes/failures. The analyzed results of the comparative document analysis and narrative inquiry combine to reveal opportunities for landscape architects to better prepare for public engagement. The conclusions of this research provide a tool for designers to use to best prepare for public engagement throughout the design process. It also serves as a strong tool for continued improvement in the evolution of participatory design, as advocated for by David de la Pena (2017).

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ALTERNATIVE PROCEDURES OR TREATMENTS, IF ANY, THAT MIGHT BE ADVANTAGEOUS TO SUBJECT:

N/A

RISKS OR DISCOMFORTS ANTICIPATED:

N/A

BENEFITS ANTICIPATED:

This research will benefit both designers and policy makers. Any discoveries in the data that reveal commonalities in project presentation and decision making will be telling in the timeline of projects. If the proposition is correct, and the overlap is evident and plentiful, then it is crucial for landscape architects to have a resource to help prepare for those engagements with elected officials. This will lead to less misunderstandings and more comprehensive projects to benefit communities. Additionally, if correlations across projects are not found, then I believe more questions can be asked to present a meaningful message to policy makers to advocate for the designers' role in parks and recreation projects.

EXTENT OF CONFIDENTIALITY:

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PARENTAL APPROVAL FOR MINORS:

PARENT/GUARDIAN APPROVAL SIGNATURE:

[Signature box]

Date:

[Date box]

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PARTICIPANT NAME:

Wyatt Thompson

PARTICIPANT SIGNATURE:

WT

Date:

2/11/19

WITNESS TO SIGNATURE: (PROJECT STAFF)

[Signature box]

Date:

[Date box]

PROJECT TITLE:

Landscape Architects + Public Engagement: Preparing to be Successful in Parks and Recreation Projects

PROJECT APPROVAL DATE: 12/27/18 **PROJECT EXPIRATION DATE:** **LENGTH OF STUDY:**

PRINCIPAL INVESTIGATOR: Patrick C. McCaffrey

CO-INVESTIGATOR(S):

CONTACT DETAILS FOR PROBLEMS/QUESTIONS: pcmm1996@ksu.edu | 314.480.2340

IRB CHAIR CONTACT INFORMATION:

PROJECT SPONSOR: Dr. Amir Gohar

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PARENTAL APPROVAL FOR MINORS:

PARENT/GUARDIAN APPROVAL SIGNATURE:

[Signature box]

Date:

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PARTICIPANT NAME:

Alfonso Leyva

PARTICIPANT SIGNATURE:

[Signature]

Date:

2/21/19

WITNESS TO SIGNATURE: (PROJECT STAFF)

[Signature box]

Date:

[Date box]